The Hashemite Kingdom of Jordan
Petra Development and Tourism Region Authority

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

Project Completion Report

(Phase 2)

February 2025

Japan International Cooperation Agency (JICA)

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

ED
JR
25-006

Project Location Map



Country name	Hashemite Kingdom of Jordan
Capital	Amman
National Land Area	8.93 million km2
Population	11.34 million (IMF, 2023)



Activities



Tourism Master Plan Launching Ceremony



A pilot project of weekly local market



Pilot product experience at Beidha



Pilot product experience at Wadi Musa



Pilot product experience at Taybeh



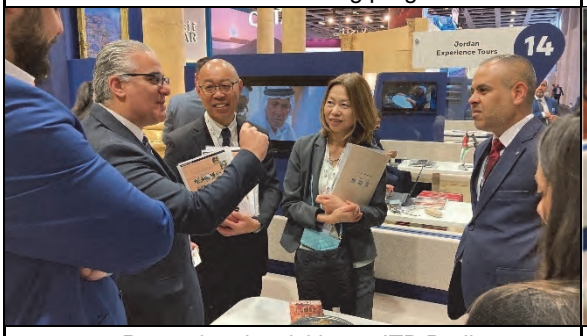
Hands-on Program for visually impaired



Accessible Tourism training program on site



Visitor's data collection for Endline Survey



Promotional activities at ITB Berlin



Promotional activities at WTM London

Japan International Cooperation Agency

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

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List of Abbreviations

Abbreviation	English
AR	Augmented Reality
ASEZA	Aqaba Special Economic Zone Authority
BCP	Business Continuity Plan
CAGR	Compound Annual Growth Rate
DMO	Destination Management Organization
DoA	Department of Antiques
DoS	Department of Statistics
FAM	Familiarization Trip
GDP	Gross Domestic Product
GSTC	Global Sustainable Tourism Council
JCC	Joint Coordination Committee
ICH	Intangible Cultural Heritage
JICA	Japan International Cooperation Agency
JITOA	Jordan Inbound Tour Operators Association
JOD	Jordan Dinar
JSTA	Jordan Society of Tourism & Travel Agents
JTB	Jordan Tourism Board
KPI	Key Performance Indicators
LCC	Low-Cost Carriers
M/P	Master Plan
MoTA	Ministry of Tourism and Antiquities
OTA	Online Travel Agency
OUV	Outstanding Universal Value
PAP	Petra Archaeological Park
PDM	Project Design Matrix
PDTRA	Petra Development and Tourism Region Authority
PNT	Petra National Trust
R/D	Record of Discussion
SIT	Special Interest Tour
SMEs	Small Medium Sized Entities
TIC	Tourist Information Center
UNESCO	United Nations Educational Scientific and Cultural Organization
USAID	U.S. Agency for International Development

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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 archaeological 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 Archaeological Park to disseminate information on the history of the region centering on Petra Archaeology 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 people. 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 (hereinafter “Jordan”)
Project title:	The Project for Formulating Tourism Development Master Plan in Petra Region (Phase2)
Project period:	Phase 1: March 2021–September 2022 (19 months)

Phase 2: November 2022–February 2025 (28 months)

Business implementation structure

Implementing agency:	Petra Development & Tourism Region Authority (PDTRA)
Main role:	Formulate a master plan for tourism development in the Petra region, implement pilot projects, and undergo monitoring, etc.
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, Uum Sayhoun, Beidha, Rajif, Dlagha)
3) Beneficiaries: PDTRA staff, tourism-related organizations, private tourism stakeholders, and local communities
4) Purpose of the work: This project will contribute to promoting resilient and sustainable tourism development project in the Petra region.
5) Impact (Goals expected to be achieved in the medium to long term based on the proposed plan after project completion): Contribute to the promotion of resilient and sustainable tourism development in the region.
6) Outputs:
   (i) Establish a structure for formulating the master plan for tourism development in the Petra region and set a tentative framework for the master plan.
   (ii) Pilot projects will be implemented based on the tentative framework set in (i) above
   (iii) The results of (ii) will be reflected in the master plan, which will play a part in the sustainable development of tourism. By becoming a model for regional tourism development, it can be introduced to other regions in Jordan and neighboring countries.
7) Survey items:

[Phase 1]

7)-1 Formulate the Petra Tourism Development Master Plan (Tentative)

(i) Conduct a review of existing tourism-related plans and measures.

(ii) Study and analyze the current status and challenges of relevant organizations (tourism-related government agencies, private tourism stakeholders, communities, international aid organizations, etc.).

(iii) Consider survey items to use for understanding the current conditions of the tourism sector (tourism-related legal systems, various tourism data, tourism resources, marketing initiatives and promotions being carried out, etc.), and then conduct a study and analysis.

(iv) Establish opportunities (working groups, etc.) for information sharing and mutual collaboration among relevant organizations.

(v) Formulate a tourism development master plan (tentative) based on the results of the abovementioned activities.

[Phase 2]

7)-2 Implement pilot projects based on the formulated tourism development master plan (tentative).

(i) Identify activities that should be carried out as pilot projects based on the formulated tourism development master plan (tentative) and draw up plans for each of the projects.

(ii) Based on the plans above, implement pilot projects and conduct monitoring (assume roughly four to five projects). Some examples are projects related to human resource development, tourism product development, and tourism promotion.

(iii) Consider improvement measures, etc. after verifying the results of pilot projects.

7)-3 Finalization and dissemination of the master plan for tourism development in the Petra region

(i) Produce the final version of the plan (tentative) reflecting the results of the abovementioned pilot projects.

(ii) Create easy-to-understand materials for introducing the master plan to the Petra region, and offer seminars, etc.

(iii) Introduce the Master Plan to other regions of Jordan and neighboring countries.

8) Basic indicators used for ex-post evaluation:

(i) This project's proposed master plan will be reflected in various development policies and plans.

(ii) Per capita spending by tourists visiting the Petra region.

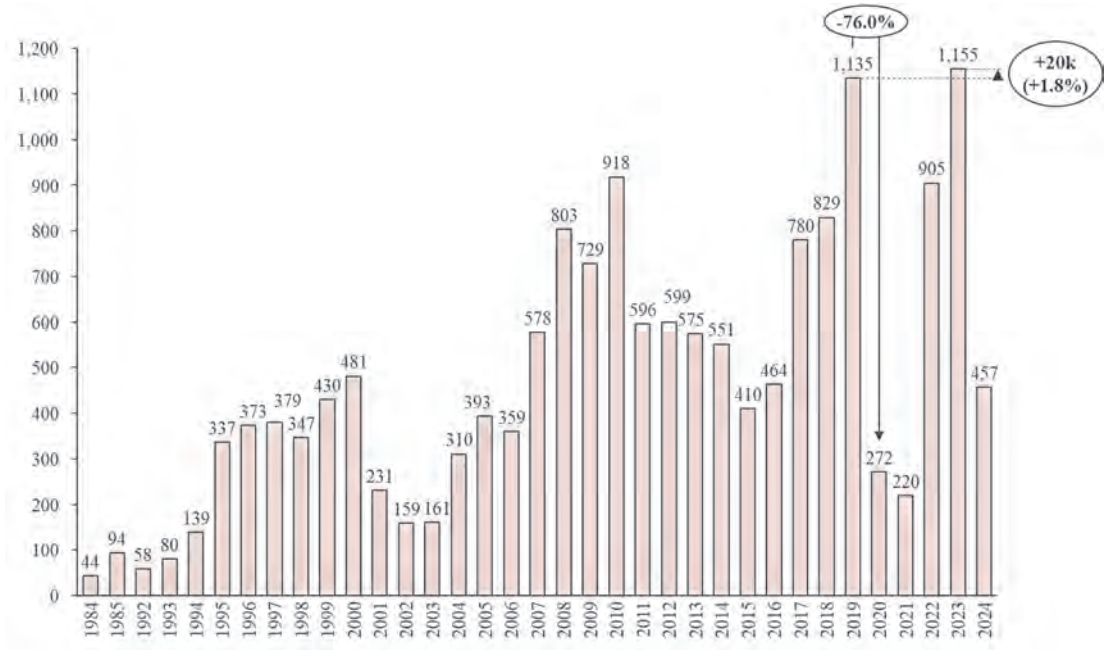
(iii) Percentage of community participation in the tourism industry and amount of income from new tourism activities developed by this project.

1-3 The Current State of Tourism in Petra Region

The following presents data illustrating the current state of tourism in Petra, based on field surveys and visitor surveys conducted during Phase 1, as well as additional field research conducted during Phase 2.

1-3-1 Number of Visitors

Below is a graph illustrating the trend in visitor arrivals to Petra from 1984 to 2024. This data provides a comprehensive overview of how external factors including regional instability and the COVID-19 pandemic have influenced tourism trends over the years.



Unit: Thousand visitors
Source: PDTRA and Ministry of Tourism and Antiquities (MoTA) *The data in 2024 is until December.
*The number of visitors to Petra Archaeological Park is based on ticket sales to the archaeological park that are reflected in MoTA's tourism statistical dashboard.

Figure 1-1: Number of visitors to Petra

Since Petra's registration as a UNESCO World Heritage Site in 1985, the number of visitors has been on the rise. This recognition significantly boosted Petra's global profile, attracting more tourists each year and contributing to the steady growth in visitor numbers over the decades.

However, the Petra region has experienced significant fluctuations in tourist arrivals due to economic and political instability. These fluctuations highlight the vulnerability of the tourism sector to external factors, impacting on the overall trend despite the growing interest in Petra.

The COVID-19 pandemic had a severe impact on the tourism sector, causing a dramatic decline in visitor numbers. After reaching a new high in 2019, the number of visitors plummeted by 76% in 2020. This decline was a direct result of global travel restrictions and safety concerns.

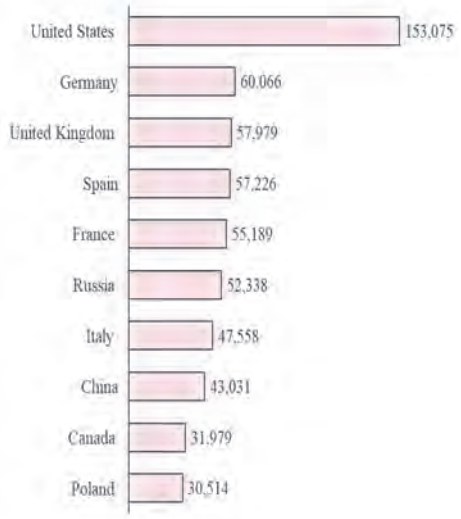
Despite the severe impact of the pandemic, the number of visitors to Petra fully recovered and even surpassed pre-pandemic levels in 2023. This recovery reflects the resilience of the tourism sector and effective strategies to attract tourists back to Petra.

However, the growth in tourist numbers did not continue as expected in 2024. The ongoing Israel and Palestine conflict has affected the stability of the Middle East region, impacted travel plans and deterred potential visitors.

As of December 2024, the number of visitors to Petra was 457,215. This number reflects the ongoing challenges the tourism sector faces, indicating that while there has been a recovery, external factors continue to influence the growth trajectory.

1-3-2 Major Source Market

The following graphs compare the top 10 source markets for Petra in 2019 and 2024. These visualizations reveal significant shifts in the demographics of international visitors over the four-year period, highlighting how global events, regional dynamics, and changing travel preferences have influenced tourism trends.



Unit: People
Source: MoTA

Figure 1-2: Visitors by source market (2019)



Unit: People
Source: MoTA

Figure 1-3: Visitors by source market (2024)

The graphs represent the top 10 source markets for Petra in 2019 and 2024, highlighting significant shifts in tourism patterns over these years. In 2019, the United States was the largest source market, followed by Germany, the United Kingdom, and Spain. Other key markets included France, Russia, Italy, China, Canada, and Poland, reflecting a diverse range of international visitors to Petra.

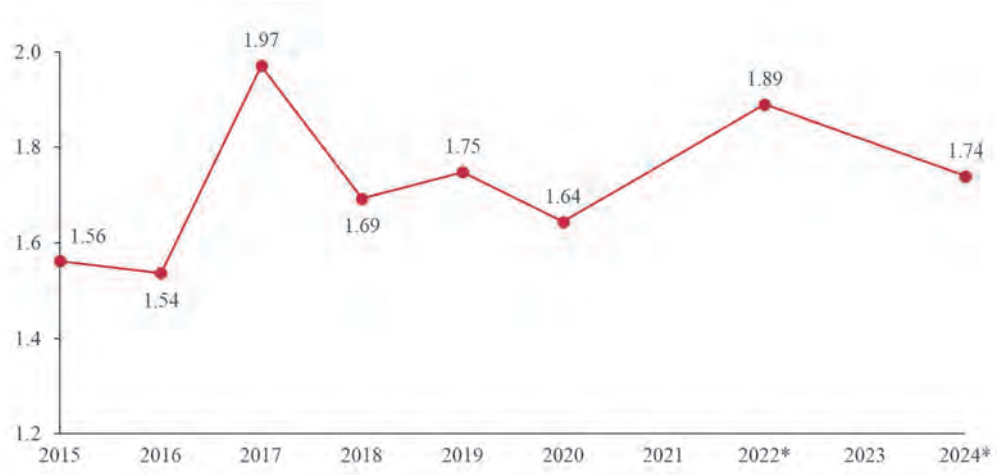
One of the most notable changes was the decline in visitors from China, reflecting a significant drop in travelers. This decline can be attributed to several factors including travel restrictions due to the COVID-19 pandemic, changes in Chinese travel policies, and a shift in travel preferences among Chinese tourists.

Conversely, a new trend in the Asian market was seen with the rise in visitors from India and Indonesia in 2024. An increase in the number of visitors from these countries indicates new growth potential for Petra's tourism market and reflects increased demand in the Asian market for Petra.

These changes underscore the dynamic nature of international tourism and how external factors, such as global events, regional economic conditions, and improved travel accessibility, can influence travel patterns. Understanding these shifts is crucial for developing effective marketing strategies to attract and cater to the evolving preferences of tourists from these key markets, ensuring sustained growth in Petra's tourism sector.

1-3-3 Number of Nights spent

The graph below (Figure 1-4) shows the average number of nights spent by tourists in Petra from 2015 to 2024. This data was calculated by dividing the total number of nights in Petra by the number of overnight tourists, as collected from the Ministry of Tourism and Antiquities (MoTA) up until 2020. Data for 2022 and 2024 were collected from the baseline and endline surveys conducted by the JICA Project Team, respectively.



Unit: Night
Source: MoTA, JICA Project Team Baseline Survey (2022), Endline Survey (2024)
*2022 data is based on a baseline survey
*2024 data is based on endline surveys
*The data for the average number of nights stays in Petra for 2021 and 2023 is not posted on the MoTA website

Figure 1-4: Average number of nights stay in Petra

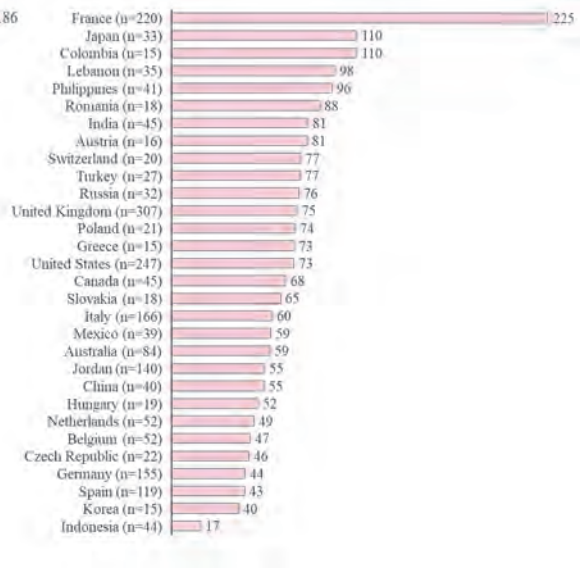
Over the years from 2015 to 2020, the average length of stay in Petra showed a fluctuating trend. The number of nights stayed varied, reflecting changes in tourist behavior and external factors impacting travel. In 2022, the baseline survey conducted by the JICA Project Team indicated an increase in the average number of nights stayed in Petra, rising to 1.89 nights. On the other hand, the endline survey in 2024 shows the average number of nights stayed to be 1.74, a slight decrease from the baseline survey in 2022. This decrease is possibly attributed to the impact of recent changes in the tourism environment and shifts in tourist behavior.

1-3-4 Average Per Night Spending by Nationality

Figure 1-5 shows the top 30 nationalities visiting Petra by their per-night spending, based on a baseline survey conducted between January and September 2022 and an endline survey conducted between September and October 2024. The baseline survey shows the highest per-night expenditure by visitors is from the United Arab Emirates (UAE), Australia, and China, demonstrating a strong tendency for high spending in Petra by non-European markets.

Meanwhile, results of the endline survey indicate a significant change in ranking among countries. France ranks first in average per night spending, and Japan is second while not placing in the ranking at the time of baseline survey. It is noteworthy that tourists from the emerging markets of Columbia, Lebanon, and the Philippines have a tendency to spend more than tourists from main markets, such as the United States, the United Kingdom, Germany, Spain, and Italy.





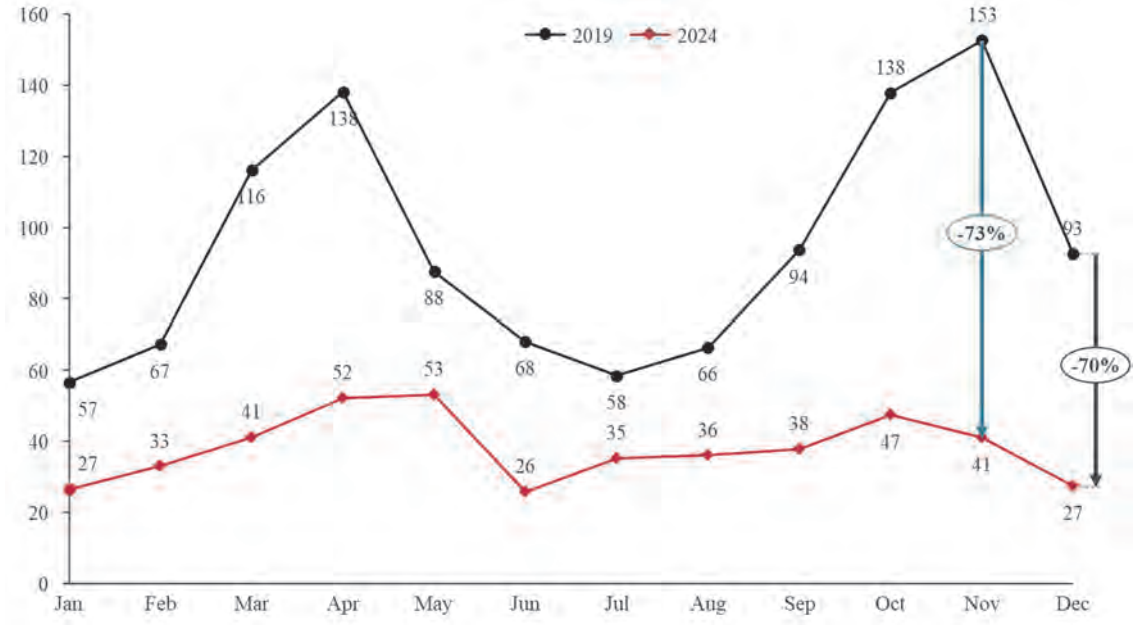
Unit: JOD
Source: Baseline Survey (2022)

Unit: JOD
Source: Endline Survey (2024)

Figure 1-5: Top 30 countries by per-night expenditure

1-3-5 Seasonality

Petra experiences notable seasonality in tourist arrivals, influenced by the region's climate. Foreign tourists typically peak in spring (March to May) and autumn (September to November), when temperatures are moderate, and the weather is pleasant for exploring Petra's archaeological sites. In contrast, summer (June to August) sees a sharp decline in tourist numbers due to the intense heat, which makes outdoor activities less enjoyable and sometimes challenging.



Unit: Thousand people
Source: MoTA

Figure 1-6: Monthly number of visitors to Petra

November has been a high season for tourism in Petra, with notable visitor numbers just before the COVID-19 pandemic in 2019. However, the situation in Gaza, which began in October 2023,

continued to impact tourism in 2024, leading to a decline in annual visitor numbers throughout the year, reaching record lows. Figures for November and December were particularly low, at 73% and 70%, respectively, compared to 2019, clearly showing the serious impact caused by regional conflicts on the recovery of the tourism industry.

1-4 Potentials and Challenges of Tourism in Petra region

The results of the analysis for the first phase, which summarizes the "potential and challenges" for each of the five processes in the Value Chain, are shown in Tables 1-1 and 1-2. This project aims to improve the value added of Petra tourism by strengthening the five processes in the Value Chain. In addition, based on the results of the second phase, including the on-site survey and interviews with relevant parties, the SWOT analysis is summarized in Table 1-4, and the results are consistent with the PDTRA.

1-4-1 Potentials and Challenges of Tourism Development in Petra region

The potential for and challenges of tourism development in the Petra area identified in the first phase are as follows.

Table 1-1: Potentials of Petra tourism

Process	Items	Potentials
1.Destination Management	Institutional management	・ Petra is designated as a special economic zone and PDTRA has 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 in the Petra region.
	Destination management	・Status of sustainable tourist destination management system through public-private partnership
	Infrastructure	・ 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	・Tools for environmental education and awareness activities are being developed by other donors.
	Tourism crisis management	・Other donors have been supporting the Siq stabilization projects.
2.Research & Development	Statistical analysis	・ A research center has been established within the PAP organization of PDTRA. ・ The Research Center is equipped with a diverse team of specialists.
	Research and development	・PDTRA is conducting surveys such as visitor surveys for planning.
	Cultural and Natural Heritage management	・ Cultural Space of Bedu is registered as a UNESCO World Intangible Cultural Heritage. ・ Traditional rural landscapes, such as olive yards, and local food can be used as tourism resources. ・ The Petra region has a rich ecosystem and nature, including rare species.
	Museum management	・ 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.

Process	Items	Potentials
3.Product Design	Product creation	・ 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 the archaeological park. ・ Some private businesses develop their own products such as Petra by Night. ・ There is potential to develop Special Interest Tour (SIT) products in collaboration with the Petra Museum.
	Branding	・ Petra, along with Wadi Ram and Aqaba, forms the golden triangle of tourism in the southern Jordan.
	Marketing	・ Websites and social media platforms are well established.
4.Sales & Promotion	Promotion	・ Petra has become an icon of Jordan in JTB's international tourism promotion. ・ Petra occupies a main position in the promotion of the Golden Triangle.
	Inbound tourism promotion	・ 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	・ Petra's tour operators themselves have a direct network with travel agencies in other countries. ・ Sales are expected to grow through social media and online travel agencies (OTAs).
5.Service & Hospitality	Tourism infrastructure	・ New tourist services such as electric buses and golf carts have been introduced with the support of other donors.
	Tourism products	・ 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	・ 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 1-2: Challenges of Petra tourism

Process	Items	Challenges
1. Destination Management	Institutional management	・ There is no clear vision shared by the public and private sectors about how Petra establishes a 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	・ 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	・ 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	・ 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 compared with tourists and local water demand, and there is concern

Process	Items	Challenges
		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 landfilled. ・ Efforts to promote women's participation in the tourism sector are needed.
	Tourism crisis management	・ 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 of tourists 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).
2. Research & Development	Statistical analysis	・ 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	・ A tourism strategy will be established based on statistical evidence.
	Cultural and Natural Heritage management	・ 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	・ The Petra Museum is not positioned as a center for researching cultural heritage in the Petra region and disseminating information to tourists and local people, and museum activities are not active. ・ It is necessary to train museum curators who carry out educational activities for tourists and local people.
3. Product Design	Product creation	・ 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 must improve.
	Branding	・ Product development depends on individual tourism operators. The specific policy and legal system to support it are not clear.
	Marketing	・ 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.

Process	Items	Challenges
4. Sales & Promotion	Promotion	・ International 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	・ 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 have limited chances of receiving benefit from the tour arranged in Amman and only have a chance to arrange tours from limited areas, such as Aqaba.
	Sales	・ 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, while locally made products from Petra and Jordan are not widely available.
5. Service & Hospitality	Tourism infrastructure	・ Animal droppings in the park are not properly treated, and some unsanitary toilets have hygienic issues. ・ Tourism infrastructure and facilities have not been properly designed to support universal tourism. ・ Public toilets in the park are unsanitary. ・ Bus facilities are relatively old.
	Tourism products	・ Tradition and culture are not fully utilized in the content of tourism services.
	Tourism services	・ 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 a lack of relationship between public, private, and educational institutions in terms of tourism human resource development. ・ Human resource development for SMEs is not sufficient. ・ It is necessary to promote an understanding of the importance of tourism human resources in the region. ・ There are limited tourism personnel who can provide the services required for universal tourism. ・ There is limited support for SMEs against the effects of COVID-19. ・ Tour operators do not receive sufficient benefits from cruise passengers and one-day visitors from Israel. ・ There is a problem with child labor in the PAP. ・ There is a problem with informal businesses in the park. ・ The safety of informal businesses such as animals and camels provided to tourists in the park are not guaranteed. ・ Infectious disease control is not adequately implemented.

Source: JICA Project Team

1-4-2 Overview of PDTRA and the six communities

(1) Overview of PDTRA

Our counterpart in the Project, Petra Development and Tourism Region Authority (PDTRA), was founded in 2009 aiming to socially and economically develop the Petra region that was designated as a special development zone and promote tourism in the region. PDTRA oversees the overall administration of the Petra region and is a relatively large-scale organization consisting of roughly 700 employees under four divisions, including Petra Archaeological Park and Tourism, overseeing the management and tourism development of Petra Archaeological Park (PAP).

(2) Overview of the six communities

The six communities in the Petra region stretch from north to south, with Wadi Musa, the base for Petra archaeological tourism, at the center. Relatively close to Petra Archaeological Park on the northern side lies Beidha, with an archaeological site known as Little Petra, Uum Sayhoun, which

was developed near the back gate of Petra Archaeological Park for the Bedul tribe who lived in the archaeological park, and the communities of Taybeh, Rajif, and Dlagha, located more than 15 km away from the Petra archaeological sites. They are situated over 30 km, stretching north to south, along Highway 35 (Kings Highway). Many tourists who visit Petra Archaeological Park also travel to the UNESCO World Heritage Wadi Rum as well as Aqaba, a resort destination by the Red Sea. Petra, Wadi Rum, and Aqaba are called the Golden Triangle for tourism in Jordan.

Looking at the current state of the tourism industry in the six communities of the Petra region, most tourists only visit Wadi Musa, the base for Petra archaeological tourism, and any connection that tourists have with other communities is limited. Rajif and Dlagha, in particular, are farming regions, and while they produce olives and other agricultural products as well as sheep and goat livestock products, the local production and consumption supply chain is insufficient for such agricultural and livestock products to be used at hotels and restaurants in Wadi Musa. So, the six communities do not equally receive the benefits of Petra tourism. The Dlagha, Rajif, and Taybeh regions in particular, where transportation is inconvenient, shoulder quite a burden compared to the northern regions to transport local products and dispatch sales staff to the Wadi Musa region where tourists gather, as well as traveling to apply for business permits by the PDTRA to conduct business in these regions.

Table 1-3: Overview of the six communities

Community	Status of the tourism industry and major tourism resources
Beidha Population: 953 Female: 444 Male: 509 Area: 0.063 km^2	・Bedouin camps for tourists situated here ・Little Petra and wall paintings, Neolithic ruins of Beidha village ・Nabataean water storage and natural spring water sources ・Folk culture, UNESCO intangible cultural heritage
Uum Sayhoun Population: 4,111 Female: 2,103 Male: 2,008 Area: 0.29 km^2	・Many of the people work using donkeys and sell souvenirs at Petra Archaeological Park ・Travel agencies and accommodations also located within the village ・Tours using camels and donkeys operate inside and around Petra Archaeological Park ・Visits to homes inside the archaeological park
Wadi Musa Population: 13,264 Female: 5,906 Male: 7,358 Area: 7.36 km^2	・Hotels, restaurants, and souvenir shops are located here as a base for tourism in Petra ・Town lined with historical buildings, ruins of Nabataean water facilities ・Traditional regional cuisine and cooking classes provided ・Visits to ordinary households
Taybeh Population: 11,159 Female: 5,756 Male: 5,403 Area: 3.12 km^2	・Home to resort accommodation facilities that are renovated traditional architectures ・Nabataean traditional pottery is recreated by the local NGO, based on archaeological evidence, and is collaboratively sold at souvenir shops in the Petra Museum and Visitors Center ・Restaurants where foreign visitors can experience Jordanian cuisine situated here
Rajif Population: 4,670 Female: 2,378 Male: 2,292 Area: 1.88 km^2	・Located along Highway 35 but few visitors due to a lack of accommodations and restaurants in the settlements ・Traditional residential and architectural space coexisting with agriculture (olives and fruit) ・Magnificent landscape, particularly during sunset, overlooking Jordan Valley ・Private sector organizations provide visits to homes ・Production of high-quality olive oil
Dlagha Population: 2,660 Female: 1,359 Male: 1,301 Area: 1.63 km^2	・Located far from Highway 35, with few visitors ・Bedouin lifestyle survives that is unaffected by tourism ・Natural landscapes within a special protection zone ・Initiatives for the development of trekking routes for enjoying nature ・Production of agriculture and meat, such as olives and lamb

Source: Created by JICA Project Team based on Department of Statistics data; population as of 2020

1-4-3 SWOT Analysis of the Petra region

Based on field observations, distribution of questionnaires to private sector stakeholders, and interviews with key individuals in the Petra region, the JICA project team identified the following major Strengths, Weaknesses, Opportunities, and Threats for the Petra region.

Table 1-4: SWOT Analysis of the Petra Region

STRENGTHS	WEAKNESS
• Presence of a World Heritage Site, which is also regarded as one of the Seven Wonders of the World. • Attractive unique tourism products • The presence of handicraft co-operatives and women's associations in the region creating unique craftwork and ceramics influenced by the Nabataean designs • It is endowed with abundant tangible and intangible heritages • A stunning semi-arid mountain scenery • People in Petra have a good sense of hospitality • People in Petra have a good sense of ownership to Petra Archeological Park • Most tourism service providers speak between good to an excellent level of English • Smooth road connections to international airports in Amman and Aqaba • Smooth road connections to other surrounding destinations	• Lack of diversified tourism products (excessive dependency on Petra Archaeological Park and no attractive nightlife) • Tourists' average length of stay is very short • There is a lack of high-quality tourism services • Petra is being regarded as an extension destination of neighboring countries • There are very few locally created souvenirs, and most of them are imported • Shortage of tour guides who speak languages other than English • Persistent visitor annoyances and hassles inside the Petra Archaeological Park caused by the informal service providers • Locals are overly reliant on the tourism business, with few alternatives of other sectors • The tourism benefits are not divided evenly across the six communities • Women's participation in the tourism sector is exceedingly low • Water shortage is a problem for hotels and local people in general • Weak public-private partnership • Lack of clear marketing & promotion strategy
OPPORTUNITIES	**THREATS**
• It is situated in a convenient location and easily accessible from other destinations • High demand for historical and archaeological sites among international tourists • International tourists are more interested in experiencing a local's way of life • Petra attracts the world's top tourist spending countries, including the United States, Germany, the United Kingdom, Spain, France, Italy, and China. • Benefited from an increase in low-cost carrier flights to Jordan • Opportunities for investment, particularly in the accommodation sector	• The Middle East's volatile political environment has a detrimental impact on Petra's tourism • The global pandemic crisis affecting the number of international tourists visiting Petra • Increased economic inequality may cause tensions among communities • Hotels and other tourism businesses in Petra are dealing with high operational costs due to taxation regulations • Tourism has increased the cost of living for communities in Petra • Tourism has contributed to young people dropping out of school at an early age

Source: JICA Project Team, based on questionnaire survey, interviews, and field observations

According to the SWOT analysis, Petra's status as a UNESCO World Heritage Site and one of the Seven Wonders of the World has significantly enhanced its global image and reputation, setting it apart from other destinations in Jordan. Its strategic location further enables Petra to attract visitors from nearby renowned sites like Wadi Rum and Aqaba.

However, despite its rich tangible and intangible cultural heritage, Petra's limited variety of tourism products restricts its appeal to specific market segments such as families, luxury travelers, and special interest tourists.

1-4-4 Comparison of PDTRA's Tourism Plans with the Master Plan Direction

In drafting the Master Plan in this project, it was aimed to improve the values added to tourism in Petra through strengthening the five processes of the Value Chain.

In particular, in light of the Expected Goals of this project, "to contribute to the development of a resilient and sustainable tourism development in the Petra region", the areas of support with the highest potential for solving issues and meeting needs were identified for each of the five processes of the Value Chain in the first phase, and a specific strategic plan was formulated to put the plan into action.

The current tourism policies and plans at each of the five processes in the Value Chain, and the comparison of the direction that should be taken in this master plan based on this, are shown in Table 1-5.

Table 1-5: Master Plan Direction for Each Value Chain Process

Process	Aspects	Current PDTRA Tourism Policy	Direction of Master Plan
1. Destination Management	Policy/Strategy	・Priority on visitor safety management ・Promotion of initiatives to reduce the impact of tourists on the archaeological park ・Management of visitor flow, including measures to alleviate congestion, etc. ・Promotion of the development of roads and parking lots around the Petra Archaeological Park ・Promotion of initiatives to attract new accommodation facilities to strengthen the capacity to accommodate visitors staying overnight. ・Promotion of adventure and wellness, etc., based on existing infrastructure and services. ・Promotion of the development of new attractions (e.g. the balloon experience and zip line)	・Promotion of tourism policies that encourage the inclusion of local people. ・Promotion of sustainable tourism destination management based on GSTC. ・Implementation of tourism plans that consider tourism crisis management, cultural preservation, and environmental protection. ・Expansion of opportunities for local community involvement and dialogue, including the creation of opportunities for the sale of local products. ・Addressing gender-related issues. ・Establishment of a sustainable tourism destination management system through public-private partnerships. ・Promotion of tourism plans based on the history and culture of the Nabataeans and the folk culture unique to the Petra region.
	Public Infrastructure	・Promoting the development of access roads and parking areas to alleviate congestion at Petra Archaeological Park. ・Developing new entry and exit routes by operating shuttle buses. ・Control of illegal businesses inside the archaeological park. ・Updating the information signage inside the park.	・Transforming tourist destinations to be open to all (including people with special needs) ・Providing tourism information before and during trips using digital platforms.
2. Research & Development	Statistical Analysis Planning	・Formulation of a promotional plan in collaboration with the Jordan Tourism Board (JTB) based on the management of the number of visitors by nationality ・Implementation of regular dialogue (Community	・Strengthening the ability to formulate tourism plans based on regular data collection and analysis based on visitor surveys and visitor information ・Considering and verifying a cycle of improvement for tourism products and services in the

Process	Aspects	Current PDTRA Tourism Policy	Direction of Master Plan
		Dialogue) with community representatives on regional topics including tourism issues.	Petra area based on data from comments posted on “Visit Petra” Web site. ・Building a cycle of improvement for sustainable tourism destination through dialogue with local people and surveys
	Cultural Conservation Nature Preservation	・Promotion of database management for archaeological resources in the archaeological park at the Research Center. ・Management of tangible and intangible cultural heritage in the Petra region.	・Visualization of the value of the various tourism resources in the Petra area, linking tangible and intangible cultural heritage with geographical information ・Providing new experience opportunities for visitors through the recreation of cultural heritage from the past, linking Petra Museum data with AR
	Museum Management	・Operations centered on current exhibits and facility management. ・Introduction of audio guides with mobile apps. ・Focus on improving visitor reception capacity.	・Establishing a place for children's education with an awareness of encouraging civic pride in the Petra region and promoting understanding of the tourism sector. ・Strengthening the capacity to receive people with special needs. ・Promoting synergy between the Petra Museum and the Petra Archaeological Park (to create tourism products). ・Utilizing the tangible and intangible assets of the Petra Museum for tourism activities. ・New initiatives for night-time visits, children's visits, and MICE events.
3. Product Design	Product Design	・Development of products based around the Petra Archaeological Park and Wadi Musa area. ・Focus on MICE programs in the Baidha area.	・Development of products in six communities. ・Formation of management organizations for products and human resource development in the tourism sector. ・Increase tourism revenue for local communities by capacity building of sales for high-value-added tourism products. ・Strengthen the ability to develop B2B and B2C products within the Petra region in collaboration with Petra regional travel agencies.
4. Sales & Promotion	Sales, Promotion, Marketing	・Promotional materials, exhibitions, and FAM trips are being planned and implemented by the Jordan Tourism Board (JTB). ・Promotion through tour operators registered in Jordan. ・Weighted promotion of group and package tours.	・Establish a system for implementing appropriate promotions based on target and segment analysis of visitor surveys. ・Strengthening direct marketing capabilities using digital platforms (web, SNS, etc.)

Process	Aspects	Current PDTRA Tourism Policy	Direction of Master Plan
			・ Utilizing videos and brochures that promote new Petra experiences ・ Strengthening the ability to manage FAM Trips contribute to increasing the number of tourists visiting the six Petra-area communities, based on collaboration with JTB
5. Service & Hospitality	Service & Hospitality	・Standardization of tourism services based on tourism facilities and equipment.	・ Creating training opportunities that can be practically conducted at accommodation facilities and restaurants ・ Contribute to increased revenue within the Petra region through the introduction of high-value-added services. ・ Promote universal tourism, including for people with special needs. ・ Promote understanding of and adherence to the GSTC standards of conduct. ・ Build a framework for sustainable service quality and human resource development and training for small and medium-sized enterprises (SMEs).

Source: JICA project team

Chapter 2 Tourism Planning Approach, Framework, and Progress

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

In development of the tourism sector, tourism resources such as local tangible and intangible heritage are developed as tourism products after excavation and research. Then, interpretation is added as a program that tourists can enjoy and experience the local cultures.

In this context, it is necessary to develop products and services with high value added, 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 systems in the public and private sectors such as human resources, businesses, academics and research institutes related to the tourism sector are required to be improved.

Based on this understanding, in this Master Plan, the concept of Value Chain, which is widely used today as a method for analyzing the competitiveness of companies, is applied to the tourism development.

Value Chain is defined as an organizational effort and network within a company to increase competitiveness and efficiency by adding value through the process from the purchase of raw materials to the sale of products and services including after-sales services.

The following figure shows the five processes of the Value Chain related to tourism.



Figure 2-1: Five processes of the tourism Value Chain

The "Value Chain Approach" is defined as a series of support to increase the added value of the tourism sector in the region, strengthen the competitiveness of Petra tourism, and contribute to the economic development of the region by increasing tourism revenue through support for 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 a 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.

- Destination Management (DM)

  Destination Management aims to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts of tourism on the local economy, society and environment.

  Destination Management includes cross-cutting activities that cover all the processes necessary to maximize the value of a tourist destination.

  According to the criteria provided by GSTC, sustainability of destination depends on 4

pillars: (A) Sustainable Management; (B) Socioeconomic Sustainability: (C) Cultural Sustainability; and (D) Environmental Sustainability.

- Research & Development (RD)

  Research and Development is the first process in developing a tourist destination. The historical value and meaning of tourism resources such as archaeological sites and nature are defined through surveys and research, and they can only be recognized by tourists once they are developed as a tourist site or displayed in the museum.

  Furthermore, an important role of Research and Development is to understand local economic activities, employment, tourist trends, etc., and to use this information in appropriate marketing and tourism destination management.

- Product Design (PD)

  Product Design is the process to develop competitive products through evidence-based marketing based on the Research and Development described above.

  Product Development is carried out by identifying the target through Research and Development, taking the four elements of marketing into consideration: (A) Product composition optimized for the target, (B) Setting the price, (C) Setting the sales place and channel, and (D) Promotion method.

  Furthermore, from the point of view of sustainable development, it is necessary to design products that benefit both tourists and local people equally.

- Sales & Promotion (SP)

  Sales and Promotion is closely related to Product Design and is the process of promoting tourist destinations and tourism products to tourists in more efficient manners based on Research and Development.

  Digital Marketing technology is an indispensable tool for efficient and effective promotion, and by establishing an interactive relationship between destinations and tourists, it is possible to reflect tourists' demands in the Destination Management and Product Design.

- Service & Hospitality (SH)

  Service and Hospitality is the last of the five processes in the tourism Value Chain. The quality of service and hospitality ultimately determines the impression and value of a destination for tourists.

  Today, the service process in the Value Chain shall include not only services provided during the tourist's trip, but also after-sales services to follow up after the trip.

  It is important to establish a cycle that improves the entire process of the Value Chain based on the lessons learned through after-sales services and to maximize the value of the tourist destination.

2-2 PDM

Although the preparation of a PDM was proposed at the project proposal stage, it was decided not to use PDM and PO for this project. This decision was based on a meeting with JICA HQ on October 26th, 2021, where it was confirmed that the preparation of PDM and PO is not necessarily required for Technical Cooperation for Development Planning.

2-3 Implementation system

The framework for promoting information sharing and cooperation among stakeholders of this project is as follows.

2-3-1 Project Implementation Structure

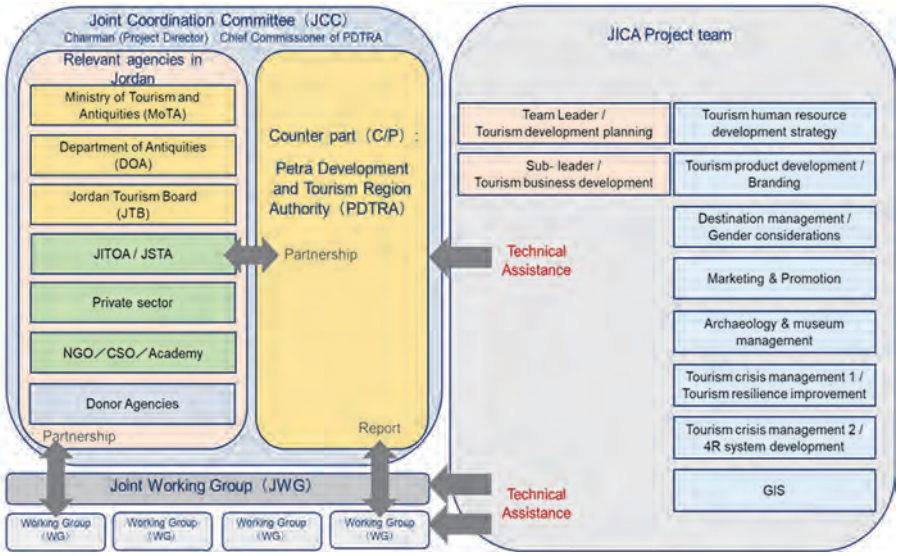
This project's implementation structure consists of a three-tiered structure of the Joint Coordination Committee (JCC), Joint Working Groups (JWGs), and Working Groups (WGs), as shown in Table 2-1 and Figure 2-2.

(1) Outcome

Working groups were established for each of the five Value Chain processes identified in the Master Plan: Destination Management (DM), Research and Development (RD), Product Design (PD), Sales and Promotion (SP), and Service and Hospitality (SH).

Table 2-1: Implementation Structure of this Project

Structure	Role of each implementation structure
JCC	JCC reviewed and approved the annual project plan, managed project progress, and assessed the level of achievement of inputs and outputs. JCC also reviewed and approved the WG's proposals on the activities policy.
Joint Working Group	The group reviewed 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 were held on a quarterly to semi-annual basis.
WG	The WG was formed to ensure that each pilot project was carried out. The classification of working groups and their membership were 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 was determined by the nature of each pilot project, and each WG's secretariat was chosen from PDTRA staff.



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 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. (Refer to Annex 6 for the members who constituted the WG at the beginning of the 2nd phase, as of September 11, 2022.)

2-4 Work Plan and Procedures with its achievements

Find the work procedure for Project for Formulating a Tourism Development Master Plan in the Petra Region, Jordan for the 2nd phase as shown in Table 2-2 below.

Table 2-2: Actual Field Missions

1st Mission: Dec. 2nd – Dec. 22nd, 2022
・At the start of the second phase, we confirmed and agreed on the PDTRA and the overall process. ・The working group examined the details of the pilot project and prioritized them, and began discussions with the subcontractor and other related parties. ・We set up the “WE ARE PETRA” Facebook page for this project as a platform for public relations.
2nd Mission: Feb. 3rd – 25th, 2023
・Each working group conducted contract negotiations with subcontractors for the pilot project. ・An outline of the weekly market was finalized. ・The second seminar was held with the aim of sharing the details of the pilot project with stakeholders in the Petra area. ・KGI was examined by obtaining PDTRA socio-economic survey data for the estimation of KPIs to be achieved in 2033.
3rd Mission：May 1st – 27th and June 30th – July 22nd, 2023
・The Working Group continued to undertake negotiations, concluded contracts, and carefully examined the program. ・GSTC training was conducted for both high-level and working-level participants. ・GSTC conducted an evaluation survey of the Petra Archaeological Park and surrounding area. ・A survey was started on the participation of women in the tourism sector.
4th Mission: September 1st – 30th, 2023
・The 2nd GSTC training workshop was held. ・The 1st training for raising awareness of sustainability among the people of the Petra area was held. ・The 1st phase weekly market was held. ・The necessary data collection and information related to the components of the cultural heritage booklet and AR content began. ・The prototype version of the GIS digital map was completed. ・Product planning discussions in six communities began. ・A feedback meeting for the official visit to Japan by PDTRA officials delegates was held at the Japanese Embassy in Jordan. ・The progress report for the 2nd phase was submitted.
5th Mission: November 24th – December 16th, 2023
・The second training session was held for people of the Petra area. ・A review meeting was held for the weekly market. ・The pilot version of the AR mobile app for the Petra Museum and PAP was completed. ・A training program for people with special needs was held by the Petra Museum on International Day of People with Special needs. ・A domestic FAM trip was held to verify product planning and operational details in six regions. ・The Dos & Don'ts video was completed. ・A training program was held for local guides with Petra and PDTRA officials regarding accessible tourism. ・An accessibility survey was conducted for the Petra Archaeological Park and surrounding tourist facilities. ・The 3rd JCC was held.
6th Mission: February 16th – March 21st, 2024
・The third training session was held for people of the Petra area. ・Created an outreach experience kit box (Petra Khazneh Box) for people with special needs. ・Exchanged opinions on a survey on the participation of women in the tourism sector. ・Produced and distributed flyers to collect comments on the prototype GIS digital map. ・Finalized the content of the tourism programs for Rajif, Beidha, Wadi Musa and Taybeh. ・Produced a promotional video. ・Supported PDTRA staff and exhibitors for the participation in ITB Berlin. ・A training program was held for hotel staff in Petra regarding service and hospitality. ・A training program was held for associations in the Petra region that are developing tourism products regarding sustainable tourism.

・The Dos and Don'ts video was uploaded onto YouTube and shared with hotels in the Petra region.
7th Mission: May 28th – 30th and August 24th – September 21st, 2024
・The second draft of the master plan was presented to PDTRA for review and agreement. ・The third seminar was held, and the promotional video and master plan were presented to the local community. ・The weekly market for the third term was launched. ・The final version of the GIS digital map prototype and the manual were completed. ・The original version of the description of the program for people with special needs in a braille format (description for the people with visual special needs) was produced. ・A draft version of a booklet on water management in Nabatean was produced. Some of the content was revised. ・An international FAM trip was conducted in collaboration with JTB. ・A digital marketing training session was held for PDTRA staff.
8th Mission: October 21st, 2024 – November 16th, 2024
・The 4th seminar (official announcement event for the master plan) was held in the Petra Archaeological Park. ・The official announcement of the master plan was delivered at WTM London. ・The end-line survey has been conducted. ・A booklet introducing the weekly market exhibitors was produced and distributed.
9th Mission: November 29th – December 16th, 2024
・The contents of the master plan were shared in six communities, and public consultations were held on challenges and expectations. ・Product planning seminars were held in the communities, and the flow of planning, distribution, sales and service provision was confirmed. ・The end-line survey was completed and a report was compiled. ・Contents of the tourism program in Umm Sayhoun was finalized. ・The 4th JCC was held, and the relevant parties confirmed and agreed on the final plan.

Chapter 3 Pilot Projects

The Master Plan aims to maximize the added value of Petra Tourism through the organic operation of five Value Chain processes.

The pilot projects implemented over the course of Phase 2 of the project, namely (1) Destination Management, (2) Research and Development, (3) Product Design, (4) Sales and Promotion, and (5) Service and Hospitality, are as follows.

Table 3-1: List of pilot projects

Field	Pilot Project Name
1. Destination Management (DM)	(1) GSTC training
	(2) Awareness-raising activities for Petra stakeholders
	(3) Weekly Market
2. Research and Development (RD)	(1) Creation of an AR mobile app for the Petra Museum
	(2) Production of a digital mobile map of the Archaeological Park
	(3) Development of museum programs for people with special needs
	(4) Production of booklets on cultural heritage and implementation of workshops using the booklets
3. Product Design (PD)	(1) Development of Community-Based Tourism (CBT) programs in six communities
	(2) Promotion of accessible tourism in Petra Archaeological Park
4. Sales and Promotion (SP)	(1) Enhancement of Digital Marketing Capabilities
	(2) Implementation of FAM trips
5. Service and Hospitality (SH)	(1) Training for improving the quality of tourism services
	(2) Accessible tourism training
	(3) On-the-job training in sustainable tourism

3-1 Destination Management (DM)

Destination Management (DM) aims to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts from tourism to the local economy, society, and the environment.

In particular, the DM pilot projects were conducted with the following three objectives in order to support the development of political and institutional frameworks, as well as sustainable economic development frameworks for women's participation and income improvement, with the aim of making Petra as a sustainable tourist destination through public-private partnerships.

- To introduce the GSTC criteria, which are one set of international standards for sustainable tourism, and to apply it as a political and institutional guideline to promote tourism development.
- To establish public-private partnership systems through awareness raising programs in three areas where public-private partnerships are particularly important: (1) Cultural Heritage management, (2) Environmental management, and (3) Tourism risk management.
- To create a weekly market that provides local producers of handicrafts and agricultural products in the Petra region, especially women's associations, with access to the tourism business, supporting sustainable economic development by encouraging women's participation in tourism and improving their income.

3-1-1 Final Results of DM Pilot Projects

The activities, outcomes, and impacts of the DM pilot projects are as follows.

Table 3-2: Final results of DM pilot projects

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(1) GSTC training	1st training: May 2023	- 24 participants - 16 people awarded completion certificates - 3 people passed the professional certification examination	- Following the pilot project, Petra became the first Jordanian destination to join the GSTC - Future tourism development in Petra will be conducted in accordance with the recommendations of the GSTC's Sustainable Tourism Assessment Report, with the aim of obtaining GSTC-D certification - As a result of the collaboration with USAID, PDTRA and USAID agreed to future cooperation based on the GSTC Criteria
	2nd training: September 2024	- 21 participants - 21 people awarded completion certificates - 1 person passed the professional certification examination	
	Sustainable Tourism Assessment	- Production of Sustainable Tourism Assessment Report (September 2023)	
	Arabic translation of the GSTC Criteria	- Arabic version of GSTC Criteria published (September 2023)	- Contributed to the dissemination of the GSTC Criteria to Arabic-speaking countries.
(2) Awareness-raising programs for Petra stakeholders	1st training: September 2023	- Total 66 participants	- Through a total of 9 training sessions (3 sessions each for Environmental Management, Heritage Conservation, and Tourism Crisis Management), the project contributed to raising awareness and building public-private partnerships in Environmental Management, Heritage Conservation, and Tourism Crisis Management among public and private stakeholders in the Petra region
	2nd training: December 2023	- Total 62 participants	
	3rd training: February 2024	- Total 71 participants	
(3) Weekly Market	1st Phase: September–December 2023	- Total of 12 associations from 2 communities operated stalls	- The effectiveness of the pilot project was recognized by Petra stakeholders and the activity became established with the Weekly Market's
	2nd Phase: April–June 2024	- Total of 14 associations from 4 communities operated	

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
		stalls	continuation into Phase 3, organized by PDTRA, starting in October 2024
	3rd Phase: September–December 2024	- Total of 19 associations from 4 communities operated stalls	
	Provision of Bedouin tents	- Provision of two Bedouin tents (5.5 m by 11 m) to PDTRA	
	Production of “Made in Petra” pamphlets	- Produced 1,000 copies of A4-size, four-page spread pamphlet	

(1) GSTC training

After confirming the GSTC Training Program, training schedule, and local subcontractor with PDTRA during the 1st and 2nd field missions, the training was conducted under a subcontract with EcoHotels[1], the local subcontractor for implementing GSTC training.

EcoHotels, the local subcontractor, conducted GSTC training in Petra during the mission in May and September 2023. The main activities conducted were as follows.

1) Input (Activities)

(i) GSTC High Level Workshop

Prior to the GSTC training, a GSTC High Level Workshop was held on Monday, May 15th, 2023 for about 30 PDTRA officials, including all the commissioners. At the workshop, Mr. Randy Durband, CEO of GSTC, and Dr. Mihee Kang, Director General of GSTC Asia Pacific Region explained the positioning of the GSTC criteria as one of the international standards for sustainable tourism, the significance of certification, and the certification process.

(ii) GSTC Sustainable Tourism Training

The effectiveness of conducting sustainable tourism management based on the GSTC criteria was confirmed through a total of two GSTC training sessions conducted as a pilot project.

The 1st GSTC training session, for the public sector, was held from May 16th to May 18th, 2023, during the 3rd mission, and an explanation of the GSTC criteria (GSTC-I and GSTC-D) with case studies from around the world and online presentations from representatives of tourism offices and companies in other countries were conducted.

The 2nd GSTC training session, for the private sector, was conducted from September 4 to September 6, 2023, during the 4th mission. After the two sessions, four out of a total of 37 participants took and passed the GSTC’s professional certification examination at their own expense.

(iii) GSTC Sustainable Tourism Assessment

The GSTC Sustainable Tourism Assessment was conducted by a team of EcoHotels experts, including the GSTC Asia Pacific Region Director (Dr. Mihee Kang), during the 1st GSTC Training period from May 18th to May 21st. The GSTC Sustainable Tourism Assessment was conducted, and issues on obtaining sustainable tourism destination certification were identified.

[1] EcoHotels: As a pioneer of ecotourism and sustainable tourism in Jordan, EcoHotels provides various training programs, including training for obtaining international GSTC certification, and is the only company in Jordan that can provide training in collaboration with GSTC headquarters in the U.S.

2) Output (Results/Deliverables)

Through the two GSTC Sustainable Tourism Training sessions, a total of 37 people received certificates of completion, four of them took and passed the GSTC's professional certification examination at their own expense. The results of the GSTC Sustainable Tourism Assessment were compiled into the GSTC Assessment Report and submitted to PDTRA. With the importance of GSTC-related initiatives being demonstrated by this pilot project, PDTRA decided to continue the activity as DM-3, a priority project in the Master Plan.

3) Outcome (Impacts)

In August 2024, PDTRA officially announced that future tourism development in Petra will be based on the GSTC framework with internal and external partners, and it became the first organization promoting sustainable tourism in Jordan to sign up for membership in the GSTC. It also led to a new grant assistance project to be provided by USAID, to be implemented based on the GSTC framework.



GSTC High Level Workshop



1st GSTC Training Session



2nd GSTC Training Session

(2) Awareness-raising programs for Petra stakeholders

After confirming the training Program, training schedule, and local subcontractors with PDTRA during the 1st and 2nd field missions, the training was conducted under a subcontract with Petra National Trust (PNT)[2], the local subcontractor.

During the mission in September and December 2023 and February 2024, PNT, the local subcontractor, held a total of three training sessions at the Petra Cultural Center with the aim of raising awareness among public and private stakeholders in Petra in the three fields of Heritage Conservation, Environmental management, and Tourism Crisis Management. The main activities conducted were as follows.

1) Input (Activities)

In the first and second sessions, the three PNT trainers (Heritage Conservation: Ms. Haifa Abedalhaleem; Environmental Management: Dr. Majed Al-Hasanat; Tourism Crisis Management: Dr. Sami Al-Hasanat) conducted training on issues related to public-private partnerships. In the third training session, in addition to the PNT trainers, two experts from JICA project team (Destination Management expert and Tourism Crisis Management expert) also provided lectures, and at the end of session, a workshop was held with the participants. The participants identified issues on public-private partnerships in each area, discussed the respective roles of the public and private sectors to solve these issues, and compiled the results into action plans.

2) Output (Results/Deliverables)

Over the three training sessions (September 2023, December 2023, and March 2024), a total of around 200 people participated. The action plans compiled in the 3rd training session were

[2] Petra National Trust: Established in 1989 following the registration of the Petra ruins as a UNESCO World Heritage Site, this is Jordan's oldest organization for the preservation and management of cultural and natural heritage and has been involved in activities related to the protection of cultural heritage in the Petra area for over 30 years.

reflected respectively as priority projects, such as DM-18 for environmental management, DM-8 for tourism crisis management, and RD-9 for heritage conservation of the Master Plan.

3) Outcome (Impacts)

Through the implementation of these programs, the project contributed to raising awareness and establishing public-private partnerships among stakeholders in the Petra region.

		
3rd Cultural Heritage Conservation Training Session	3rd Environmental Management Training Session	3rd Tourism Crisis Management Training Session

(3) Weekly Market

1) Input (Activities)

The implementation of this pilot project was financed by JICA project budget during the 1st phase of the market (September to December 2023) and the 2nd phase (April to June 2024).

The effectiveness of the market was confirmed through the implementation of the 1st Phase and the 2nd Phase, and an implementation framework was established within PDTRA's Community Development Division for holding the market sustainably. Based on this results, two Bedouin tents were provided by JICA project's budget for continuing the 3rd Phase3.

Table 3-3: List of goods provided by the DM pilot project

Items	Quantity
Bedouin tents (22.0 m x 5.5 m x H3.0 m)	2
Tablecloths (1.4 m x 2.5 m)	20

A "Made in Petra" brochure was also created to introduce the associations in Petra, that participate in the market and produce handicrafts and processed agricultural products, to the tourists, thereby supporting the promotion of local products.

		
Donated Bedouin tents and tablecloths	"Made in Petra" pamphlet	Phase 3 Weekly Market

2) Output (Results/Deliverables)

A total of 26 local associations from four communities (a total number of beneficiaries for the local associations: approx. 3,000 people) in the Petra region participated in the 1st Phase and the 2nd Phase of the pilot project.

The first market under the 1st Phase was held on September 23, 2023, and on that day, around 300 foreign tourists visited, with each store recording sales of around 30 JOD to 500 JOD. Later,

in October 2023, there was an organizational restructuring that included the replacement of all PDTRA commissioners, so the 2nd market was held on October 23. However, the situation in Gaza has been getting worse since October 7, 2023, leading to a sharp decline in the number of foreign tourists. As such, the number of foreign tourists after the 2nd markets were less than 30 per market, and sales fell to around 0 JOD to 50 JOD per market per store.

Under the 2nd Phase which reopened in April 2024, the market was held not only on Saturdays as in the 1st phase, but also on Thursdays, the day when Petra by Night[3] is held. In order to make up for the reduction in foreign tourists, various improvements were attempted, such as targeting local people, holding the market in downtown in addition to the existing location in front of the visitor center. Promotional activities were also conducted to promote the market through the media, including PDTRA's Visit Petra and WE ARE PETRA social media accounts, and coverage by the Jordanian national broadcaster. However, in April 2024, following conflicts between Iran and Israel, the situation of foreign tourists, who had been the main target, deteriorated even further and did not recover until the end of the 2nd phase.

On the other hand, the effectiveness of the Weekly Market was recognized by all the associations, PDTRA, and tourists, and the number of participating communities and associations increased from the 1st Phase to the 2nd Phase.

Table 3-4: Market event status

	Period held	Day/time held	Locations held	Number of local associations	Participating communities
Phase 1	September–December 2023	Saturdays 16:00–20:00	In front of the visitor center	11	Wadi Musa, Taybeh
Phase 2	April–June 2024	Thursdays, Saturdays 17:00–21:00	In front of the visitor center, downtown	15	Wadi Musa, Taybeh, Rajif, Umm Sayhoun

As a result of this pilot project, which the effectiveness of the weekly market was well confirmed, PDTRA has decided to continue its activities as DM-10, a priority project of the Master Plan, and PDTRA has already started to continue the market with their own budget as the 3rd Phase since November 2024, utilizing the Bedouin tents provided by the JICA's pilot project. Going forward, improvement in the quality of products displayed and sold at weekly markets will be key to the sustainability of this market, so technical assistance to the handicraft sector and support for sophisticated packaging, marketing, etc., that will lead to brand enhancement are required. As such, action relating to improvements in product quality are reflected as an action in DM-10.

3) Outcome (Impacts)

Since November 2024, as the 3rd Phase, PDTRA has been holding the market with its own budget, indicating that the activity is already well established. Moreover, the market has also won acclaim from other regions in Jordan. Ma'an Governorate has made a request to PDTRA to provide technical cooperation for the implementation of a weekly market in Ma'an, and a similar weekly market is scheduled for implementation in Ma'an City. Furthermore, since May 2024, a similar market has been held in Karak, in the central part of the country, under the project supported by USAID.

[3] Petra by Night: A candle-lit event held in the Petra Archaeological Park every Monday, Wednesday and Thursday.

3-2 Research and Development (RD)

The RD pilot project aims to position the Petra Museum as a core facility for tourism in the Petra region. The main goals of the project's activities are as follows.

- To organically link the Petra Museum, which holds information on the cultural heritage of the Petra region, with the tourism sector, making it a hub for tourism in the region.
- To reconsider the social role of the Petra Museum, making it an inclusive museum that is fun and accessible for everyone, including children and people with special needs.
- To strengthen the museum's role as a center for passing on the unique culture of the Petra region, such as Nabataean culture.
- To create a prototype model of a new tourism experience centered on the museum's cultural resources by connecting information on cultural resources held by the museum with geographical data on the Petra Archaeological Park and the surrounding area using digital technologies such as AR and GIS maps.

3-2-1 Final Results of RD Pilot Projects

The activities, outcomes, and impact of the RD pilot projects are as follows.

Table 3-5: Final results of RD pilot projects

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(1) Creation of an AR mobile app for the Petra Museum	- Creation of an AR mobile app based on the Petra Museum exhibits	- AR mobile app - An AR experience in the Archaeological Park and the Petra Museum, with CG reconstructions of ancient structures based on the exhibits of the Petra Museum appearing in front of visitors' eyes through mobile device screens, as well as animations (water from fountains, etc.) and information related to the museum exhibits appearing in front of them.	- First introduction of AR in World Heritage sites and archaeological parks in Jordan and the Middle East as a whole - A pioneering example of AR-based digitization (DX) of interpretation at archaeological sites - Strengthening the role of the Petra Museum in (archaeological) tourism by using AR to link the exhibits of the Petra Museum with the interpretation of the Archaeological Park. - Application of AR in guided tours and museum activities
(2) Production of a digital mobile map of the Archaeological Park	- Production of a digital mobile map of the Archaeological Park	- Production of a digital mobile map of the Petra Archaeological Park using the pre-existing ArcGIS application (in the form of a map showing the location of and information about the main features of the Archaeological Park), available for	- Digitalization of information provided by existing paper materials and signboards as part of the DX of archaeological site interpretation

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
		download on the Visit Petra website	
(3) Development of museum programs for people with special needs	- Development of the following museum programs for people with special needs in collaboration with Wadi Musa's support group for people with special needs - A hands-on program for the visually impaired, including touchable exhibits at the Petra Museum and models for understanding the Petra ruins through touch. - Development of a sign language tour program for the hearing impaired - Introduction of methods (outreach) in which museum staff travel to organizations located far away to conduct programs, and the creation of a tool for this purpose (the portable "Petra Museum Box" museum experience kit) - Production of museum exhibition information videos with sign language commentary - Production of Braille transcriptions of museum information pamphlets	- In connection with the International Day of People with Special needs in December 2023, and in collaboration with Wadi Musa's support group for peoples with special needs, invite visually impaired and hearing-impaired persons to the museum to experience touchable exhibits and sign language tours of the museum - In February 2024, in the form of outreach by the Petra Museum to the office of an organization for people with special needs in Wadi Musa, a 360-degree VR virtual tour (with sign language interpretation) through the Petra Museum website and a hands-on event to touch models of Petra Museum exhibits were conducted for people with special needs - Outreach museum activities for people with special needs at the office of an organization for people with special needs in Rajif, to be conducted in December 2024 - Filming of museum exhibit information video with sign language commentary (November 2024), to be distributed on YouTube in December - Braille transcriptions of museum information pamphlets to be made available at the museum in December	- This is an attempt to make the Petra Museum an "inclusive museum" that accommodates everyone, including people with special needs, leading to the development of Accessible Tourism in Petra. - Promotion of the participation of people with special needs in the tourism, education, and cultural heritage sectors, as well as of consideration for people with special needs - Strengthening of cooperation between local communities (civic groups) and museums, and promotion of community participation in museum activities - It is hoped that the Petra Museum will serve as a model for museums that accommodate people with special needs - Outreach methods are effective for museum activities (education, etc.) in areas far away from the museum

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(4) Production of booklets on cultural heritage and implementation of workshops using the booklets	- Production of booklets on cultural heritage (two versions: Nabataea's use of water resources and Nabataean art and design) and workshops for the local community based on the content of the booklets	- Workshops for schoolteachers, including a lecture by a researcher of Nabataean culture (Dr. Khairieh Amr) using the booklets on Nabataean culture (held in November 2024); workshops on Nabataean design for handicraft producers (held in December); outreach workshops for schools in remote locations (held in Dlagha and other areas in December); meetings with tour guides on use of water resources	- Awareness-raising for local people and schools on the region's hidden cultural heritage (e.g., sites related to Nabataea's use of water resources), which will serve as a foundation for tourism promotion - Awareness-raising for the development of handicrafts and other products unique to the Petra region, based on the unique art and design of Nabataea - Reassessment of traditional technologies for use of the environment in the context of the SDGs, such as the inheritance of Nabataean technology for the sustainable use of water

(1) Creation of an AR mobile app for the Petra Museum

1) Input (Activities)

An augmented reality (AR) mobile app (hereinafter, "AR Mobile App") was created by local subcontractor Maysalward[4] based on the exhibits of the Petra Museum. In addition, a tablet (including accessories) was purchased and provided to the Petra Museum, primarily to be used when conducting tours that include AR experiences in the museum and other locations. The AR content is in the form of five locations appearing in the Petra Archaeological Park and seven locations in the Petra Museum.

2) Output (Results/Deliverables)

In the Archaeological Park, the developed AR uses mobile device screens to display CG reconstructions of ancient structures (which do not now exist), such as the Nymphaeum (a public fountain in the Petra Ruins) and the arch that once existed at the Siq entrance, appearing exactly where they existed in ancient times. Meanwhile, in the museum, the AR uses mobile device screens to display animations related to the exhibits (water coming out of a lion-shaped fountain, a person buried in the Neolithic period appearing in a tomb exhibit, etc.) and information appearing in front of the exhibits. The AR experience can be enjoyed at both the Archaeological Park and the Petra Museum and will enhance sightseeing tours and interpretation of the archaeological sites and the museum.

Based on the results of this pilot project, the decision was made to continue the activity as one of the RD-6 actions of the priority projects in the Master Plan (final version). This is one attempt at DX aimed at digitalizing the interpretation of archaeological sites and museums, which previously required physical media such as signboards and printed materials. This is also

[4] Maysalward: A Jordanian company that develops games and other mobile apps throughout the Middle East. They have previously created AR for the Royal Tank Museum and a mobile app for the Petra Museum.

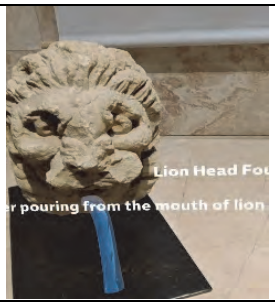
significant in terms of strengthening the role of the Petra Museum in (archaeological) tourism by using AR to link the exhibits of the Petra Museum with the interpretation of the Petra Archaeological Park.

3) Outcome (Impacts)

This can be considered the first deployment of AR to Jordan's archaeological and World Heritage sites, as well as to the Middle East as a whole. One aspect of the project is as a demonstration experiment for AR, which is expected to become more common in the Middle East tourism sector by the 2030s, the period targeted by the Petra Tourism MP. In Jordan, AR technology itself is still experimental in some aspects, and there are issues such as the appearance and operability of AR and the limited number of mobile devices that can run it (the app itself runs on mobile OSs, but there are smartphones and tablets that do not support AR display). These issues are not limited to the application of AR in Petra and are likely to improve in the future as AR technology itself develops in line with the spread of smart glasses and similar technologies in the 2030s.

In addition to the CG reconstructions of historical buildings, a certain amount of textual information was also made to appear in the form of AR content. This is also significant as an experiment, with the possibility of replacing the information boards at archaeological sites in mind. Actual production confirmed that a certain number of characters can be displayed, and that it is possible to display multiple languages based on the language used on the mobile device. However, it was also found that the number of characters that can be displayed is less than the standard number of characters for information boards, and since the characters appear as 3D characters accompanying AR, the characters themselves move along with the AR. Improvements in these areas are expected to follow as AR technology itself advances in the future.

For the time being, the AR mobile app will be used mainly for tours in the museum, including school and VIP visits (using tablets to show AR to visitors), and for guided tours in the Archaeological Park. At this stage, the app is available for download from a link site provided by the developer, but the Petra Museum, PDTRA's IT department, and Maysalward (the developer) will continue to coordinate with the Ministry of Digital Economy and Entrepreneurship to make the app widely available on Google Play and other platforms in the future.

		
AR mobile app	AR screen in the archaeological park	AR screen in the museum

(2) Production of a digital mobile map of the Archaeological Park

1) Input (Activities)

The digital mobile map (GIS map) represents one of the attempts to digitize (DX) the Petra Archaeological Park to develop sustainable tourism practices to replace paper maps, physical signage in the archaeological site, etc.

The GIS maps were created by GIS specialists using ArcGIS Earth, a pre-existing free application for iOS and Android, thereby eliminating costs associated with maintaining and managing the base application. In addition, data processing for the GIS map can be performed using free software such as QGIS. This GIS map includes site information for approximately 50 sites within Petra Archaeological Park, as well as for nearby archaeological sites and tourism-

related facilities. If the data is downloaded to a mobile device in advance, it can be used offline in situations where there is no internet access.

In addition, the GIS specialists also created a manual that describes how to add data to the GIS map, and in addition to conducting capacity building for museum and Research Center staff on the content of the manual, opinions were exchanged on who would be responsible for managing the data and how the GIS map would be advertised. After the GIS map data was loaded onto the server, a link to the data was posted on the Visit Petra website.

https://www.visitpetra.jo/en/page/59/PETRA-Digital-Offline-Map

2) Output (Results/Deliverables)

Production of a digital mobile map of the Petra Archaeological Park using the pre-existing ArcGIS application (in the form of a map showing the location of and information about the main features of the Archaeological Park), enabling download from the Visit Petra website Based on the results of this pilot project, the decision was made to continue the activity as one of the RD-1 actions of the priority projects in the Master Plan (final version).

3) Outcome (Impacts)

As a result of the pilot project demonstrating the effectiveness of digital maps and digital signage, PDTRA is currently working toward full implementation of the system.



Digital mobile map


Draft mobile map


Flyer for the GIS mobile map

(3) Development of Implementation of Museum Programs for People with Special needs

1) Input (Activities)

In order to make the Petra Museum an “inclusive” or “accessible” museum that is friendly to people with special needs, the following three museum programs and tools for people with special needs were developed in cooperation with the Petra Society for Special Education, a civic organization that supports people with special needs in Wadi Musa. In addition, the equipment required for the activities for people with special needs (one touchable model of Ed-Deir, one set of replica earthenware, two outreach boxes, stationery for activities, etc.) was also purchased and provided to the Petra Museum.

Inside the museum	Hands-on programs at the Petra Museum, including touchable exhibits (replicas of exhibits), burning frankincense to experience and feel the scent, touching a model of Ed Deir to aid understanding, etc.
	Strengthening capacity to receive visually impaired visitors through the production of Braille transcriptions of museum pamphlets
	Strengthening of the capacity to receive hearing impaired visitors through the provision of sign language tours of the museum (gallery talks by museum staff accompanied by sign language interpreters) and the production of museum exhibition information videos with sign language commentary
Outside the museum	Introduction of methods (outreach) in which museum staff travel to the offices of schools and organizations located far away to conduct programs, and the creation of a tool for this purpose (the portable “Petra Museum Box” museum experience kit, based on a reference example from a museum in Japan)

2) Output (Results/Deliverables)

(i) Development of museum educational activity programs and services for people with special needs, and their introduction and trial implementation at museums

The following programs and services for the visually impaired were developed, tested with the participation of actual people with special needs, and introduced into the museum, with archaeological and museum experts providing guidance to the staff of the Petra Museum who have primary responsibility for educational activities. The development, testing and introduction of these programs was carried out in collaboration with the Petra Society for Special Education[5], a disability organization based in Wadi Musa, as part of the collaboration between the local community and the museum.

(a) Touchable (hands-on) exhibit experience: This is an experience that promotes understanding of the exhibits and ruins by allowing visitors to touch replicas of museum exhibits (earthenware) created by a Taybeh NGO (Petra Pottery Association) and a miniature model of the Ed-Deir) Monastery, a prominent monument in the Petra Ruins Park, which was created by a sculptor from Wadi Musa using the same stone as the actual ruins. A program involving touching actual archeological materials, in the form of pottery shards, is also offered.

(b) Scent experience: An experience involving the scent of frankincense (experiencing the scent by burning real frankincense inside a replica of Nabataean-era pottery), which was a trade product of ancient Petra

(c) Creation of Braille transcriptions of museum pamphlets (English, Arabic): In order to ensure that visually impaired people can understand the content of the text with their own imagination, visual properties (color, size, impression) of the objects was verbalized in as much detail as possible. As such, this work involved not only transcribing the existing explanations into braille but also modifying the text of the museum pamphlets and transcribing these too.

(d) Audio descriptions of exhibits (audio commentary will be provided for visually impaired visitors by using the audio component of the video commentary with sign language)

The following programs were developed for the hearing impaired.

(e) Exhibition tours with sign language interpreters: A foundation was established for collaboration with organizations for people with special needs in the form of tours in which museum staff explain exhibits in the form of gallery talks, which are commonly held in museums.

(f) Production of explanatory videos for museum exhibits with sign language commentary (separate explanatory videos for each exhibit area) and distribution of the videos on YouTube (official Petra Museum channel): A QR code link to YouTube was provided in each of the museum exhibit areas, allowing hearing-impaired visitors to view the sign language explanations in each exhibit area on their mobile phones. The videos were produced by a local video production company in the Petra area.

(g) Provision of written communication at the museum reception desk: A sign was displayed as the reception desk indicating that written communication and video sign language were available, alongside the international symbols of services for the hearing impaired.

The museum also conducted a program for people with intellectual disabilities, in which participants viewed various photographs in a booklet on Nabataean art prepared by the museum and were asked to draw pictures freely. However, there are still few examples of programs for

[5] Petra Society for Special Education: A civic organization that provides support for people with disabilities in the Petra area. It provides education and employment support for people with disabilities. In the past, activities in the field of people with disabilities have also been carried out in collaboration with JOCV.

people with intellectual disabilities in Japan, even in the museum field, and as such, the methodologies for such programs are an issue for further study.

(ii) Development of educational activity methods for outreach conducted in faraway areas

In addition to conducting educational activities for people with special needs at the museum, an "outreach" method was introduced in which the museum team travels to outside institutions and facilities to conduct activities. This is an effective method for people with special needs, people in remote areas, and others who face difficulties visiting the museum. The tools necessary for the activities, such as hands-on touch experiences, were made into an experience kit box (Petra Khazneh Box) for outreach, which can be carried outside the museum as needed. Outreach and the production of experience kit boxes are methods used by museums in Japan, Europe, and the U.S. Outreach activities for people with special needs included the following.

(a) Virtual tour of the Petra Museum with sign language: Virtual tour of the Petra Museum (using 360-degree images of the museum) on the Petra Museum's website, with sign language interpreters translating the museum staff's explanations of the exhibits

(b) Hands-on exhibition experience using experience kits brought in the box

In February 2024, during the 6th mission, the Petra Museum team (staff in charge of educational activities) visited the office of an organization for people with special needs (Petra Association for Special Needs) in Wadi Musa to conduct a trial program for people with special needs in the form of "outreach activities" as part of the museum's programs for people with special needs. Participants from the organization were mainly hearing-impaired people from the area around Petra. As a specific program as part of the outreach activities, a virtual tour of the Petra Museum was conducted, with sign language interpreters translating the museum staff's explanations of the exhibits. Hands-on activities such as touching replicas of exhibits and burning frankincense to enjoy the scent were also conducted. In December 2024, outreach activities were conducted at the office of an organization for people with special needs in Taybeh.

(iii) Collaborative activities with organizations for people with special needs on the International Day of Persons with Special needs

Events for people with special needs were held to mark the International Day of People with Special needs on December 3rd, 2023. As a preparatory step, training was provided for museum staff to accommodate people with special needs. Subsequently, trial events were held for people with visual and hearing disabilities as International Day of Persons with Disabilities-related events. Specifically, for the visually impaired, there was a touchable exhibit experience and a frankincense scent experience, and for the hearing impaired, a tour of the exhibits was conducted using sign language. In conjunction with this, opinions were exchanged with people with special needs and NGOs, who presented requests and opinions to the museum, including the introduction of Braille pamphlets, audio explanations of exhibits for the visually impaired, the addition of sign language to video and touch panels, and the establishment of a collaborative office for building partnerships with NGOs.

The following year, on December 3rd, 2024, the International Day of Persons with Special needs, outreach activities for people with special needs were conducted in Taybeh in collaboration with organizations for people with special needs from Wadi Musa and Taybeh. In addition to a virtual tour of the museum with sign language interpretation and the opportunity to touch replicas of exhibits, there was also an event in which participants could draw their own pictures while looking at photos from a booklet on Nabataean art. Participants in this event also included people with intellectual disabilities.

(iv) Training for staff on accommodating people with special needs and recommendations for improvements to the museum

A lecture (on accessible museums) regarding programs for people with special needs for museum staff (staff in charge of programs for people with special needs and curators) was given by Archaeology and Museum management Expert in September 2023, and the Petra Society for Special Education also participated, exchanging views on participation of people with special needs in museums and other issues. In addition, it was recommended that the Petra Museum pamphlet, which is to be revised in the future, accommodate people with special needs, etc., by clearly indicating accessible restrooms and using accessible fonts.

In December 2023, in collaboration with the Petra Society for Special Education, an NGO in Wadi Musa, and a Jordanian specialist in the field of special needs who runs an NGO in Ma'an, training was conducted to prepare museum staff to accommodate people with special needs. In addition to this, a manual was compiled on how to accommodate visitors with various special needs, and guidance was provided to the staff accordingly.

Based on the results of this pilot project, the Petra Museum decided to continue the activity as one of the RD-5 actions of the priority projects in the Master Plan (final version).

Going forward, when people with special needs visit the museum, museum staff will provide explanations using sign language videos and museum guides in Braille as needed. In addition, as part of the Petra Museum's year-round museum activities, outreach activities in collaboration with organizations for people with special needs will also be carried out several times a year, making use of opportunities such as International Day of People with Special needs.

The experience kits and outreach experience kit boxes produced in this pilot project will also be used as teaching materials when conducting off-site educational activities outside the Petra Museum facilities as part of RD-12, a priority project in the Master Plan (final version) .



Activities for people with special needs (Wadi Musa)



Experience kit for people with special needs



Program for People with special needs

3) Outcome (Impacts)

This is intended as first step toward making the Petra Museum an "inclusive museum" that accommodates everyone, including people with special needs, leading to the development of Accessible Tourism in Petra. It is hoped that through cooperation between the Petra Museum and support groups for people with special needs, the museum will serve as a model museum that promotes the participation of people with special needs in the fields of tourism, education, and cultural heritage, and that it will promote the consideration of people with special needs, strengthen cooperation between local communities (civic groups) and museums, and promote community participation in museum activities. In particular, outreach methods are effective for museum activities (educational activities, etc.) in areas far away from the museum.

Although physical accessibility has been considered to some extent in Petra's museums and other facilities, no programs have been developed for people with special needs to enjoy cultural heritage and sightseeing in them, and the same applies to Jordan as a whole. The method developed and tested in this project is a pioneering example in Jordan and will serve as a model that can be rolled out across the country the future.

In addition, it is expected that the programs for people with special needs developed in this project will lead to the development of accessible tourism not only at the museum, but also in Petra as a whole. Furthermore, it is hoped that stronger ties with local civic groups, such as Wadi Musa's organization for people with special needs, will lead to stronger collaboration between the Petra Museum and the local community.

(4) Production of booklets on cultural heritage and implementation of workshops using the booklets

1) Input (Activities)

In order to raise local people' awareness of the cultural heritage of the region, and to make use of the museum's exhibits on the cultural heritage of the Petra region for local tourism and the development of handicrafts and other products, two booklets, one on Nabataea's use of water resources and the other on Nabataean art and design, both of which are little known to tourists and local people alike, have been produced, based largely on the exhibits in the Petra Museum. The creation and editing were carried out by the team of archeology and museum specialists and the Petra Museum team, and was supervised by Dr. Khairieh Amr, who was also an advisor for the Petra Museum exhibition. Printing and binding were performed by a printing company in Amman (Jordan Printing Press).

The above publications are a follow-up to the Petra Museum Guidebook. As there have not been many books for a general audience focusing on the Nabataean culture of Petra, etc., they are valuable as new materials for conveying the value of the ruins. These booklets are also available in PDF format for easy distribution and viewing on mobile devices. The content of the booklets is a repackaging of the Petra Museum's exhibits, and although it is based on expertise and scholarship, the text is kept to a minimum and there are many photographs, making it easy to understand. The text is written in both Arabic and English (mainly Arabic, aimed at local people). In addition, because the booklets are based on PowerPoint presentations, they can be used in workshops and other presentations with only minor modifications. 500 copies of each of the two booklets (1,000) in total were printed and provided to the Petra Museum, which distributed them to related organizations and individuals alongside the PDF versions. Because it plays a role in providing information about cultural heritage, it is very important for the Petra Museum to continue to publish materials of this kind.

(i) Water and the Nabataean in Petra

Based on the contents of Gallery 1 of the Petra Museum exhibition, this booklet explains the sites and waterways related to Nabataea's use of water resources in the Petra region, including bathhouses and latrines, as well as introducing the traditional methods of water use (such as water for agriculture in traditional terraced fields) that have been inherited from the Nabataeans.

(ii) Nabataean Art and Design

Mainly using photographs, this booklet introduces the art and design motifs (architectural decorations, pottery patterns, mural art, and mosaic art) found in the Petra Museum exhibits and in the detailed decorations at the Petra ruins, etc.

2) Output (Results/Deliverables)

Using the contents of the two booklets, a workshop was held for local people to raise awareness of the Petra Museum and the cultural heritage that lies hidden in the region. This workshop consisted of the following.

(i) "Museum Day for Teachers"

A workshop for schoolteachers, including an (online) lecture by a researcher of Nabataean culture (Dr. Khairieh Amr), was held in November 2024. The workshop, held as part of "Museum Day for Teachers," discussed how schools (education) and museums can work together to raise awareness of cultural heritage.

(ii) Workshop on Nabataea's Unique Design

An awareness-raising workshop on Nabataea's unique design, including an online lecture by Dr. Khairieh Amr, was held for Petra handicrafts producers and others, serving as an inspiration for the development of handicrafts and other products unique to the region.

Going forward, the booklets produced in this pilot project, including the workshops mentioned above, will be used as one of the teaching materials for implementing the educational activities of the Petra Museum in RD-12, a priority project in the Master Plan (final version).

3) Outcome (Impacts)

Through workshops using the Petra Museum and these booklets, awareness was also raised among producers about the use of Nabataea's unique art and design in the development of handicrafts and other products unique to the Petra region. It is also hoped that traditional environmental management techniques, such as Nabataea's water use and the sustainable methods of water resource use descended from them (SDG Goal 6), will be reconsidered in light of the SDGs, leading to a reevaluation. In particular, the reevaluation and passing on of designs rooted in local history and culture, as well as the sustainable use of water resources, are all essential elements of sustainable tourism development.



Booklet (Water and the Nabataean in Petra)



Booklet (Nabataean Art and Design)



Workshop using the booklets

3-3 Product Design (PD)

The PD pilot project involved the development of Community-Based Tourism (CBT) programs in the six communities of Beidha, Umm Sayhoun, Wadi Musa, Taybeh, Dlagha, and Rajif, involving local associations and people (especially women).

In addition, a study was conducted on public facilities such as the Petra Archaeological Park to investigate issues related to the promotion of accessible tourism.

3-3-1 Final Results of PD Pilot Projects

The activities, outcomes, and impact of the PD pilot projects are as follows.

Table 3-6: Final results of PD pilot projects

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(1) Development of Community-Based Tourism (CBT) programs in six communities	- Creation of products in five communities - Implementation of FAMs (domestic and international) - Promotion at travel expos - Provision of tableware and other equipment necessary for product operations	- Production of product tariffs and promotional leaflets and distribution to JITOA and other travel agencies - Listing of products on Visit Petra - Association partnership with Petra Tour Operators Association for BtoC sales	- Positive feedback was received from the community regarding the potential of tourism to benefit the community - Channels (BtoB and BtoC) for selling the created products were established - A foothold was established for building a cooperative framework with local travel agencies for the continuation of activities after the project.
(2) Promotion of accessible tourism in Petra Archaeological Park	- Assessment of PAP and surrounding area visits conducted	- Assessment Report	- The importance of facility development for the expansion of accessible tourism was demonstrated to PDTRA.

(1) Development of Community-Based Tourism (CBT) programs in six communities

1) Input (Activities)

Product design and community development specialists worked together to develop Community-Based Tourism (hereinafter, “CBT”) based in six communities located around the Petra Archaeological Park.

This involved sharing technical expertise not only in the planning and development of tourism products, but also in the creation of planning sheets that serve as the basis for communication when putting them into distribution, methods for setting prices depending on the number of participants, payment methods used with travel agencies, and other business know-how focused on travel agencies as the main customers.

Specifically, tourism resources deemed unique and appealing to tourists were selected from among the tourism resources of each community surveyed in Phase 1, and product development was carried out in collaboration with associations from each community as a pilot project. As part of this process, experts first created a draft of the methods for commercializing tourism resources, as well as basic information such as legal compliance and itinerary creation and then exchanged opinions with the associations to refine the draft and transfer the know-how.

Furthermore, for price setting, the experts prepared a quotation form and used it as a basis for discussion, explaining the content and teaching the associations the skills of composition and pricing. They also created leaflets as sales tools. For matters that were common to the overall project, meetings were held with local coordinators to share information, and for matters relating to individual products, the experts basically visited each community and worked together with multiple association members.

2) Output (Results/Deliverables)

By the end of the pilot project in December 2024, specific tourism products had been developed in five of the six communities (Beidha, Wadi Musa, Taybeh, Rajif, and Umm Sayhoun). The contents of each product are as shown in the table below (prices do not include guide fees).

Table 3-7: Tourism products developed through the PD project

Product name	Traditional Bedouin dinner and stargazing	
Community	Beidha	
Operator	Ammarin Bedouin Camp	
Product overview		
This is a product that involves visiting a Bedouin camp run by a local tourism association and enjoying a dinner of zarb (a local traditional dish of meat and vegetables steamed in an earthen oven). At the camp, visitors can enjoy a guided tour of the museum, which exhibits the culture and traditions of Beidha and the Ammarin tribe that lives in the area, and enjoy performances using traditional instruments, the rabab and the shababah. After dinner, once the sun has set, participants head to the dunes outside the camp with a guide to enjoy the starry sky. In the valley, where there are almost no artificial lights, they can enjoy a star-filled sky in a tranquil atmosphere, and the guide tells fascinating stories about how people in the Nabataean period used the stars to determine their direction when traveling, and introduces the legends associated with each constellation. Time required: 5 hours Price: 40 –110 JOD		

Product name	A tour of water management sites from the Nabataean period	
Community	Wadi Musa	
Operator	Wadi Musa Widow's Association	
Product overview		
There are many remains of water management systems from the Nabataean period around the Petra ruins, and this is a program to visit these sites. After first visiting the Petra Museum to see the exhibition on water management technology from the Nabataean period and listening to an explanation from a curator, participants will visit the archaeological sites within the Wadi Musa community. The tour, led by a local guide, includes a visit to the Moses Spring, which is still used as a valuable water source, as well as water management sites located underground, Ain Al Sarab, and the olive oil press and water tank located in the Old Village Resort, a five-star hotel. Along the way, from a viewing spot that looks out over Wadi Musa, participants can enjoy sweets and tea made by local associations while viewing the terraced olive groves that still use the water management techniques of the Nabataean period, as well as the remains of waterwheels from the Ottoman period that were built using water management techniques. Time required: 4.5 hours Price: 20–70 JOD		

Product name	Nabataean pottery painting experience	
Community	Taybeh	
Operator	Petra Pottery Association	

Product overview

This is a product where participants visit an association in Taybeh that is working on reproducing pottery from the Nabataean period and try their hand at painting on the reproductions.

A skilled female potter explains the design of Nabataean pottery, and then demonstrates the steps involved. After practicing on a practice plate, participants pick a traditional Nabataean design of their choice and paint it on a plate themselves. The finished item is bisque-fired and delivered to the hotel the next morning.

As an optional extra, participants can enjoy a lunch of local cuisine prepared by a local association.

Time required: 3 hours

Price: 26–35 JOD

Product name	Rajif rural life experience	
Community	Rajif	
Operator	Rajif Special Needs Association	

Product overview

Located in the southern part of the Petra region, Rajif is a community that is heavily involved in agriculture. Bedouins, who originally led a nomadic lifestyle, have settled down as farmers, and their way of life still retains many Bedouin traditions. It is also known as a conservative region that strictly adheres to Islamic teachings. This program involves visiting Rajif, strolling through the old streets and fields that remain in the village, and visiting an ordinary home.

At home, after a welcome tea with a family, participants enjoy a Bedouin culture experience, interact with the family, and have a home-cooked dinner. Rajif is also famous for its beautiful sunsets, and participants can enjoy the beautiful sunset views during the program.

Time required: 5 hours

Price: 33–47 JOD

Product name	Camel caravan experience	
Community	Umm Sayhoun	
Operator	Camel Owners Association	

Product overview

This is a camel caravan experience product that allows participants to experience the atmosphere of the Nabataean period, when merchants used camels to travel to and from Petra.

After receiving the equipment for the caravan at Umm Sayhoun and receiving instructions from the guide, participants will start their camelback caravan experience, circling the outer edge of the archaeological park and enjoying Petra's unique scenery. At a Bedouin tent along the way, participants can see the frankincense and spices that served as trade goods during the Nabataean period and enjoy frankincense and Bedouin culture experiences.

Time required: 4.5 hours

Price: 100–150 JOD

With JITOA as the contact point, a total of three FAM trips were conducted as a pilot project for this project, and sales channels were developed through land operators in Jordan.

During the FAM trips, the following comments were made about the five products described above.

Table 3-8: Main comments from FAM trip participants regarding tourism products through the PD project

	1st Domestic FAM	International FAM	2nd Domestic FAM
Participants	Amman tour operators	International tour operators and influencers	Wadi Musa tour operators
Date held	December 2023	September 2024	December 2024
Beidha	As an evening program, it was nice to be able to enjoy a traditional meal. The guide's explanations were excellent, and we were able to experience authentic Bedouin culture.	A wonderful program that offers an authentic cultural experience. We also enjoyed stargazing. There is room for improvement in terms of access to the camp.	A program that offers an authentic Bedouin cultural experience. Can be recommended as an evening program
Wadi Musa	The program is rather long, so it will be necessary to coordinate it with other sightseeing activities. There is a need to clearly define the target market.	It involves long walks on foot, so it could be difficult for the elderly tourists. In terms of content, it would be better to define a clear target market, such as students.	The route is rather long, so some adjustments may be necessary depending on the group. Improvements to the program are evident (e.g. changes to viewing spots).
Taybeh	The program is attractive, but there are issues such as the limited number of participants and improving smooth operation and hospitality. For the meal, it would be a good idea to coordinate the menu and venue.	The experience is attractive, but the drawback is its distance from Wadi Musa. It would be easier to participate if the program could be offered in Wadi Musa.	The painting experience is a unique program. It also works well in terms of gifts for the participants. One of the participants said they would like to use the association's products as giveaway items for their own company.
Rajif	The family's hospitality was wonderful, allowing participants to experience the atmosphere of a real home visit. Could also be offered as an evening program.	It is good that participants can enjoy interacting with ordinary families. However, depending on the group, a sunset or farm visit may not be necessary.	The village's old stonework streets were unique, which was nice. I thought the program was appealing too.
Dlagha	There were concerns about safety, such as the location being far from the town, a lack of toilets, and no Wi-Fi. There is room for improvement in terms of hygiene and operations.		

Based on the results of the FAM trips described above, specific tourism product itineraries were created for four of the six communities[6] (Beidha, Wadi Musa, Taybeh and Rajif) (Annex 3).

Through this pilot project, the importance of CBT was acknowledged in the communities, and the decision was made to continue the activity as PD-4, a priority project in the Master Plan (final version).

[6] An itinerary for Umm Sayhoun is scheduled for completion by the time the project finishes.

Regarding the Bedouin cultural experience that had originally been planned for the Umm Sayhoun community, commercialization was delayed due to the conclusion that the tightly packed residential environment was not suitable for the program, so no actual product was ready in time for the domestic and international FAM tips. However, during a Focus Group Meeting held with the community, the idea of a camel-based caravan experience was proposed, and this was successfully commercialized. For Dlagha, the plan was to provide equipment and commercialize the Bedouin home visit, but when the FAM trips were conducted, the participating travel agencies pointed out that the product could not be sold due to delays in infrastructure development, such as the lack of toilets and Wi-Fi, so commercialization had to be postponed. After a series of discussions with the local association, it was decided that the association would take the lead in commercializing the three new trails that were being developed with the support of PDTRA, and experts provided input on ideas for commercialization and points to be careful of.

In implementing the PD pilot projects, the following equipment and materials were provided to the associations in each community that will be the operators of their respective products.

Table 3-9: List of donated goods for the PD pilot projects

Items	Quantity
<Donated goods for the Wadi Musa program> Recipient: Widow's Association	
Chairs	10
Mattresses	6
Tables	3
Portable gas cylinders (for preparing tea)	1
Teapots	2
Kettles	2
Cups (set of 6)	2
Forks (set of 12)	1
Knives (set of 12)	1
Spoons (set of 12)	1
Arabic coffee pot	1
Teacups (set of 6)	3
Arabic coffee cups (set of 12)	2
Carpet	1
Plastic food containers (with lids) for food storage	5
Food trays	2
Fruit trays	2
Serving trays	2
<Donated goods for the Rajif program> Recipient: Rajif Special Needs Association	
Chairs	10
Carpet	1
Tables	2
Teapots	1
Arabic coffee pot	1
Teacups (set of 6)	3
Glasses (set of 6)	2
Arabic coffee cups (set of 6)	2
Fruit trays	1

Items	Quantity
<Donated goods for the Dlagha program> Recipient: Jabal Masuda Cooperative and Touristic Association	
Carpets	2
Teacups (set of 6)	2
Teapots	1
Arabic coffee pot	1
Arabic coffee cups (set of 6)	2
Mattresses	8
Cushions	6
<Donated goods for the Beidha program> Recipient: Ammarin Bedouin Camp	
Laser pointers (for star gazing)	3
<Donated goods for the Taybeh program> Recipient: Petra Pottery Association	
Potters wheels	15
Activity tables	2
Paintbrush	1
Aprons	40
<Donated goods for the Taybeh program> Recipient: Hamdoun Association	
Spoons (set of 12)	6
Forks (set of 12)	6
Knives (set of 12)	7
Dessert spoons	42
Dessert forks	42
Large plates	48
Dessert plates	48
Buffet serving trays	6
Soup cups	48
Soup spoons	6
Solid fuel for buffet (set of 12)	26
Coffee cups (set of 12)	5.5
Teacups (set of 12)	5.5
Small bowls	2
Olive oil pots	2
Soup heater	1
Buffet tray	1

3) Outcome (Impacts)

The programs for the two communities of Beidha and Taybeh was the result of a business meeting at the WTM London in November 2024, which was attended together with PDTRA, and sales were launched on the website of VELTRA[7], a major Japanese OTA, establishing channels (BtoB, BtoC) for selling the created products. In addition, positive feedback was received from the community regarding the potential of tourism to benefit the community. In particular, through the pilot project, local coordinators and associations were assigned to the six communities to serve as contact points for future product development, and a foothold was established for

[7] VELTRA is Japan's leading online travel agency (OTA), providing reservations for experience-based tours and activities around the world. Accommodating diverse travel needs, including guided tours, cultural experiences, and adventure activities, the company offers a wide variety of local experiences, especially for Japanese travellers. The company works with domestic and international tourism operators to deliver high quality tours and services.

building a cooperative framework with local travel agencies for the continuation of activities after the project. The challenge now is to maintain and operate this organization and management framework in a sustainable way, and it is important that the tourism products developed in each area are marketed and rolled out overseas.

(2) Promotion of accessible tourism in Petra Archaeological Park

A survey was conducted with the aim of improving accessibility for people with special needs at the Petra Archaeological Park and other public facilities. As a result, the accessibility of the archaeological park was evaluated, and issues were identified.

1) Input (Activities)

On December 12th, 2023, three specialists from the local subcontractor Accessible Jordan[8] (one of whom uses a wheelchair and one of whom is visually impaired) were invited to assess the accessibility of the archaeological park (entrance–Roman theater), the Visitor Center, the Petra Museum, and the bus parking lot.

2) Output (Results/Deliverables)

With regard to the toilets and other facilities in the Archaeological Park, it was confirmed that basic facilities such as ramps and handrails are in place to a certain extent, but there are many steps in less conspicuous places, and there are also problems such as the fact that it is difficult to move around in a wheelchair in some parts of the park. Other identified issues included a lack of space on the cart to store a wheelchair, requiring it to be stored on the seat.

The results of this pilot project were compiled into the Accessibility Tourism Assessment Report and submitted to PDTRA in December 2023. In addition, the issues raised in the Assessment Report were reflected in RD-5, a priority project for RD.

3) Outcome (Impacts)

In response to the survey and training, some of the issues raised in the Assessment Report have already been addressed, such as the installation of wheelchair ramps at the toilets in the archaeological park and the renovation of the automatic doors at the main entrance to the Petra Museum.

In particular, this pilot project helped the PDTRA staff to better understand the diversity of accessibility-related issues.



Product experience in Beidha



Product experience in Rajif



Accessibility survey of the Archaeological Park

(3) Other

1) Implementation of PD training

On December 9th, 2024, a product design training session was held with the aim of having four experts in Product Design (PD), Sales and Promotion (SP), Service and Hospitality (SH), and

[8] Accessible Jordan: This is the only organization in Jordan that provides consulting, training and workshops on accessibility and inclusion, as well as building databases. Its activities are recognized and supported by the Jordanian government, the EU, and UNESCO.

community development transfer the basic processes and skills necessary for product development. A total of 25 people participated, including people from the associations that took part in the pilot project.

Regarding PD, there were comments to the effect that participants realized that tourism resources can be found in everyday life, and that when commercializing these resources, it is important to consider how to turn their background into a story. For SP, there was a lot of interest in digital marketing. For SH, participants listened intently to the explanation of the importance of promises and contracts with respect to the provision of services included in travel products. With regard to community development, there was a great deal of interest in the explanation of the importance of communities participating in tourism and the fact that new product development becomes possible by drawing on the capabilities of women.



Product Development Training

3-4 Sales and Promotion (SP)

The SP pilot project focused on the provision of promotional materials, including the updating of the PDTRA website, which serves as a gateway for the promotion of tourism in the Petra region, and the creation of promotional videos, as well as on the organization of FAM trips, which are the first step in bringing the tourism products developed by the PDTRA to the market, and on related skill transfer activities.

3-4-1 Final Results of SP Pilot Projects

The activities, outcomes, and impact of the SP pilot projects are as follows.

Table 3-10: Final results of SP pilot projects

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(1) Enhancement of Digital Marketing Capabilities	- Updating of website and app	- Redesign of the Visit Petra website - Redesign of the Visit Petra app	- The Visit Petra website and app have been updated with a modern UI and faster loading speeds, improving the UX. - Visit Petra's social media reach was expanded, and there was a significant increase in follower numbers (FB: 37k→47k, IG: 1.8k→4.1k). - The launch of the promotional video at WTM London was viewed by over 12,000 people on social media, helping to raise awareness of Petra's appeal. - PDTRA marketing staff who attended the training were able to independently manage website and social media content, thus improving the sustainability of their digital marketing activities.
	- Training to improve social media - Provision of digital cameras and other equipment	- Authentication of Visit Petra's Facebook, Instagram, and X accounts - Specialized content management system	
	- Production of promotional video	- Production of a 2-minute video - Production of a 1-minute video	
	- 1st training (May 2024)	- Participation of 8 PDTRA staff members	
	- 2nd training (September 2024)	- Participation of 5 PDTRA staff members	
	- Production of PowerPoint template	- Creation of a 21-page PPT template for PDTRA	
(2) Implementation of FAM trips	- Domestic FAM trip: December 2nd–4th, 2023	- Participation of 14 JITOA members	- Received feedback on improving the newly developed Petra tourism products. - PDTRA understood the importance of FAM trips as an effective marketing tool and decided to continue conducting them.
	- International FAM trip: September 8th–14th, 2024	- Total 10 participants: (international travel agents: 7, influencers: 3)	

(1) Enhancement of Digital Marketing Capabilities

1) Input (Activities)

(i) Updating of website and app

PDTRA manages the Visit Petra website, which provides information for tourists, and the official PDTRA website, which is for conducting official administrative business. For the pilot project, efforts were focused on updating the Visit Petra website to improve the dissemination of information to tourists.

First, in the initial phase of the pilot project, the Visit Petra website was analyzed using digital marketing and web analysis software such as Google Trend to visualize issues in the marketing and promotion of Petra tourism, such as low access numbers and high bounce rates. Subsequently, after confirming with PDTRA the content and implementation schedule of the pilot project, a contract was signed with Imagine Technologies[9] as the local subcontractor.

Several activities were carried out in cooperation with Imagine Technologies. First, a detailed review of the user interface (UI) design of the Visit Petra website and app was conducted, and a design that was easy and intuitive for visitors to use was proposed. In addition, by creating a site map and organizing the information structure, consideration was given to ensuring that users could quickly and easily access the information they needed.

In addition, a complaint management system to be integrated into the website and app was designed and developed, creating a system that allows complaints and feedback from tourists to be received, tracked and responded to efficiently. In addition, to improve the operational efficiency of the website and app, a content management system (CMS) was introduced to create an environment where information updates could be performed quickly and easily.



Discussions with the subcontractor



Inspection of potential filming locations



Signing ceremony with JITOA

(ii) Enhancement of digital marketing via social media

In addition to its website, Visit Petra operates Facebook, Instagram, X (formerly Twitter), and YouTube accounts. After discussions with PDTRA, it was decided that the main goal of the pilot project would be to enhance PDTRA's digital marketing capabilities through improvements to its Facebook and Instagram accounts. In order to achieve this goal, JICA experts conducted multiple training sessions for members of the PDTRA marketing team.

Specifically, an explanation was given of the basic concepts of effective social media management, and guidance was provided on how to analyze target audiences and create optimal content, how to optimize the timing and frequency of posts, and strategies for increasing engagement rates. Emphasis was also placed on the importance of data

[9] Imagine Technologies: As a marketing company, it has been a trusted partner of JTB Jordan for over 10 years since 2007. The company is engaged in dynamic digital marketing activities with a particular focus on effectively promoting Jordan and expanding awareness through engaging and impactful social media campaigns on various platforms.

analysis, and methods were demonstrated for monitoring the performance of posts and making improvements based on the data. Through this training, the PDTRA staff were able to put specific improvement measures in place and acquire the skills to operate the social media accounts more effectively.

Table 3-11: PDTRA's websites and social media accounts

Visit Petra official website: Provision of tourism information centering on the Petra Archaeological Park		
1	https://www.visitpetra.jo/en	Website
2	https://www.facebook.com/PetraVisit/	Facebook
3	https://www.instagram.com/visit_petra/?hl=en	Instagram
4	https://x.com/VisitPetra	X (formerly Twitter)
5	https://www.youtube.com/@VisitPetra-2007/videos	YouTube
Official PDTRA website: Mainly provision of information on administrative services		
6	https://pdtra.gov.jo/Default/En	Website
7	https://www.facebook.com/PRAPDTRA/?_rdc=1&_rdr	Facebook
8	https://www.instagram.com/prpdtra/	Instagram
9	https://x.com/prpdtra	X (formerly Twitter)

To enable PDTRA to continuously engage in high-quality digital marketing, the following equipment was provided under this pilot project for creating social media content, etc. As part of the provision of the equipment, PDTRA's marketing department personnel, who would be the ones using the equipment, were given training by the distributor's technicians before the equipment was handed over.

Table 3-12: List of donated goods for the SP pilot projects

Items	Quantity
Digital camera (SONY A7)	1
Camera lens (SONY FE 16-35 mm f/2.8)	1
Hand stabilizer (DJI RS 4)	1
Tripod (Kingjoy VT-2500)	1
HDMI video cable (BOYA BOUALINK 2)	1
Flash memory (Kingston UHS-II 128 GB)	1
Flash memory (Kingston UHS-II 256 GB)	1
Battery pack for digital camera (SONY NP-FZ100)	1
Battery charger (SONY BC-021)	1
Camera case	1
Cleaning kit	1
ND filter for lens protection	1

(iii) Production of tourism promotional video

In order to communicate Petra's wide-ranging attractions, two promotional videos of two different lengths were produced, each centered on the promotion of sustainable tourism that incorporates the six communities.

The filming team, in coordination with PDTRA, identified appropriate content and filming locations in line with the "new Petra branding concept" and conducted the filming on March 10th–11th, 2024. In addition to the Archaeological Park, the experience

programs developed through the PD pilot project were selected for filming, and first-rate equipment, including drones, were used to ensure world-class video quality.



Promotional video

(iv) Digital marketing training

In order to develop personnel to operate and manage the updated Visit Petra website on an ongoing basis, PDTRA worked with Imagine Technologies to provide training to PDTRA's marketing and IT staff on the operation and management of the website. The training focused primarily on content management, covering practical skills such as adding and updating articles, how to properly upload images and videos, and SEO[10]. Staff were also provided with the knowledge necessary for technical operations, including site security management, analysis of traffic, such as the number of visitors to the website, and how to perform regular data backups.



Digital marketing training

(v) Production of PowerPoint template

In order to improve the consistency of Petra Tourism's brand image, it was decided to improve the slide template used by PDTRA in its international communications, and the final version of the template was agreed with PDTRA during the 5th mission (December 2023). The templates created are being used for PDTRA presentations at international tourism exhibitions and other events, including WTM London, held in November 2024.

2) Output (Results/Deliverables)

Following the updating of the Visit Petra website, PDTRA began managing the content to ensure that the information is always current and relevant. A mobile app for Visit Petra was also completed. The release of the app requires certification by the Ministry of Digital Economy and Entrepreneurship (MODEE), and application procedures are currently underway between PDTRA and MODEE.

In addition, the improvements made to its social media have increased Visit Petra's engagement and reach and improved performance across various platforms. In addition, through a subcontractor, moves were made to obtain Facebook and Instagram "verification badges" from Meta, and these were awarded on May 2nd, 2024.

[10] SEO (Search Engine Optimization): Measures to improve website structure and content to suit search engine algorithms and achieve higher rankings in search results for specific keywords. This improves the visibility of the website and allows for effective acquisition of more visitors.

The produced promotional video showcases Petra's rich cultural heritage, local attractions, and natural beauty, which are not limited to the archaeological sites alone. Two versions, a two-minutes version and a one-minute version, are available to reach different audiences and promote effective engagement. The video is currently being shown on a large screen at the entrance to the Petra Archaeological Park, providing an opportunity for visitors to the park to learn about Petra's diverse tourism offerings.

In addition, the digital marketing training conducted in May and September 2024 gave PDTRA's marketing and IT teams the skills to independently manage content for each of Visit Petra's platforms. The teams have enhanced their expertise in the areas of content strategy, social networking engagement, and analytics.

As a result of the above activities of this pilot project, there has been recognition of the importance of digital marketing in PDTRA, and the decision was made to continue these activities through priority projects PD-3 through SP-7 of the Master Plan (final version).

3) Outcome (Impacts)

The Visit Petra website and mobile app have been updated with a modern UI[11] and faster loading speeds, improving the UX[12]. In addition, the reach of Visit Petra's social media was expanded, with the number of Facebook followers increasing from 39,000 at the start of the pilot project (September 2023) to 47,000 at the end (September 2024) and reaching approximately 50,000 at present (January 2025). Similarly, the number of Instagram followers increased from 1,800 at the start of the pilot project to 4,100 at the end, and now (January 2025) stands at around 5,500, further increasing Petra's digital presence. A system is being put in place to ensure stable and effective management of Petra's website and social media accounts.

The newly produced promotional video was presented internationally at WTM London, which was held in November 2024, attracting many viewers and substantial media attention. Since its release, the video has been viewed more than 13,000 times on the WE ARE PETRA Facebook page, contributing to increased interest in and awareness of Petra's diverse attractions.

(2) Implementation of FAM trips

Tourism programs in the Middle East continue to be dominated by travel agencies (travel agents, tour operators, and land operators), as traveler demand for help in obtaining visas, dealing with language barriers, and safe operations management remains high. Alongside efforts to reach out to the general market by strengthening digital marketing capabilities, it is also important to work through land operators in Jordan to capture interest from international tour operators. An effective initiative in this regard using regular communication to form permanent networks between tourism operators in the Petra region and domestic and international travel agencies, including the organization of FAM trips that are inclusive of domestic and international travel-related operators and attendance at business meetings at international tourism exhibitions. Although PDTRA has conducted small-scale FAM trips in cooperation with JTB in the past, this is the first large-scale FAM trip to observe tourism products developed through a JICA project.

[11] UI (User Interface): This refers to the configuration of the design and control screens that serve as the point of contact between the user and the system, and includes visual design layout, button placement, and ease of navigation.
[12] UX (User Experience): This refers to the overall experience a user has when using a website or application, and includes ease of use, operability, design intuitiveness, display speed, and convenience.

1) Input (Activities)

(i) Domestic FAM trip

For the pilot project, an agreement was signed with the Jordan Inbound Tour Operators Association (JITOA[13]) for services relating to invitations for the FAM trips, and after discussions with PDTRA, an agreement was reached to conduct a FAM trip for tour operators in Jordan over three days and two nights from December 1st to 3rd, 2023.

For the domestic FAM trip, 14 JITOA member tour operators (including JITOA itself) were invited to Petra, where they were introduced to the tourism products being developed in five communities (Beidha, Wadi Musa, Taybeh, Rajif, and Dlagha) through the PD pilot project and provided feedback on the experiences. The visit to Umm Sayhoun was postponed due to ongoing discussions on product content.

Table 3-13: List of participants and schedule for domestic FAM trip

Date/Time		Activity	Participants (names of companies)
Day 1 (December 2nd)	8:00	Depart Amman	1. Abercrombie & Kent Jordan 2. Atlas Travel 3. Amin Kawar & Sons Travel & Tourism 4. Dakkak Tours International 5. Karma House Travel & Tourism 6. Kinda travel 7. Zaatarah Travel 8. Nirvana Travel & Tourism 9. Plaza Tours 10. Royal Tours 11. United Travel Agency 12. Pan East International Tourism 13. Experience Jordan 14. JITOA
	11:30	Arrive Petra	
	12:30–14:00	Nabataean painting experience (Taybeh)	
	14:00–15:00	Lunch experience (Hamdoun Association)	
	15:30–16:00	Hotel check-in	
	16:00–16:30	Inspection tour of Weekly Market	
	17:00–20:30	Bedouin dinner and stargazing experience (Beidha)	
Day 2 (December 3rd)	7:00–8:00	Breakfast	
	9:00–11:00	Bedouin home visit (Dlagha)	
	11:30–13:00	Lunch with JICA and PDTRA teams	
	13:00–15:30	Nabataean water trail experience (Wadi Musa)	
	16:00–18:30	Home visit and sunset experience (Rajif)	
Day 3 (December 4th)	7:00–8:00	Breakfast and hotel check-out	
	8:30–9:30	Inspection tour of Petra Museum and the Made in Petra shop	
	9:45–10:30	Inspection tour of Ain Al-Sarab	
	10:45–11:45	Hotel inspection (2-star hotel)	
	12:00–13:00	Feedback meeting (Movenpick)	
	13:30–14:30	Lunch with JICA and PDTRA teams	
	14:30–17:30	Travel to Amman	

Participants spoke highly of the tourism programs in Beidha and Rajif, noting that they were evening programs, which had previously been rare in Petra, and that they were products that allowed visitors to experience authentic Bedouin culture and hospitality. They also commented that they could be marketed and sold to overseas markets. Conversely, multiple issues (described in the PD section) were identified for Wadi Musa,

[13] JITOA: This is a non-profit organization that promotes the tourism industry in Jordan, with the role of supporting domestic and international tour operators. The organization has a wealth of experience in planning and implementing FAM trips in cooperation with JTB and has conducted effective promotion of Jordan's tourism resources. It is particularly well-regarded for its specialist initiatives aimed at improving visitor experiences and maximizing the appeal of tourist destinations.

Taybeh, and Dlagha, and it was determined that ongoing improvements aimed at sales and promotion are required. Regarding pricing, the participants indicated that the products were generally overpriced, highlighting the difficulty of balancing pricing and sales promotion in a way that considers appropriate allocation of revenues to the region. In light of these results, and with a view to conducting the international FAM trip, the decision was made to explore ways to communicate the added value of the programs to visitors and partnerships with travel agencies that deal with customers who place value on cultural and community-based experiences.



FAM participants taking part in activities





FAM feedback meeting

(ii) International FAM trip

Initially, it was agreed that the international FAM trip for overseas travel agencies would be conducted from February 20th to 27th, 2024, lasting seven days and six nights. However, JITOA, the land operator, suggested that, in hosting the international FAM trip, consideration should be given to declining interest in participation due to the situation in Gaza and the time needed to improve the issues faced by the domestic FAM trip. Accordingly, a further agreement was reached to postpone the implementation to May 19th to 25th, 2024. However, the situation in Gaza had not improved by May, so a further postponement was made, eventually resulting in a schedule of September 8th to 14th, 2024.

Following discussions with JITOA and JTB, the FAM trip invited a total of seven travel agencies from France, Italy, Spain, UK, USA, Poland, and Japan, as well as three social media influencers and bloggers from Italy.

Table 3-14: List of participants and schedule for international FAM trip

Category	Country	Company name
Travel companies	France	Les Maison Du Voyage
	Italy	Mistral
	Spain	Travel Plan
	U.K.	Jules Veme
	U.S.	Collette
	Poland	ITAKA
	Japan	HIS
Media influencers	Italy	Individual influencer 1
		Individual influencer 2
		Individual influencer 3

The program focused on Petra, but also included Wadi Rum, the Dead Sea, and other tourist attractions in Jordan. Conversely, because the program focused on community experiences, the time allotted to archaeological site visits was kept relatively short. Considering the progress in product development, it was decided that the international FAM trip would offer experience programs in the four communities of Beidha, Wadi Musa, Taybeh, and Rajif.

Table 3-15: International FAM trip schedule

Date/Time		Activity	Area
Day 1 (September 8th)	19:00–22:30	Arrive in Jordan (Amman)	Amman
Day 2 (September 9th)	9:00–12:00	Travel to Petra	Petra
	12:00–13:00	Hotel check-in and lunch (Movenpick)	
	13:30–14:00	Meeting with PDTRA Commissioner	
	14:30–17:30	Inspection tour of Petra Archaeological Park	
	19:00–22:00	Bedouin dinner and stargazing experience (Beidha)	
Day 3 (September 10th)	9:30–11:30	Hotel inspection (2-star hotel)	Petra
	12:00–13:30	Lunch with JICA and PDTRA teams	
	13:30–15:00	Break	
	15:00–17:00	Inspection tour of Petra Museum and the Made in Petra shop	
	18:00–21:30	Home visit and sunset experience	
Day 4 (September 11th)	9:00–10:30	Inspection tour of Cultural Village and Little Petra	Petra
	11:00–12:30	Nabataean painting experience (Taybeh)	
	13:00–14:30	Lunch experience (Hamdoun Association)	
	15:00–17:00	Nabataean water trail experience (Wadi Musa)	
	17:15–18:00	Break	
	18:30–20:00	Dinner at Rock Camp	
	20:30–22:00	Inspection tour of Petra by Night	
Day 5 (September 12th)	9:00–10:00	Petra balloon experience (voluntary)	Wadi Rum
	10:30–11:00	Travel to Wadi Rum	
	13:00–14:00	Lunch (Sun City Wadi Rum)	
	14:30–18:00	Wadi Rum desert tour experience	
	19:00–21:00	Bedouin dinner (Sun City Wadi Rum)	
Day 6 (September 13th)	9:00–12:00	Breakfast and hotel check-out	Mt. Nebo, Dead Sea, Amman
	13:00–15:30	Mt. Nebo inspection tour	
	16:00–18:30	Dead Sea inspection tour and experience	
	20:00–20:30	Feedback meeting	
	20:30–23:00	Dinner and exchange of opinions with JTB, JITOA, and JICA teams	
Day 7 (September 14th)	Final day	Depart Jordan	-

Feedback meetings with participants indicated that, as indicated by the in-country FAM trip, the Beidha and Rajif programs were of a quality that could be sold on the international market.

2) Output (Results/Deliverables)

Both the domestic and international FAM trips were successful, yielding valuable feedback to improve the newly developed tourism programs in Petra. After the FAM trip, some tour operators in Jordan expressed interest in incorporating the newly developed tourism products in Petra into their own itineraries and selling them directly to travel agencies in source markets. During the

pilot project period, Jordan Experience Tours, a Jordanian tour operator, decided to incorporate the tourism product from Beidha into its own itineraries and sell it directly to Veltra, an online travel agency in Japan.

In addition, the intranet platform provided by JITOA was used as a means of promoting Jordan to travel agencies. This platform was designed to allow JITOA member travel agencies to easily access tourism products throughout Jordan, and procedures for registering new Petra tourism products developed by the JICA team on this platform have also been completed.

It was decided that the comments received from the participants in this pilot project would be reflected in the design of PD products as appropriate, and that the products would continue to be sold in the future.

3) Outcome (Impacts)

Through the pilot project, PDTRA recognized that FAM trips are an effective marketing tool and decided to continue conducting them. The recognition of the importance for Petra tourism of the public and private sectors in building relationships with domestic and international travel agencies (land operators and tour operators) also represented an important opportunity for Petra to maintain its status as a world-class tourist destination in the future.



International FAM trip

3-5 Service and Hospitality (SH)

For the Petra tourism area to become a "world-class tourism destination," it is important that tourism operators in local communities (tourism service providers) understand and implement the standards of service offered in the world-class tourism destinations they are competing against.

On the other hand, many of Petra's tourism operators are small, medium, and micro businesses that are community-based, making it difficult for them to independently plan and operate tourism service training programs.

Therefore, in this pilot project, PDTRA and tourism operators in the Petra region collaborated to conduct tourism human resource development training.

3-5-1 Final Results of SH Pilot Projects

The activities, outcomes, and impact of the SH pilot projects are as follows.

Table 3-16: Final results of SH pilot projects

Pilot Project Name	Input (Activities)	Output (Results/Deliverables)	Outcome (Impacts)
(1) Training for improving the quality of tourism services	Service & hospitality training (RACA): February 4th–29th, 2024	- 15 registrations - 13 people participated in the training - 12 people awarded completion certificates	- RACA trainees served as trainers and provided training to employees, among other efforts underway to improve the services of hotels in the Petra region. - Expectations for future training are high, and the training helped foster awareness of improvements to service
	"Dos and Don'ts" voluntary training video	- 41 scenes (10 scenes each for the front office, bell desk, housekeeping departments, and 11 for the food/drink department)	・ A link to view the video was shared with employees, and training was conducted using the video, confirming its usefulness.
(2) Accessible tourism training	December 11th–13th, 2023	- 22 registrations (16 guides and 6 PDTRA staff) - 18 people (13 guides and 5 PDTRA staff) participated in the training - 18 people awarded completion certificates	- The training contributed to the development of accessibility awareness, with feedback such as increased consideration of the accessibility situation in the Petra region and requests for training for all tourism personnel in the Petra region.
(3) On-the-job training in sustainable tourism	February 27th, 2024	- 19 people (3 each from Beidha, Wadi Musa, Rajif, and Dlagha, 4 from Taybeh, and 3 PDTRA staff) participated in the training	- The project helped foster awareness of promoting sustainable, community-driven tourism, including requests for future training content and requests for training based on experience in tourism promotion.

(1) Training for improving the quality of tourism services

This training was conducted for accommodation facilities in the three-star class and below, which have difficulty in independently providing tourism service training to their employees on a sustained

basis, with the aim of maintaining and improving the standard of tourism services in the Petra tourism area.

1) Input (Activities)

(i) Service & hospitality training

This training was provided to hotel employees over a four-week period from February 4th, 2024 to February 29th, 2024 by the local subcontractor Royal Academy of Culinary Arts[14](RACA) This training is designed to help more hotel personnel in the Petra region to provide high-quality service by acquiring knowledge and skills in the main hotel departments (front office, bell desk, housekeeping, and food/drink), and by improving their ability to provide leadership to the employees of the hotels in which they work.

An outline of the 4-week training program (Table 3-17) and the participating hotels (Table 3-18) are shown below.

Table 3-17: Training program for improving the quality of tourism services

Schedule	Program content and goals presented at the training orientation
Week 1	What is hospitality? hygiene, international business protocol, communication
Week 2	Dining service processes, table setting, dress code, interaction with customers
Week 3	Front desk operations, check-in and check-out, working with other departments for customer satisfaction
Week 4	Housekeeping services, cleaning and supplies, bedmaking, Dos & Don'ts

Table 3-18: List of participants in service & hospitality training

Facility name	No. of participants
Petra Guest House Hotel	2
Petra Canyon Hotel	2
Petra Castle Hotel	2
Petra Elite Hotel	2
Petra Moon Hotel	1
Petra Boutique Hotel	1
Petra Corner Hotel	1
Petra Palace Hotel	1
Edom Hotel	1
Total	13

(ii) "Dos and Don'ts" voluntary training video

The purpose of this voluntary training video is to enable hotel personnel in the Petra region to gradually develop a deeper understanding of service improvement each day through a series of short learning sessions.

Based on the draft script submitted by RACA, PDTRA discussed revisions and completed the script by the end of September 2023. Filming began in October 2023, and the video was approved by PDTRA and finalized in December 2023. A total of 41 videos were ultimately produced, covering four main hotel departments: front office (10 videos), bell

[14] RACA: The academy was founded in 2008 to realize King Abdullah II's vision of "establishing a culinary school in Jordan that is operated according to the highest international standards." It is also a member of the EHL Certified School network and has introduced the Swiss model of combining practical on-the-job training with academic education.

desk (10 videos), housekeeping (10 videos), and food/drink (11 videos). The food/drink video can also be used for training restaurant staff.

2) Output (Results/Deliverables)

(i) Service & hospitality training

Thirteen of the 15 people who registered for the service & hospitality training participated in the training. Although one participant had to leave the program partway through due to work commitments, 12 completed the training and received certificates of completion. As a result, the trainees were able to understand the operations and services of the main departments of a hotel (front office, bell desk, housekeeping, and food/drink), regardless of the department they themselves work in, and developed the ability to provide guidance to other employees.

(ii) "Dos and Don'ts" voluntary training video

A YouTube link to the voluntary training video was shared with 36 operators, including those affiliated with the Petra Hotel Association, and operators of tourist restaurants, and as of December 8th, 2024, the video had been viewed 679 times on YouTube (food/drink: 251 times, housekeeping: 116 times, bell desk: 150 times, front office: 162 times). PDTRA, the Petra Hotels Association, and the Petra Branch of the Jordan Restaurant Association have also encouraged member businesses to make use of the link. Two types of video data (MOV format and MP4 format) were delivered electronically to PDTRA's PC and will be managed by PDTRA's IT section from now on. It was also officially shared by PDTRA with universities and tourism-focused vocational schools in the Petra region.

Furthermore, during the 4th JCC held in December 2024, the video was distributed to MoTA, JTB, JITOA, JASTA, JHA, JRA, and other organizations so that they could use it as appropriate during training and other events conducted by their respective organizations.

In the international tourism market, constant efforts to improve the quality of tourism services are essential, and the decision was made to continue the activities through priority projects SH-2 through SH-5 of the Master Plan (final version), including the use of the voluntary training videos created as deliverables of this pilot project (SH-2) and the implementation of ToT training by participants in the service & hospitality training program (SH-3).

3) Outcome (Impacts)

(i) Service & hospitality training

Training participants reported that they themselves were conducting training as instructors and expressed their expectations for future training programs, confirming the effectiveness of the training and helping to foster awareness of the need for service improvement. Specifically, participants reported the following examples.

- Many of the management-level participants also conducted training at the hotels where they work after the program was complete.
- General employee participants shared the knowledge and skills they acquired through the training with the departments where they work.
- Previously, there were many complaints among employees about other departments, but now that they have learned about the work of departments other than their own through in-hotel training, they have a better understanding of other departments, and complaints between employees have decreased. Also, through the training at RACA, I saw the benefits of learning about operations outside of my own department.
- I made a checklist of information that should be conveyed to guests at check-in. This has helped me to achieve consistency in the service I provide to guests. In addition, the checklist is centralized by the manager so that they can check the performance of employees.

- Although we have conducted training before, the new knowledge gained from this training has enabled me to conduct training in departments other than my own. It also provided guidance on points that I noticed outside my own department as part of my day-to-day work.



Training for improving the quality of tourism services (February 2024)

(ii) "Dos and Don'ts" voluntary training video

Hotels with which the YouTube link was shared said that they were sharing the video with other employees in their company, and that although they are currently operating with a limited number of employees due to the low number of guests due to the situation in nearby countries, they would like to conduct training using the video once they return to normal business operations.

It is important for PDTRA to continue to raise awareness among hotels, restaurants, and tourism-related educational institutions in the Petra region about the use of this video as a teaching tool for human resource development.

In addition, since this training video will help to improve services not only in Jordan but also in other regions, it is hoped that it will be actively utilized in tourism training in other regions as well.

(2) Accessible tourism training

This training is intended for tourism workers who are likely to come in contact with tourists with special needs, and aims to enable people with special needs to visit the Petra region in safety and peace of mind by teaching participants the definition of disability, the rights of people with special needs, and how to deal with people with special needs, and putting this knowledge into practice in the tourism industry.

1) Input (Activities)

In September 2023, during the 4th field mission, the program and timing were discussed with Accessible Jordan[15], the local subcontractor for conducting the training, and the Petra branch of the Jordan Tour Guides Association, which will recruit and assemble the participants. Additionally, an accessible tourism training program aimed at foreign language guides in the Petra region, "How to Interact with People with Special needs Training," was conducted from December 11th to 13th, 2023, during the 5th field mission.

Although this training was initially intended primarily for foreign language guides, PDTRA requested that its staff participate, and one visitor center staff member, three rangers, and one quality assurance staff member participated in the training.

The first two days of the training consisted of input sessions and workshop-style training, and the final day was spent confirming what was learned through role-playing practice. The training program was as shown in the table below.

[15] Accessible Jordan: This is the only organization in Jordan that provides consulting, training and workshops on accessibility and inclusion, as well as building databases. Its activities are recognized and supported by the Jordanian government, the EU, and UNESCO.

Table 3-19: Accessible tourism training

Content of accessible tourism training	
Day 1	What is disability and people with special needs?
Day 2	Definition of inclusion of peope with special needs Accessibility and reasonable accommodations
Day 3	Practice on how to deal with people with special needs Exercise with people with different types of needs



Accessible tourism training (December 2023)

2) Output (Results/Deliverables)

Of the 22 registered participants (16 guides and 6 PDTRA staff), 18 (13 guides and 5 PDTRA staff) took part in the training, and all 18 received a certificate of completion.

The program was structured so that each day focused on a specific theme or activity. On the first day, participants gained an understanding of the basic concepts by building knowledge and examining issues. This included an interactive icebreaker, discussions about special needs and legal perspectives, and an emphasis on the importance of language choice. The second day combined theoretical principles with practical hotel tours, giving participants the opportunity to think deeply about the implementation of inclusiveness and accessibility. On the final day, practical learning based on role-playing in a tourism setting was conducted to gain valuable insights into the diverse needs of people with special needs.

The training achieved its original objectives, and participants are now able to approach their future work as exemplars of inclusivity and with a strong sense of confidence in their ability to accommodate people with special needs. The positive change that this training program has brought about in the thinking and behavior of guide workers in the Petra region is a significant achievement. The training also helped rebuild connections among the guides, with the participants also providing positive comments such as “I felt a sense of achievement, such as discovering new skills to better interact with people with special needs,” “The training was very worthwhile because I was able to learn from experts instead of self-study, which helped me to be prepared for people with special needs,” and “I would like the training to be conducted on a regular basis,” “I hope the quota for participants is expanded.” This suggests that this pilot project can be considered highly effective.

Activities related to the promotion of accessible tourism, which were proven effective in this pilot project, will be continued by PDTRA as a priority project.

PDTRA has also signed a memorandum of understanding with the Higher Council for the Rights of People with Special needs with the aim of enhancing accessibility to the Petra archaeological site for people with special needs.

The memorandum outlines a joint plan to increase accessibility by improving the environment and engineering infrastructure of sites and facilities in accordance with Act on Construction Standards for People with Special needs (enacted in 2018). This includes raising awareness among engineers and staff, training PDTRA staff in an approach based on rights[16] for people

[16] The Convention on the Rights of Persons with Disabilities was adopted by the UN General Assembly on December 13, 2006, and went into effect on May 3, 2008. Jordan ratified the convention in 2008.

with special needs, implementing measures to promote the right to visit tourist sites, and establishing a committee within PDTRA to promote access to tourist sites in southern Jordan for people with special needs.

In addition, to increase the rate of employment in tourism-related businesses among people with special needs, it is also aiming to expand opportunities for economic independence for people with special needs by providing training for employers and other relevant parties, and to include students with special needs in vocational training programs in cooperation with vocational training agencies in Petra.

3) Outcome (Impacts)

The impact of the training program on guide workers was significant. The program not only enhanced their knowledge and skills but also allowed them to develop a deeper awareness of inclusiveness and mutual understanding. The comments from the participants about overcoming the various situations they initially faced and appreciating the valuable experience they gained through the training program speak to the positive impact this training program had on them, both personally and professionally.

- Enhanced knowledge and skills: Tour guides gained extensive knowledge of various special needs, legal perspectives, and the importance of inclusive representation. Practical learning, including role-playing and hands-on sessions, elevated classroom knowledge to practical skills.
- Transformational Impact: The program facilitated positive changes in the thinking and behavior of the participants, transforming their initial frustration into active engagement and leadership. Participants became advocates for inclusiveness, contributing positively to the training environment and demonstrating an understanding of sensitive concern for diverse needs.
- Real-world application: The practical component of the training, including hotel tours and role-playing exercises in real locations, allowed the tour guides to apply their knowledge immediately. This practical approach enabled them to deal with real-world scenarios with confidence.

In order that Petra becomes a destination that can accommodate a diverse range of tourists, it is important to continue to create training opportunities for a continuous and diverse range of personnel, and as such, it is necessary to continue to provide this kind of training.

(3) On-the-job training in sustainable tourism

This training was conducted to enable people in nearby communities to take the initiative in promoting sustainable tourism development while preserving nature and culture unique to each region.

1) Input (Activities)

On February 27, 2024, EcoHotels[17], the operator of the Feynan Ecolodge located in the vicinity of Petra, was subcontracted to conduct a study tour for local people participating in the PD pilot project, providing them with an opportunity to learn about the efforts of the Feynan region, which is a leading sustainable tourism destination. The training program was as shown in the table below.

[17] EcoHotels: As a pioneer of ecotourism and sustainable tourism in Jordan, EcoHotels provides various training programs, including training for obtaining international GSTC certification, and is the only company in Jordan that can provide training in collaboration with GSTC headquarters in the U.S.

Table 3-20: Program of on-the-job training in sustainable tourism

Content of on-the-job training in sustainable tourism	
Seminars	- Overview of sustainable tourism - Introduction to the GSTC evaluation criteria - Case Study of Feynan Ecolodge - Food safety - Overview of sales and marketing - Sustainability advice - Advice on the creation of tourism products - Product pricing advice
Inspection tours and experiences	- Inspection tour of the RSCN candle and leather workshops - Arabic coffee ceremony experience

2) Output (Results/Deliverables)

A total of 19 people participated in the training, 16 from the five communities of Beidha, Wadi Musa, Taybeh, Rajif, and Dlagha, and 3 from PDTRA. By learning the basics of conservation of the local environment and culture, benefits for local people and the tourism business by looking at an advanced example of sustainable tourism in Feynan, the participants of this training acquired the knowledge to promote community-led and sustainable tourism development in the future.

It is expected that the initiatives undertaken in this pilot project will help improve the product development capacity and service quality of operators in the communities that provide services in the PD products and will be reflected in the PD-3 and SH-7 priority projects in the Master Plan (final version), enabling the activities to continue as priority projects.

3) Outcome (Impacts)

Local people showed a high level of interest in the training, with participants actively asking questions and expressing requests for topics they would like to learn more about in the future, and in this way, it helped foster awareness of the need for community-driven, sustainable promotion of tourism. The overall program was rated “Excellent” by 77.8% and “Very good” by 16.7% of the participants. In terms of the content of the visits, the most common areas of interest were “planning programs to experience sustainable tourism” (72.2%), “hygiene management” (61.1%), “visiting Bedouin families” (55.6%), and “marketing and sales” (50%). In terms of training that participants would like to take in the future, responses included marketing, website management, improving English language skills, and improving social communication skills.



Sustainable tourism training (February 2024)

Chapter 4 Finalizing the Petra Tourism Development Master Plan

4-1 Drafting the Version of the Master Plan

After assessing the consistency of the plan with existing tourism-related plans and policies in Jordan and the Petra area, the Petra Tourism Development Master Plan (first draft) has been formulated over a six-month period from mid-January 2022 to early July 2022.

In light of the fact that the target years of the "Economic Modernization Vision" formulated by the Royal Court of Jordan in 2023 are 2023 to 2033, it was agreed with PDTRA that the M/P formulation should also be achieved by 2033, the same deadline as the economic revitalization strategy.

As indicated in Chapter 2, "Basic Concept, Structure, and Work Plan for Tourism Planning," 2-1, "Value Chain of the five segments in the tourism sector," the entire region is involved in the Value Chain of tourism site management, archaeological preservation, research, products, planning , sales promotion, and tourism human resources development, while organically linking them to community development, the people and tourism resources of the Petra region, and confirming that the path to be taken is to develop the conservation of archaeological sites, strengthen the ability to manage tourist sites, and promote economic development, thereby developing sustainable tourism development.

In addition, sustainable tourism is an important concept for shaping inclusive social and economic development, and while it has positive aspects such as the economic benefits of promoting tourism, it also has negative impacts on the environment due to increased tourism demand. On top of this, it was agreed that it is also important to have a basic policy that balances the perspectives of "development and growth" and "conservation and revitalization", and that these two perspectives should coexist.

Based on the above, we carefully discussed the vision, basic policy, and mutual relationship between the five Value Chain procedures of the tourism sector of this M/P not only with PDTRA but also with private businesses, the central government, and tourism stakeholders throughout Jordan. In addition, when formulating the M/P in concrete terms, we also discussed the definitions of the various elements that make up the M/P (vision, guiding principles, strategic programs, key objectives, and action plans), and reached consensus as shown in the following Figure 4-1 and Table 4-1.

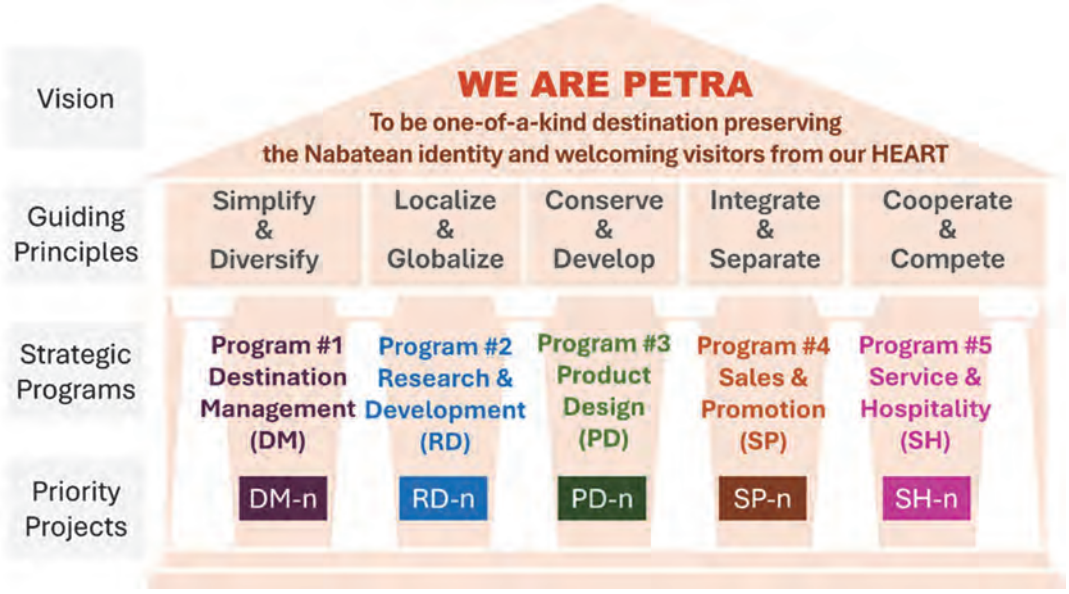


Figure 4-1: Master Plan structural Framework

Table 4-1: Meaning and definition of each component in the Master Plan

Meaning and definition of each component in the Master Plan
Vision
The shape that tourism in the Petra region should be in the future.
Guiding Principles
Cross-cutting principles for realizing the vision of the master plan.
Strategic Programs
Programs to realizing the vision, composed of a series of priority projects.
Key Objectives
Objectives to be achieved for each strategic program
Action Plans
Plan with schedule and budget of Implementation for each Priority Project

4-2 Workflow for Developing the Tourism 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
Feb. 2023	2nd	Introduction and feedback collection on the 1st draft of the Master Plan through the second seminar	PDTRA Tourism Sector Local Community
Mar. – Nov. 2023	3rd – 4th	Review of the 1st draft of Tourism Master Plan through Pilot Projects.	JICA Experts
Dec. 2023	5th	Proposal of KPIs, progress review of pilot projects, and discussions at the 3rd JCC	PDTRA Int'l Donors Ministries
Jan. – Sep. 2024	6th – 7th	Validation of the Master Plan through pilot projects, along with review and refinement of strategies (priority programs), implementation schedules, expected project outcomes, and funding mechanisms.	JICA Experts PDTRA
Jul. – Sep. 2024	7th	Finalization of the Master Plan's vision, basic policies, KPIs, strategic programs, and pilot project proposals.	
Sep. 2024		Collection of feedback and confirmation of the final draft of the Master Plan through the 3rd seminar.	
Nov. 2024	8th	Release of Petra Tourism Development Master Plan 2023 – 2033.	

4-2-2 Working Group

The M/P was developed with the cooperation of the members listed in Table 4-3 below. (Refer to Annex 6 for details on the members, such as their names.)

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,

WG Participating Members		Organization, Department, Title
		Director of the Archaeological Documentation Management Center, Director of the Research Center, Director of the IT Dept.
	Jordan	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
	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	Petra College
	Jordan	Ammon College, Hussein Bin Talal University
International Organization		UNESCO, USAID

4-2-3 Framework of the Master Plan

This Master Plan is structured around three tiers: Vision, Basic Policies, and Strategic Programs. Additionally, KPIs have been established to measure the overall impact of the Master Plan through 2033.

The strategic programs are formulated for each of the five processes proposed in the Value Chain Approach of this Master Plan. The strategic programs for each process consist of key objectives, priority projects that make up each program, and action plans for implementing these priority projects.

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

Table 4-4: Framework of the Master Plan

Elements	Summary of deliverables
Vision	Developed in four layers including the slogan
Guiding Principles	Five guiding principles were presented, discussed, and agreed upon. 1) Simplify and Diversify 2) Localize and Globalize 3) Conserve and Develop 4) Integrate and Separate 5) Cooperate and Compete
Strategic Programs	As the final version of Master plan include 58 strategic programs in line with each of the five Value Chain processes have its own structure. The following is the structure for each value component: 1) Destination Management: 18 programs, 2) Research and Development: 12 programs, 3) Product Design: 10 programs, 4) Sales & Promotion: 9 programs, and 5) Service and Hospitality: 9 programs.
Main Objectives	Five major goals were established for the five strategic programs. 1) Establish sustainable destination management framework. 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 tourism products which contribute to more benefits towards the region including the empowerment of women and the local communities while conserving Petra's history, culture, nature and people's daily life. 4) Enhance marketing and promotional capabilities through understanding marketing principles and outperformance in digital marketing. 5) Improve service quality to increase tourist satisfaction and develop human resources to ensure stable provision of tourism services.
Action Plans	An action plan for implementing each strategic program, including implementers, activities, budget, and schedule, was developed for each program.
KPIs	The following indicators have been agreed upon for M/P KPIs. - 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 Environmental Consideration (*Environmental)

4-3 Formulation of the Vision

4-3-1 Background of Vision

Recognizing the value of the region's heritage and fostering pride among the people of Petra in their hospitality and engagement in local tourism is key to achieving sustainable tourism in the region. This approach, in turn, enhances the added value of Petra as a tourist destination and strengthens its competitiveness, ultimately paving the way for sustainable tourism. This perspective was explained to stakeholders, including the Chief Commissioner, PDTRA officials, and members of the Petra tourism private sector, such as the hotel association, guide association, and handicraft union. Based on this shared understanding, the expert team drafted a vision, which was thoroughly discussed with Petra's tourism stakeholders over five months. Through these discussions, a consensus was reached on the Master Plan's vision, which targets the sustainable development of the entire Petra region by 2033, ensuring its legacy is preserved for future generations.

During the 2nd Phase, external factors such as the situation in Gaza, which differ in nature from the COVID-19 pandemic, emerged. However, to achieve the vision shared in the 1st Phase, it is essential to implement the priority projects outlined in the strategic programs. This requires a continuous cycle of planning, implementation, evaluation, and action to minimize negative impact while maximizing positive outcomes.

Table 4-5: Background of Vision

Background of Vision
1) Tourism in Petra Petra is famous for its archaeological heritage with amazingly skillfully rock-cut red-rose-colored architectures since the Nabatean era which has been inscribed in the list of the UNESCO World Cultural Heritage since 1985. The Government of Jordan, represented by PDTRA, with the help of international organizations, has been working to address social, economic, and environmental challenges that the tourism in Petra is facing nowadays. 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 are how to create a sustainable, inclusive, and resilient destination for the local people, businesses, and tourists. 2) Our Story of the Nabateans 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 greatly contributed to making the region inhabitable, gathering people to the region, and

Background of Vision
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.), and civilizations from different countries met and generated continuing cultural interflow in Petra. 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 architecture such as the Treasury (Al-Khazneh) and other rock-cut façade tombs, which were praised as a "rose red city" by a later poet. 3) Mind of “As-Salam” The Nabataeans tolerantly adopted the different cultures of neighboring regions that 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 that 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 from a modern Arabic greeting as As-Salam. 4) Living in Harmony The Nabateans lived in harmony with nature. The water management systems that 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. 5) Our 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 occupations and educational backgrounds as much 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, 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. 6) 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. 7) 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 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 local people and visitors share the sense of harmony.

4-3-2 Vision of the Master Plan

The vision of the Master Plan is structured across the following three tiers.

Table 4-6: Vision of the Master Plan

Vision 1st Layer: Title
WE ARE PETRA
Vision 2nd Layer: Sub-title
“To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART.”

Vision 3rd Layer: Body
PETRA, the rose-red city in the southern Jordan, was the capital of the Nabataean Kingdom and world trade center at that time 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 the public, locals, businesses, and tourists by providing comfortable high-quality services, timeless experiences, preservation, eco-friendliness, and peacefulness which we desire to pass on.

4-4 Formulation of Guiding Principles

Guiding Principles is defined as cross-cutting approaches to be considered to realize the Vision and to formulate the Strategic Programs.

The following five guiding principles underpin the development of comprehensive and effective tourism development in the Petra region and the promotion of public-private partnership in the tourism sector for destination management: (i) Simplify and Diversify; (ii) Localize and Globalize; (iii) Conserve and Develop; (iv) Integrate and Separate; and (v) Cooperate and Compete for formulating a sustainable and resilient tourist destination.

The two verbs contained in each Guiding Principle are antonyms and seem to be contradictory concepts in general. However, when it comes to tourism development, the focal point is how to balance these two aspects.

Therefore, this Master Plan aims to achieve a comprehensive and inclusive approach by connecting these two opposing concepts with “AND” instead of “OR”, positioning them as synonyms, and thereby achieving a “Balance of Opposites”.

4-4-1 Guiding Principles

Regarding the Guiding Principles, since the basic idea behind the formulation of this tourism plan is to promote sustainable tourism, it was agreed that, while developing tourism that promotes development and consumption, we should also consider the sustainability and resilience of tourism development in the Petra region, and that balancing tourism development between these two opposing concepts would lead to an inclusive approach.

Table 4-7: Guiding Principles of the Master Plan

Guiding Principles
1) Simplify and Diversify Simplify the image and identity of 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) Integrate and Separate Integrate tourism with social, environmental and cultural sustainability and separate it from social, environmental and cultural risks.
5) Cooperate and Compete Cooperate with international, national and local stakeholders to make Petra tourism 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 principles that should be valued in tourism plan development were also discussed, along with the following directions, elements, and materials. The WG members discussed and organized them as follows in light of each Value Chain and specific strategic programs in the second phase.

(1) Simplify and Diversity

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

To Simplify	To Diversify
- 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 for tourism development	- Source markets, target segments, etc. - Tourism products and services - Employments considering Gender, Disability, etc. - Circulation of tourists - Promotion channels - 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
- Tourism products - Tourism services - Employment - Material and human resources for Petra tourism - Food experience	- Service standard - Product quality - Communication and promotion channels with tourists - Security, safety, and hygiene standards - Clear and transparent 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
- 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 - Hospitality mindset of local people - Identity of the local communities in Petra - Value of local communities from the negative effects of tourism	- Environment-Friendly tourism - Smart technologies for destination management - Smart technologies for heritage management, interpretation, presentation, etc. - Smart technologies for risk and crisis management - A database system for tourism marketing and promotion - Communication channels among different stakeholders, such as local people, visitors and business professionals - Training programs to assure quality of services - SMEs business know-how and skills

(4) Integrate and Separate

Integrate 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)
- Unique local tourism resources - Six local Communities - Knowledge and lessons learned from past and existing projects, plans etc. - Different stakeholders, such as citizens, visitors and business professionals - Quality standard of tourism service and products - Tourism promotion know-how and skill through public-private partnership - Global sustainability principles with the Petra tourism	- Risk and crisis - Over-tourism - Environmental pollution - Private space of local communities - Environmentally and socially sensitive areas

(5) Cooperate and Compete

Cooperate with international, national and local stakeholders to make Petra tourism through establishment of appropriate competition environment.

To cooperate (with):	To compete (with):
- Local stakeholders in terms of social and environmental sustainability - National stakeholders in terms of national tourism policy and strategy - International stakeholders aligned with global development approaches, such as United Nation's Sustainable Development Goals (SDGs) - Public and private stakeholders - Other tourism destinations in terms of tourism promotion	- Local, national and international competitors to revitalize the tourism industry in Petra - Other tourism destinations in terms of quality and sustainability by accelerating privatization

Chapter 5 Key Performance Indicators (KPI) and Ex Post Evaluation Indicators

The KPIs in this master plan are indicators that should be achieved by 2033 through the implementation of the master plan. The five KPIs consist of three economic indicators, one socio-economic indicator, and one environmental indicator. The economic indicators include increasing the amount of spending per tourist, increasing the number of visitors, and increasing the overall tourism receipts. The socio-economic KPI focuses on promoting employment in the tourism sector, with a particular aim of increasing the number of women working in this sector. The environmental KPI measures the implementation of actions to ensure sustainability of the environment in Petra.

These KPIs aim to achieve balanced development in terms of economic growth, socio-economic and environmental sustainability, and to ensure that the development of tourism in Petra is aligned with local economic, social and environmental needs.

Based on the “Potential and Challenges” and “SWOT Analysis” described in Chapter 1, Section 1-4, PDTRA and the working group agreed to focus on developing the “per capita spending of tourists visiting the Petra area” and “items with a strong link to the participation rate and income of local people in the tourism industry through tourism activities newly developed by the project” as indicators of the impact of the project after the implementation of the Master Plan, in order to improve the impact of the project.

5-1 KPI

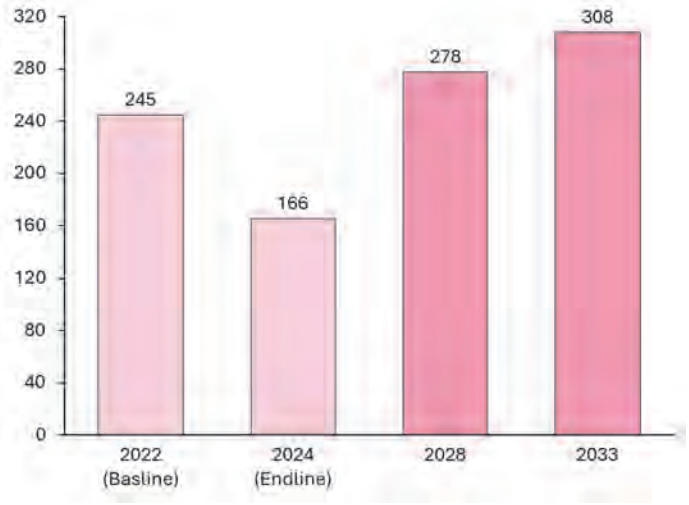
5-1-1 Expenditure per Tourist Visiting the Petra Region

This KPI aims to measure and increase the average spending of tourists to enhance the economic benefits of tourism in Petra. According to the visitor survey conducted between April and June 2022, the baseline year amount was established at 245 JOD per stay. This survey revealed the average spending of tourists who stayed between 0-4 nights. When we look at the average spending per night, tourists who stayed between 1-4 nights in Petra spent around 102 JOD per night. This amount covers essential costs such as accommodation, souvenirs, food and beverages, and other consumable items.

An endline survey conducted between September and October 2024 revealed that the average spending of tourists who visited Petra was 166 JOD. The amount was calculated regardless of the number of nights stayed, marking a significant decrease from the baseline amount of 245 JOD. In particular, the overall decrease in spending is partly attributable to the fact that the number of visitors who bought the Jordan Pass rose, and in many cases, they answered that the entrance fee to the Petra Archaeological Park was 0 in the questionnaire. Another factor was an increase in the number of domestic tourists who visited Petra, mainly on one-day trips with the low entrance fee of 1 JOD, whereas overseas tourists have declined in number due to the situation in Gaza. This led to a downward trend in overall spending.

To project the future expenditure per tourist, an average inflation rate of 2% was considered, along with a hypothesized increase in the number of nights stayed. The scenario assumes that by 2028, 10% of tourists who currently stay 1 night will extend their stay to 2 nights, and by 2033, 15% will stay 2 nights. Similarly, 5% of tourists who currently stay 2 nights are expected to stay 3 nights by 2028, with this percentage increasing to 10% by 2033.

Based on these assumptions and the inflation rate, the targeted expenditure per tourist is projected to increase to 278 JOD by 2028 and further to 308 JOD by 2033, as shown in the graph above. This upward trend reflects the strategic goal of encouraging longer stays and higher spending per visit, contributing to the overall economic growth of the Petra region.



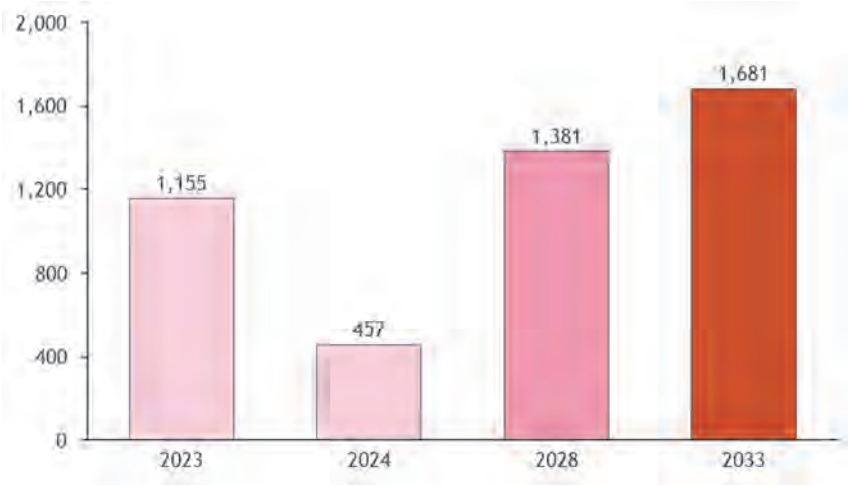
Unit: Currency Jordan Dinar
Sources: The baseline survey (2022) and the endline survey (2024) conducted by the JICA Project Team
*Figures for 2028 and 2033 are estimates by the JICA Project Team.

Figure 5-1: Expenditure per Tourist Visiting the Petra Region

5-1-2 Number of Tourists in Petra

This is to track and increase the total number of visitors to Petra, which directly contributes to the economic vitality of the region. Historically, the number of visitors to Petra has grown at a CAGR of approximately 4%.

Assuming other factors remain constant, and if the number of tourist arrivals to Petra continues to grow at a CAGR of 4%, it is estimated that the number of tourists will surpass 1.6 million by 2033. The assumption for this KPI calculation is that the number of tourists to Petra fully recovered to the 2019 levels in 2023, establishing this year as the baseline. Despite the full recovery in the number of tourists in 2023, it fell significantly in 2024 due to the situation in Gaza and other factors.



Unit: Thousand people
Source: MoTA (figures for 2023 and 2024)
*Figures for 2028 and 2033 are estimates by the JICA Project Team.

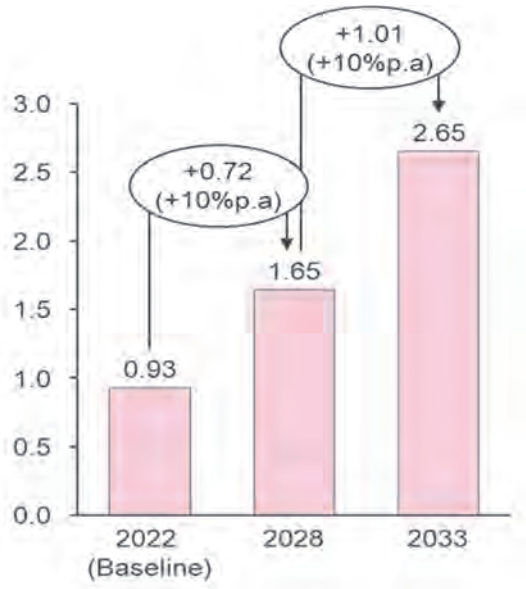
Figure 5-2: Number of tourists in Petra

5-1-3 Tourism Receipt in Petra

The third KPI is tourism receipts, which represent the total income generated from tourists visiting Petra. Given the absence of specific data for Petra, the estimation of this KPI is based on the overall tourism receipts for Jordan. According to the Central Bank of Jordan, the total tourism receipts for the country were 5.816 billion USD in 2022.

To determine the portion of these receipts attributable to Petra, the percentage of tourists visiting Petra relative to the total number of visitors to Jordan is considered. In 2022, Petra received 905,000 tourists, which is 18% of Jordan's total 5.05 million visitors. By multiplying this 18% share by the total tourism receipts, the baseline amount of tourism receipts for Petra is calculated to be 0.93 billion USD for 2022.

For future projections, Jordan's national Economic Modernization Vision, which assumes a 10% CAGR in tourism's contribution to GDP, is applied. Assuming Petra's tourism receipt growth aligns with this national trend, the receipts are estimated to increase significantly. By 2028, tourism receipts for Petra are expected to reach 1.65 billion USD, and by 2033, they are estimated to rise to 2.65 billion USD, as shown in figure 5-3.



Unit: Billion USD
Sources: Central Bank of Jordan and the country's Economic Modernization Vision (EMV)
*The 2022 baseline data in the chart above is based on the tourism receipt data by the Central Bank of Jordan rather than the results of the baseline survey by the JICA Project Team. With 2022 set as the baseline year, tourism receipts in Petra, along with estimates for 2028 and 2033, were calculated based on the growth of the contribution of tourism to GDP that was stated in Jordan's EMV.

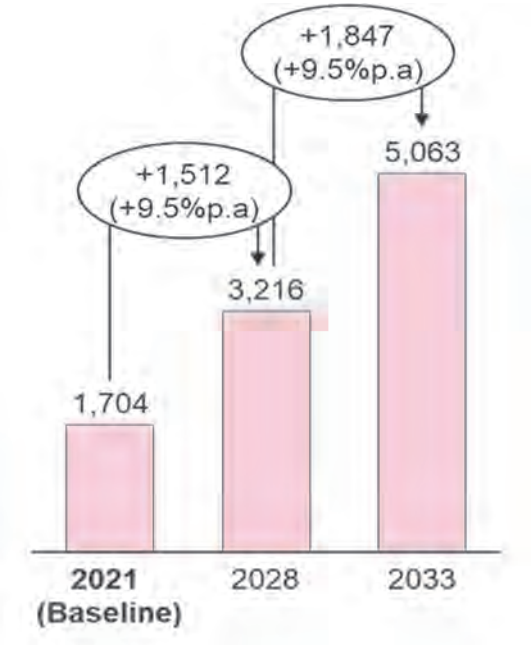
Figure 5-3: Tourism Receipt in Petra

5-1-4 Employment in Petra's Tourism Sector, with a Focus on Women Employment

The KPI for the number of people employed in Petra's tourism sector, particularly focusing on women, is crucial for the region's socio-economic development. The baseline data for this KPI was adapted from PDTRA's Socio-Economic census conducted in 2021. This census revealed that approximately 21% (around 1,704 people) of the workforce in Petra is employed in the tourism sector, with women making up about 39% of this workforce.

In the target year of 2033, the number of people working in the tourism sector in Petra is projected to be around 5,000, assuming a growth rate consistent with Jordan's Economic Modernization Vision of 9.5%.

A significant objective within this target is to increase the proportion of women in the tourism workforce from a baseline of 39% in 2021 to 47% by 2028, and further to 54% by 2033, aligning with the global percentage identified by the World Travel Tourism Council (WTTC).



Unit: People
Sources: PDTRA's socioeconomic survey and Jordan's Economic Modernization Vision (EMV)
*The 2021 baseline data in the chart above is based on PDTRA's survey data rather than the results of the baseline survey by the JICA Project Team. Estimates were made for 2028 and 2033 about the number of people working in the tourism industry in Petra based on PDTRA's data and in alignment with the assumption in the EMV that the number of employees in the tourism sector is expected to grow at an annual rate of 9.5%.

Figure 5-4: Number of employees

5-1-5 Progress of the Action taken for the Environmental Consideration

This Master Plan does not include specific infrastructure projects which lead to quantitative improvement in environmental quality (waste, water and sewage, transportation, and other infrastructure projects) within the scope of the project, and consequently, quantitative indicators (outcome indicators) as well as baseline/target values based thereon are not set to measure environmental impacts. On the other hand, regarding environmental KPIs, the plan incorporates the monitoring of implementation status of actions which contribute to improving the environment (whether or not such actions have been taken, details, etc.) as a qualitative indicator (output indicator), based on the discussion with PDTRA.

In particular, this KPI aims to monitor the implementation of various environmental initiatives related to the priority projects of this Master Plan (centered on DM-18: Enhance 3R system for a circular economy) to ensure sustainable tourism development in Petra and mainly covers the 3R (Reduce, Reuse, Recycle) activities in the waste, water and sewage, and electricity fields.

Since 2023, PDTRA has conducted various environmental training programs, such as for 3R, through JICA's Pilot Project.

Furthermore, as important outputs that contribute to improvement in environmental quality, PDTRA is currently planning the renewal of a solid waste treatment plant, development of a separate collection and recycling system, construction of the second wastewater treatment plant (WWTP) in Taybeh, and recycling of treated wastewater for agriculture, among other measures.

These actions strengthen Petra's commitment to environmental sustainability, ensuring that tourism growth does not compromise the region's ecological and cultural integrity. The KPI serves

as a benchmark to evaluate the success of these environmental initiatives, promoting continuous improvement and responsible tourism practices.



Figure 5-5: KPI of Master Plan

5-2 Ex-post evaluation indicators

The ex-post evaluation indicators are essential for assessing the impact of this Master Plan once its initiatives have been implemented. These indicators provide a framework for measuring the effectiveness of the projects under this Master Plan in achieving its higher-level objectives and ensuring sustainable tourism development in Petra. By evaluating these indicators, stakeholders can gain insights into the project's success and identify areas for future improvement.

5-2-1 Indicators for Measuring the Impact of this Master Plan

(1) Integration of the proposed Master Plan into Jordan's Development Policies and Plans

Status of utilization of the Master Plan prepared by the project to implement tourism development policies and plans in Jordan. This includes assessing how well the tourism development policies and plans included in this Master Plan have been reflected in national strategies and those for other regions. This encompasses the alignment of local initiatives with the broader goals of Jordan's tourism sector.

Furthermore, the evaluation of training and capacity-building programs conducted for local stakeholders, including tourism operators, community leaders, and government officials, will provide insights into the increased competency and preparedness of stakeholders in managing tourism effectively.

5-2-2 Indicators for Measuring the Impact of Implementing the Master Plan

(1) The tourist expenditure per visit in Petra

To measure the impact after the implementation of the projects under this Master Plan, various indicators will be utilized. One key indicator is the tourist expenditure per visit, which measures the average spending per tourist visiting Petra before and after the implementation of the projects under this Master Plan. This indicator assesses the economic impact of tourism on the local economy, with an increase in expenditure per tourist indicating a higher value derived from each visitor, contributing to the region's economic sustainability.

(2) The number of nights spent in Petra

Another critical indicator is the number of nights spent, tracking changes in the average number of nights tourists stay in Petra. Longer stays generally correlate with higher tourist expenditure and deeper engagement with local culture and attractions, reflecting the success of efforts to enhance the visitor's experience and encourage extended stays.

(3) The percentage of locals involved, and income generated from newly developed tourism programs within the project

The evaluation of employment and income in the tourism sector will be also crucial. This indicator will measure the increase in the number and income of local people engaged in the tourism sector, including new jobs created and income generated through tourism products developed and promoted after the implementation of the projects under this Master Plan. This indicator provides insights into the socio-economic benefits of tourism development for the local community, showcasing the impact on livelihoods and economic opportunities.

Chapter 6 Formulating Strategic Program

6-1 Strategic Program

Strategic programs, comprising priority projects to achieve the vision, were proposed for each Value Chain and agreed upon with PDTRA in the first phase. The table below outlines the priority projects for the five Value Chain processes and their implementation schedule.

Table 6-1: List of Priority Projects

DM Priority Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DM-1: Strengthen destination management framework in Petra											
DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan											
DM-3: Obtain sustainable tourism certification for Destination and Industry											
DM-4: Install new ticketing system with QR code											
DM-5: Strengthen the function of the Visitor Center											
DM-6: Establish a tourist information center in each community											
DM-7: Develop on-demand tour guide matching system											
DM-8: Enhance 4R system for tourism crisis management											
DM-9: Develop Petra as a MICE destination											
DM-10: Create weekly market “Souk Al-Dara”											
DM-11: Obtain gender-related certificates in hotels											
DM-12: Establish a business development framework in Petra											
DM-13: Facilitate entrepreneurs to access microfinance											
DM-14: Rehabilitate the Nabataean farming terrace and eco-system											
DM-15: Strengthen the function of the Cultural Village											
DM-16: Strengthen the function of the Elgee Village											
DM-17: Promote smart mobilities											
DM-18: Enhance 3R system for circular economy											
RD Priority Projects	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**2029**	**2030**	**2031**	**2032**	**2033**
RD-1: Development and Utilization of GIS Database for Petra Management and Tourism											
RD-2: Research on carrying capacity and visitor flow in PAP											
RD-3: Develop a comprehensive tourism statistics dashboard											
RD-4: Research for determining Petra’s target visitors or persona											
RD-5: Make the Petra tourism accessible											
RD-6: Digital transformation (DX) of heritage management											
RD-7: Development of thematic heritage trails and historical cultural route											
RD-8: Protection of archaeological and religious heritage											

	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
RD-9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)											
RD-10: Protection of natural heritage and biodiversity											
RD-11: Enhancement of museum capacity and function											
RD-12: Enhancement of museum educational activities											
PD Priority Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
PD-1: Create a Management Team in PDTRA focusing on product development activity											
PD-2: Establish an implementation body in the community											
PD-3: Strengthen Product Development skills											
PD-4: Develop Community-Based Tourism Products											
PD-5: Diversify the Tourism Products in Petra region											
PD-6: Develop MICE tourism business in Petra region											
PD-7: Create an educational program collaborating Petra Museum as a hub of product development											
PD-8: Establish the Distribution and Sales channel											
PD-9: Dispersal of tourists to the six communities											
PD-10: Establish “Made in Petra” Brand for local products											
SP Priority Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SP-1: Elevate Petra’s branding as a destination											
SP-2: Continuously promote Petra’s off-the-beaten-path products											
SP-3: Enhance digital marketing capability											
SP-4: Develop comprehensive Petra marketing toolkit											
SP-5: Continuously monitor and update Visit Petra’s website and mobile application											
SP-6: Boost social media engagement with targeted campaigns											
SP-7: Develop generative AI backed digital marketing approaches											
SP-8: Promote Petra as a MICE destination											
SP-9: Encourage local service providers to engage in digital marketing											
SH Priority Projects	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SH-1: Elevate Petra’s branding as a destination											
SH-2: Continuously promote Petra’s off-the-beaten-path products											
SH-3: Enhance digital marketing capability											
SH-4: Develop comprehensive Petra marketing toolkit											
SH-5: Continuously monitor and update Visit Petra’s website and mobile application											
SH-6: Boost social media engagement with targeted campaigns											
SH-7: Develop generative AI backed digital marketing approaches											
SH-8: Promote Petra as a MICE destination											

SH-9:	Encourage local service providers to engage in digital marketing											

6-2 Strategic Program for Destination Management

A Tourism destination is defined as a physical area with a geographical unity consisting of some tourist sites. Petra is inscribed as a UNESCO World Cultural Heritage Site in 1985, and protected zones and buffer zone are determined around the archaeological park. However, the terms of destinations used in this Master Plan includes broader area than the zones designated by UNESCO.

This Master Plan defines Petra as a tourism destination, covering the six communities that make up the administrative district managed under PDTRA.

Destination Management aims to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts of tourism on the local economy, society and environment. Destination Management includes cross-cutting activities that cover all the processes necessary to maximize the value of a tourist destination. Petra's current advantages/potentials and challenges are summarized in the table below.

6-2-1 Advantages/Potentials and Challenges of Destination Management

Find the Advantages/Potentials and challenges of Destination Management in Petra as per Table 6-1.

Table 6-2: Advantages/Potentials and Challenges in Destinations Management

Advantages and Potentials	Challenges
• Petra has tourism, infrastructure and social development all managed by a single administrative agency, PDTRA, allowing for efficient destination management. • Petra has many attractions to attract tourists, with the PAP registered as a UNESCO World Heritage Site and the cultural space of Bedu registered as UNESCO World ICH. • Many public and private sectors are actively investing in the tourism sector in Petra. • Tourist service facilities, hotels, restaurants, visitor centers, museums, etc. have been developed. • Petra has good access to the international airport in Aqaba. • Petra is classified as a special economic zone in Jordan and has special tax incentives for investors.	• Need to identify clear vision and goals toward sustainable development in the tourism sector. • Need to establish PPP framework for tourism development. • Need to control the number of tourists to avoid overcrowding on the main route considering its carrying capacity. • Need to control informal businesses including child labor and animal abuse. • Need to provide business opportunities to locals. • Need to develop management skills of local people for tourism businesses. • Need to provide financial support to MSMEs in the tourism sector. • Need to optimize water and solid waste management.

6-2-2 Key Objectives

Maximizing the value of tourism in Petra, it will depend on partnership between the public and private sector. Destination Management calls for efforts by different stakeholders to collaborate toward achieving a common goal to ensure the sustainability of the destination now and in the future.

Therefore, the Strategic Program of Destination Management aims to support establishing policies and systems to develop the entire Petra region as a sustainable tourist site under public-private partnership, structures to implement them, and a sustainable economic development framework toward the engagement of women and higher incomes.

Under this purpose, "Establish a sustainable destination management framework" is set as the key objective for the Strategic Program of Destination Management.

According to the criteria provided by GSTC, sustainability of destination depends on four pillars: (A) Sustainable Management; (B) Socioeconomic Sustainability; (C) Cultural Sustainability; and (D) Environmental Sustainability.

From the perspective of the four pillars of GSTC mentioned above, the projects necessary to achieve the key objective are proposed below.

6-2-3 Priority Projects

Based on discussions with the Working Group members, considering the challenges and opportunities identified in the 1st phase, the following priority projects and implementation schedule for tourism destination management were proposed and agreed upon by the Working Group members and PDTRA. Based on the comments and other points raised at the 2nd JCC, the pilot project was implemented in the 2nd phase, and the timeline for action was reviewed and finalized by adding six new priority projects on top of the 1st draft of the Master Plan.

1) Priority Projects

The priority projects for destination management have been agreed upon and confirmed as shown in Table 6-3 below. Refer to the Master Plan (English) pages 38 to 76 for the action plan.

Table 6-3: Priority Projects of Destination Management

	Projects	Implementation Schedule	Target Beneficiaries
(1) Sustainable Management	DM-1: Strengthen destination management framework in Petra	2025-2026	All stakeholders in the Petra region
	DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan	2025-2026	All stakeholders in the Petra region
	DM-3: Obtain sustainable tourism certification for Destination and Industry	2023-2033	All stakeholders in the Petra region
	DM-4: Install new ticketing system with QR code	2025-2028	All tourists and local people
	DM-5: Strengthen the function of the Visitor Center	2025-2028	All tourists and local people
	DM-6: Establish a tourist information center in each community	2024-2033	All tourists and local people
	DM-7: Develop on-demand tour guide matching system	2024-2033	All tourists, Tour guides
	DM-8: Enhance 4R system for tourism crisis management	2023-2033	All tourists and local people
	DM-9: Develop Petra as a MICE destination	2025-2033	All stakeholders in the Petra region
(2) Socioeconomic Sustainability	DM-10: Create weekly market “Souk Al-Dara”	2023-2033	All tourists and local people
	DM-11: Obtain gender-related certificates in hotels	2024-2033	Hotels, Local Women
	DM-12: Establish a business development framework in Petra	2023-2031	Local people
	DM-13: Facilitate entrepreneurs to access microfinance	2025-2033	Local people

	Projects	Implementation Schedule	Target Beneficiaries
(3) Cultural Sustainability	DM-14: Rehabilitate the Nabataean farming terrace and eco-system	2025-2030	All tourists and local people
	DM-15: Strengthen the function of the Cultural Village	2023-2025	All tourists and local people
	DM-16: Strengthen the function of the Elgee Village	2023-2025	All tourists and local people
(4) Environmental Sustainability	DM-17: Promote smart mobility	2023-2030	All tourists and local people
	DM-18: Enhance 3R system for circular economy	2023-2033	All tourists and local people

Legend: ▭ Priority projects that were added at the time of the formulation of the 2nd draft of the master plan in light of the results of the Pilot Projects and other factors

2) Expected project impacts

The expected project impact in Destination Management has been agreed upon and confirmed as shown in Table 6-4.

Table 6-4: Expected impacts of Destination Management

KPI \ Project	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. Expenditure per tourist visiting the Petra Region	○	○	◎	◎	◎	◎	◎	○	◎	◎	○	○	◎	◎	◎	◎	○	○
2. Number of tourists	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	○	◎	◎	◎	◎	○	○
3. Tourism receipt in the Petra Region	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	○	◎	◎	◎	◎	○	○
Number of employments in the tourism sector in the Petra Region, especially the number of women	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	◎	◎	◎	◎	◎	○	○
4. Progress of the action taken for environmental consideration	○	○	◎	◎	◎	○	○	○	○	○	○	○	○	○	○	○	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

3) Financing options for priority projects

The options for financing the priority project costs for each of the 18 projects for Destination Management are as per Table 6-5.

Table 6-5: The options for financing the priority project cost for Destination Management

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
DM-1: Strengthen destination management framework in Petra	Governmental Budget	Based on the organizational structure proposed in the M/P a tourism development committee will be established consisting of PDTRA, the private sector, and the academy by 2026.
DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan	Governmental Budget	A delivery unit will be established within PDTRA by 2026 to monitor the implementation of the M/P.

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
DM-3: Obtain sustainable tourism certification for Destination and Industry	Public/Private Investment (PPP)	Include GSTC training and sustainable tourism assessment were implemented as a part of the Pilot Projects. In cooperation with the USAID's grant aid, M/P actions will be continued.
DM-4: Install new ticketing system with QR code	Public/Private Investment (PPP)	The M/P actions will be continued in collaboration with USAID's grant aid.
DM-5: Strengthen the function of the Visitor Centre	Grant	The M/P actions will be continued in collaboration with USAID's grant aid.
DM-6: Establish a tourist information center in each community	Grant	The M/P actions shall be continued in collaboration with other donors.
DM-7: Develop on-demand tour guide matching system	Governmental Budget	The M/P actions will be implemented by the governmental budget.
DM-8: Enhance 4R system for tourism crisis management	Governmental Budget	A total of three training courses were conducted as a part of the Pilot Projects. Awareness rising program shall be continued by PDTRA engaging local people.
DM-9: Develop Petra as a MICE destination	Public/Private Investment (PPP)	In collaboration with the private sector, activities to promote incentive tourism shall be continued.
DM-10: Create weekly market "Souk Al-Dara"	Governmental Budget	The first and second phases were implemented as a part of the Pilot Projects. PDTRA is continuing the market from the third phase.
DM-11: Obtain gender-related certificates in hotels	Public/Private Investment (PPP)	The M/P actions will be implemented by the public and private investment (PPP).
DM-12: Establish a business development framework in Petra	Government/Local Government Budgets	The M/P actions will be implemented by the governmental budget.
DM-13: Facilitate entrepreneurs to access microfinance	Governmental Budget	The M/P actions will be implemented by the governmental budget.
DM-14: Rehabilitate the Nabataean farming terrace and eco-system	Grant	In cooperation with DOA, UNESCO, etc., the Nabataean terraces will be registered as a cultural heritage, and M/P actions, such as the restoration of the terraces, will be continued.
DM-15: Strengthen the function of the Cultural Village	Public/Private Investment (PPP)	PDTRA has developed part of the Cultural Village. The M/P actions, such as attracting tenants, will be continued in cooperation with the private sector.
DM-16: Strengthen the function of the Elgee Village	Public/Private Investment (PPP)	Part of Elgee Village was developed by the GIZ's grant aid. The M/P actions, such as attracting tenants, will be continued in cooperation with the private sector.
DM-17: Promote smart mobility	Grant	The M/P actions shall be continued in collaboration with other donors.
DM-18: Enhance 3R system for circular economy	Governmental Budget	Three training sessions were conducted as part of the pilot project. Activities targeting people under PDTRA will continue.

Note: In the case of official development assistance (ODA) loans, whether PDTRA can act as the direct borrower requires consultation with the central government's Ministry of Finance and a review of the loan-related procedures.

6-3 Strategic Program for Research and Development

Tourism in the Petra Region relies on the local cultural and natural heritage. The archaeological site of Petra is registered as the UNESCO World Heritage and managed as PAP. The cultural space of the Bedu in Petra and Wadi Rum is also registered in UNESCO Intangible Cultural Heritage (ICH) list. Natural heritage in the Petra region is planned to be managed as Petra Nature Reserve and Petra Geopark Plan.

In order to develop tourism in the Petra region in a sustainable manner based on Outstanding Universal Value (OUV) of Petra as well as protection of cultural and natural heritage in the region, Research and Development of heritage is the essential process. The cultural, historical and ecological value of natural and cultural heritage is re-discovered and re-evaluated through research, then utilized for cultural/eco-tourism in the Petra region as tourism resources.

The Petra Museum plays an essential role for Research and Development as a hub of research, protection and interpretation of heritage, as well as education, local community awareness/participation and tourism.

Furthermore, an important role of research and development is to understand local economic activities, employment, tourist trends, etc., and to use the information in appropriate marketing and tourism destination management.

Petra's current advantages/potentials and challenges are summarized in the table below from the perspective of Research and Development, especially in the field of cultural/natural heritage and museum.

6-3-1 Advantages/Potentials and Challenges of Research & Development

Find the Advantages/Potentials and challenges of Research and Development in Petra as per Table 6-6.

Table 6-6: Advantages/Potentials and Challenges in Research and Development

Advantages and Potentials	Challenges
• The archaeological site of Petra is registered/protected as UNESCO World Heritage and operated as PAP by PDTRA. • ICH in the Petra region is registered in the UNESCO ICH list. • The Petra Museum introduces tangible and intangible heritage of the Petra region. • The Petra Museum can play a role as core for heritage protection, education and cultural tourism. • Plenty of research has been implemented on archeology and cultural heritage in the Petra region. • Research Center of PDTRA conducts studies related to heritage and tourism. • PDTRA conducted visitor surveys to better understand tourist behavior and also is placing a high value on socioeconomic-related research. • A new interpretation method using AR is under development in PAP and the Petra Museum. • Program for people with special needs is under developing by the Petra Museum in cooperation with local NGOs for special needs.	• Need to balance the increasing number of visitors and the carrying capacity of PAP. • Need documentation and protection of cultural and natural heritage. • Need to enhance the usage of the Petra Museum as a core of tourism and local community activities. • Need to improve awareness of local communities, especially younger generation, toward local unique heritage. • Need to build the capacity of the Petra Museum. • Need to increase the resources of the tourists' dynamic data. • Need to measure the impact of tourism on the local communities. • Need to strengthen the information and guidance of PAP's hazardous areas and conservation for tourists.

6-3-2 Key Objectives

The main objective of the "Research and Development" field was set as "strengthening the capacity of tourism research, heritage management, and museum management", and more specifically, "strengthening the role of the Petra Museum as a core of tourism, as well as for raising awareness of heritage management and local communities", "establishing sustainable heritage management" , and "to evaluate heritage from the perspective of sustainability and the SDGs", the

capacity of the PDTRA's Petra Museum and PDTRA Research Centre in the field of "research and development" will be improved.

The working group members aimed to maximize the significance of Petra tourism in Jordan and abroad in terms of creating a sustainable society through the tangible and intangible values or potential values preserved and created by the archaeological sites and culture rooted in the Petra area and its surrounding areas.

Based on the data held by the Petra Museum and the Petra Archaeological Park, we will promote advanced technology, digitization and data utilization, and polish intangible cultural heritage with high potential value into tourism assets. We have agreed on the following priority projects by discussing and examining their capabilities, standards and criteria, and strengthening cooperation with local communities that should be carried out by the next generation with a view to contributing to the achievement of the SDGs.

6-3-3 Priority Projects

Based on discussions with the Working Group members, considering the challenges and opportunities identified in the 1st phase, the following priority projects and implementation schedule for research and development were proposed and agreed upon by the Working Group members and PDTRA. Based on the comments and other points raised at the 2nd JCC, the pilot project was implemented in the 2nd phase, and the timeline for action was reviewed and finalized by adding five new priority projects on top of the 1st draft of the master plan.

Based on these key objectives, 12 priority projects shown below are planned as the Strategic Programs for Research and Development. These projects consider several priority actions/projects mentioned in the UNESCO Integrated Management Plan of Petra in 2019. The target of the projects is cultural and natural heritage in the Petra region. The core of these projects is the Petra Museum in addition to PAP.

1) Priority Projects

The priority projects for Research and Development have been agreed upon and confirmed as shown in Table 6-7 below. Refer to the Master Plan (English) pages 81 to 113 for the action plan.

Table 6-7: Priority Projects of Research and Development

	Project	Implementation Schedule	Target Beneficiaries
(1) Tourism Research	RD-1: Development and Utilization of GIS Database for Petra Management and Tourism	2023-2033	PDTRA, all tourists, local people
	RD-2: Research on carrying capacity and visitor flow in PAP	2023-2033	PDTRA, all tourists and local people
	RD-3: Develop a comprehensive tourism statistics dashboard	2023-2025	PDTRA, all tourists and local people
	RD-4: Research for determining Petra's target visitors or persona	2023-2025	PDTRA, all tourists and local people
	RD-5: Make Petra tourism accessible	2023-2033	All tourists and local people
(2) Heritage Management	RD-6: Digital transformation (DX) of heritage management	2023-2033	All tourists and local people
	RD-7: Development of thematic heritage trails and historical cultural route	2023-2033	PDTRA, all tourists and local people
	RD-8: Protection of archaeological and religious heritage	2023-2033	PDTRA, all tourists and local people

	RD-9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)	2023-2033	PDTRA, all tourists and local people
	RD-10: Protection of natural heritage and biodiversity	2023-2033	PDTRA, all tourists and local people
(3) Museum Management	RD-11: Enhancement of museum capacity and function	2023-2033	PDTRA, DOA and local people
	RD-12: Enhancement of museum educational activities	2023-2033	PDTRA and local people

Legend: ▭ Priority projects that were added at the time of the formulation of the 2nd draft of the master plan in light of the results of the Pilot Projects and other factors

2) Expected project impacts

The expected project impact in "Research and Development" has been agreed upon and confirmed as shown in Table 6-8.

Table 6-8: Expected impacts of Research and Development

KPI \ Project	1	2	3	4	5	6	7	8	9	10	11	12
1. Expenditure per tourist visiting the Petra Region	–	○	○	○	○	○	○	○	○	○	○	○
2. Number of tourists	–	○	○	○	○	○	○	○	○	○	○	○
3. Tourism receipt in the Petra Region	–	○	○	○	○	○	○	○	○	○	○	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	–	○	○	○	○	○	○	○	○	○	○	○
5. Progress of the action taken for environmental consideration	◎	◎	○	○	◎	◎	◎	◎	◎	◎	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

3) Financing options for priority projects

The options for financing the priority project costs for each of the 12 projects for Research and Development are as per Table 6-9.

Table 6-9: The options for financing the priority project cost for Research and Development

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
RD1: Development and Utilization of GIS Database for Petra Management and Tourism	Governmental Budget	A GIS-based mobile map was created and published on the web (Visit Petra). In addition, an operational system was developed. Continue to add content and strengthen advertising.
RD2: Research on carrying capacity and visitor flow in PAP	Governmental Budget	A study of carrying capacity has not been conducted; future studies by PAP are needed.
RD3: Develop a comprehensive tourism statistics dashboard	Governmental Budget	Need to develop a statistical dashboard in conjunction with DOS and MOTA
RD4: Research for determining Petra's target visitors or persona	Governmental Budget	Training on how to set targets was conducted. Further research is needed on detailed "persona" setting.
RD5: Make Petra tourism accessible	Governmental Budget	Developed and created programs and services (Braille translation of pamphlets, touchable hands-on exhibits, video

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
		interpretation of exhibits in sign language, and museum tour with sign language) for the people with special needs visiting the Petra Museum, \ in cooperation with organizations for the people with special needs. It is recommended to apply the programs and services to the PAP and Visitor Center. Agreement for collaboration between the Petra Society for Special Education (an organization for people with disabilities) and the Petra Museum/PDTRA should be formed.
RD6: Digital transformation (DX) of heritage management	Governmental Budget and Other Funds (by donor etc.)	Introduction of AR (mobile app) in Petra Museum and PAP. It should be open to the public and use in the Museum and PAP tours. Also, test sample of multilingual explanations using QR codes at the museum is made. Making a multilingual version of the QR code under planning by museum.
RD7: Development of thematic heritage trails and historical cultural route	Governmental Budget and Other Funds (by donor etc.)	Several thematic trails were proposed, including trade and water management trails, and part of the Nabataean water management trail was made into a tour product, and a booklet on water management trails was published. Further development of thematic trails, management of “King’s highway” and trade routes are required and guided tours formulated.
RD8: Protection of archaeological and religious heritage	Governmental Budget and Other Funds (by donor etc.)	The establishment of a conservation center and archaeological artifacts storage was proposed in the Integrated Management Plan by UNESCO but not realized. A plan needs to be formulated to build these facilities. The Neolithic village of Beyda and the Nabataean wall paintings need to be protected including the making of replicas.
RD9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)	Governmental Budget and Other Funds (by donor etc.)	ICH in the Petra area is registered as a UNESCO ICH List as “Cultural Landscape of Bedu in Petra and Wadi Rum”, but it has not been fully studied/documented. It is necessary to document and re-evaluate ICH in terms of SDGs, etc.
RD10: Protection of natural heritage and biodiversity	Governmental Budget and Other Funds (by donor etc.)	Petra Nature Reserve and Petra Geo- Park were proposed. It is necessary to review and implement the plans for the Nature Reserve and Geo- Park, as well as conduct surveys of flora and fauna and endangered species.
RD11: Enhancement of museum capacity and function	Governmental Budget and Other Funds (by donor etc.)	Management of museum collection (database, 3DCG documentation, photography) has been partially implemented, but needs to be further done. The legal status of the Petra Museum within PDTRA also needs to be clarified.
RD12: Enhancement of museum educational activities	Governmental Budget	Hands-on programs, International Museum Day activities, Museum Day for Teachers, etc. are implemented. To continue these activities, it is necessary to establish museum clubs (already proposed) in schools and other methods for the participation of local people.

Note: In the case of official development assistance (ODA) loans, whether PDTRA can act as the direct borrower requires consultation with the central government’s Ministry of Finance and a review of the loan-related procedures.

6-4 Strategic Program for Product Design

The Petra region is well known for its archaeological sites, represented by the Treasury and Monastery, and registered as a UNESCO World Heritage Site. However, through the baseline survey and inspections, it was revealed that although there are a lot of attractions in the region such as beautiful landscape, sunset view, local life that deeply reflects Bedouin cultures and warm hospitality, the majority of tourists visit only the main site and stay only for one night, which means that the benefit of tourism goes only to the specific community connecting to the main site. The variety of tours in Petra is limited and the number of evening programs is particularly small, which is another reason why tourists do not stay in Petra for more than two nights. It was also found that the number of women and youth working in the tourism sector is small due to the limited job opportunities.

Based on these circumstances, the main goal of Product Design is to "develop tourism products that contribute to the preservation of Petra's history and cultures, as well as to the participation of communities including women and youth in order to bring more tourism benefits to the whole region," which shall also contribute to increase of the amount of money spent by visitors during their stay.

These can be a precious tourism resource to attract tourists not only to the main site but also to the surrounding areas. Through the baseline survey, potentials and challenges of the Petra region from the point of Product Design were extracted as follows.

6-4-1 Advantages/Potentials and Challenges of Product Design

Find the Advantages/Potentials and challenges of Product Design in Petra as per Table 6-10.

Table 6-10: Advantages/Potentials and Challenges in Product Design

Advantages and Potentials	Challenges
• Petra is a UNESCO World Heritage Site. • The Petra region has a rich tangible and intangible cultural heritage. • In some communities of Petra region deep influence of Bedouin culture remains in their daily life. • There is beautiful landscape for trekking on side trails in Petra region. • There is potential to develop Community Based Tourism (CBT) products such as local culture experience. • The Petra Museum can be a center to attract visitors to Petra. • There are some unique local handicrafts that can be promoted as "Made in Petra" products. • There are some local Bedouin style food. • People in the Petra region have warm hospitality. • There is a website operated by PDTRA called "Visit Petra", which is a useful source for tourists to get local information. • Audio guidance in PAP is a useful tool for tourists.	• Need to establish more Public-private and Private-private partnership. • Need to increase the number of human resources who can be leaders of Product Design in the communities. • Need to provide training to reinforce the skills and knowledge on how to make products. • Need to establish promotion and distribution channels to sell the developed products. • There is a huge imbalance of benefits from tourism among six communities. • Need to have more chance to engage women and youth into tourism business. • Need to expand the opportunity of involving more people or associations in the community. • Need to increase the production of locally made products. • Need to improve the quality and design of local handicrafts. • Need to diversify the tourism products to cover the missing part e.g. evening programs, adventure tours or new trails to attract new market. • Need to utilize more intangible cultural heritage to make it as new CBT products. • Need to improve the accessible tourism in hardware and software. • Need to improve infrastructure in some communities to organize a Community Based Tourism product. • The number of visitors is imbalanced by the season (seasonality issue).

6-4-2 Key Objectives

The main objective of the "Product Design" field was set as "develop tourism products which contribute to more benefits towards the region including the empowerment of women and the local communities while conserving Petra's history, culture, nature and people's daily life.

To make local tourism programs attractive, the concept of "Community-Based Tourism" is very important. It focuses on the involvement of the local community, providing necessary training to the local stakeholders so that they can utilize tourism resources in the region into tourism products. It also increases job opportunities for local people including women and youth.

However, recently over-tourism is becoming a big issue in many tourist destinations around the world. It affects badly not only people's lives but also nature and cultures. Petra has already accepted more than 2 million tourists in a year, and it causes over-tourism issues on the main site. When considering products in the surrounding communities, it is necessary to avoid this problem happening in the community. In this sense, not only the benefit from tourism but also conservation of cultures, history and lives of local people of the region, the key concept of "Eco Tourism", needs to be considered.

In addition, consideration of the financial vulnerability and weak infrastructure in the communities supported by the public sector is essential, but it must aim that the community can run the tourism businesses independently in the future, which means they do not rely too much on the financial support from the government.

Furthermore, steps were discussed to encourage visitors to stay for two or more nights and increase their spending during their stay.

Based on this, Product Design Strategic Programs are proposed as follows.

6-4-3 Priority Projects

Based on discussions with the Working Group members, considering the challenges and opportunities identified in the 1st phase, the following priority projects and implementation schedule for product design were proposed and agreed upon by the Working Group members and PDTRA. Based on the comments and other points raised at the 2nd JCC, the pilot project was implemented in the 2nd phase, and the timeline for action was reviewed and finalized by adding five new priority projects on top of the 1st draft of the master plan.

1) Priority Projects

The priority projects for product design have been agreed upon and confirmed as shown in Table 6-11 below. Refer to the Master Plan (English) pages 119 to 144 for the action plan.

Table 6-11: Priority Projects of Product Design

Project	Implementation Schedule	Target Beneficiaries
PD-1: Create a Management Team in PDTRA focusing on product development activity	2025-2033	All stakeholders in the Petra region
PD-2: Establish an implementation body in the community	2025-2033	Local community, Local associations, Private sectors
PD-3: Strengthen Product Development skills	2025-2027	Local community, Local associations, Private sectors
PD-4: Develop Community-Based Tourism Products	2025-2033	All tourists, Local Community, Local associations, Private Sector
PD-5: Diversify the Tourism Products in Petra region	2025-2033	All tourists, Local Community, Local associations, Private Sector
PD-6: Develop MICE tourism business in Petra region	2025-2033	All stakeholders in Petra region

Project	Implementation Schedule	Target Beneficiaries
PD-7: Create an educational program collaborating Petra Museum as a hub of product development	2025-2033	All tourists, Local Community, Local children, Local Associations, Private Sector, Petra Museum, Local museums, PDTRA
PD-8: Establish the Distribution and Sales channel	2025-2033	Local Community, Local association, Private sectors, PDTRA
PD-9: Dispersal of tourists to the six communities	2025-2033	All tourists, Local Community, Private sectors
PD-10: Establish “Made in Petra” Brand for local products	2025-2033	Local Community, Local associations

Legend: ▭ Priority projects that were added at the time of the formulation of the 2nd draft of the master plan in light of the results of the Pilot Projects and other factors

2) Expected project impacts

The expected project impact in “Product Design” has been agreed upon and confirmed as shown in Table 6-12.

Table 6-12: Expected impacts of Product Design

KPI \ Project	1	2	3	4	5	6	7	8	9	10
1. Expenditure per tourist visiting the Petra Region	○	–	◎	◎	◎	◎	◎	◎	◎	◎
2. Number of tourists	○	–	◎	◎	◎	◎	◎	◎	◎	○
3. Tourism receipt in the Petra Region	○	○	◎	◎	◎	◎	◎	◎	◎	◎
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	◎	◎	◎	◎	◎	◎	◎	◎
5. Progress of the action taken for environmental consideration	○	◎	◎	◎	◎	◎	◎	◎	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

3) Financing options for priority projects

The options for financing the priority project costs for each of the 10 projects for Product Design are as per Table 6-13.

Table 6-13: The options for financing the priority project cost for Product Design

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
PD-1: Create a Management Team in PDTRA focusing on product development activity	Governmental Budget	Establish a team to collaborate with and support implementing entities to establish communities within PDTRA by 2025 and support community activities
PD-2: Establish an implementation body in the community	Public/Private Investment (PPP)	By 2025, we will create and distribute products in each community. Establish an implementing entity responsible for sales. Strengthen cooperation with the private sector (travel agencies, etc.)
PD-3: Strengthen Product Development skills	Governmental Budget	We worked on the transfer of product development skills through pilot projects. In the future, PDTRA will provide training opportunities

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
		with the goal of increasing the number of skilled human resources.
PD-4: Develop Community-Based Tourism Products	Public/Private Investment (PPP)	In a pilot project, we created an experiential product in four communities. In the future, product development will be centered on the implementing entity for each community to continue sales activities.
PD-5: Diversify the Tourism Products in Petra region	Public/Private Investment (PPP)	We will continue to work on product diversification centered on community implementing entities.
PD-6: Develop MICE tourism business in Petra region	Public/Private Investment (PPP)	We will continue to attract event promotion companies and travel agencies that handle MICE, mainly PDTRA.
PD-7: Create an educational program collaborating Petra Museum as a hub of product development	Public/Private Investment (PPP)	In cooperation with the Petra Museum, the implementing entities of each community will play a central role in the development of the program.
PD-8: Establish the Distribution and Sales channel	Public/Private Investment (PPP)	JITOA, the Petra Tour Operators Association, and the implementing entity, which collaborated in the pilot project, will work together to build a sales channel.
PD-9: Dispersal of tourists to the six communities	Governmental Budget	PDTRA will play a central role in promoting efforts to disperse tourists using GIS.
PD-10: Establish “Made in Petra” Brand for local products	Public/Private Investment (PPP)	With the support of PDTRA, we will continue to work to improve quality and establish the Petra brand.

Note: In the case of official development assistance (ODA) loans, whether PDTRA can act as the direct borrower requires consultation with the central government’s Ministry of Finance and a review of the loan-related procedures.

6-5 Strategic Program for Sales & Promotion

The Sales and Promotion section addresses Petra's marketing spectrum, promoting the destination with strategic, well-planned marketing principles. It highlights Petra's unique offerings to ensure consistent and effective promotion.

The Sales component emphasizes tourism products with high additional value that directly benefit the Petra region. It aims to enhance tourism's economic impact by developing exceptional products and services, fostering a business-friendly environment where Petra's private sector can improve business acumen and expand globally by collaborating with various market agencies.

The promotion's focus is on targeting the right visitors at the right time, ensuring that Petra's tourism products are presented in the most appealing and timely manner. Promoting Petra as a key tourism resource of Jordan is a core responsibility of the JTB. This Master Plan aligns with this national role, aiming to bolster the promotional activities of PDTRA in harmony with JTB's efforts.

Ultimately, the Sales and Promotion supports and enhances the existing marketing framework, aiming to elevate Petra as a premier global destination, ensuring sustainable growth and economic benefits.

6-5-1 Advantages/Potentials and Challenges of Sales and Promotion

Find the Advantages/Potentials and challenges of Sales and Promotion in Petra as per Table 6-14.

Table 6-14: Advantages/Potentials and Challenges in Sales and Promotion

Advantages and Potentials	Challenges
• Petra is regarded as the crown jewel and featured in most of JTB's international promotions, enhancing its visibility and attractiveness. • Petra is continuing to be regarded as a potential hub for Golden Triangle promotion, creating synergy with other key destinations in Jordan. • Emerging markets like China and Brazil are receiving significant promotional attention from JTB, expanding Petra's reach. • Each tour operator in Petra is having strong relationships with travel agencies in the source markets, facilitating effective and targeted marketing campaigns. • Petra's historical and archaeological significance serves as a unique selling point, attracting culturally interested tourists. • The unique landscape of Petra provides diverse promotional opportunities, including eco-tourism and adventure tourism campaigns.	• Need to conduct preliminary marketing strategy studies, including learning from other destinations. • Need to target markets and customers effectively with digital transformation (DX) strategies. • Need to establish a consistent promotion cycle with cooperation based on Public-Private Partnerships. • Need to address the limited human resources dedicated to sales, promotion, and digital marketing. • Need to implement appropriate market pricing strategies to remain competitive. • Need to enhance mobile and web promotion channels to reach a wider audience. • Need to develop and maintain a robust online and social media presence to attract and engage potential visitors. • Need to execute targeted marketing campaigns that resonate with diverse international markets.

6-5-2 Key Objectives

The main objective of the "Sales and Promotion" field was set as "Enhance marketing and promotional capabilities through understanding of marketing principles and outperformance in digital marketing". These marketing principles include the clarification of target audiences, analysis of market trends, formulation of effective promotion strategies, and utilization of appropriate messaging. In addition, they refer to successful cases of digital marketing leveraging social media and websites and presenting concrete approaches to help PDTRA and the tourism industry improve their practical marketing skills.

Enhancing marketing and promotional capabilities involves mastering core marketing principles and excelling in digital marketing. This includes understanding and applying effective marketing strategies to promote Petra, leveraging digital tools and platforms to reach a wider audience, and ensuring that all marketing efforts are data-driven and aligned with best practices. By focusing on

these areas, Petra can significantly improve its visibility, attract more visitors, and maintain a competitive edge in the global tourism market. Based on this, Sales and Promotions' Strategic Programs are proposed as follows.

6-5-3 Priority Projects

Based on discussions with the Working Group members, considering the challenges and opportunities identified in the 1st phase, the following priority projects and implementation schedule for sales and promotion were proposed and agreed upon by the Working Group members and PDTRA. Based on the comments and other points raised at the 2nd JCC, the pilot project was implemented in the 2nd phase, and the timeline for action was reviewed and finalized by adding five new priority projects on top of the 1st draft of the master plan.

1) Priority Projects

The priority projects for sales and promotions have been agreed upon and confirmed, as shown in Table 6-15 below. Refer to the Master Plan (English) pages 149 to 157 for the action plan.

Table 6-15: Priority Projects of Sales and Promotion

Project	Implementation Schedule	Target Beneficiaries
SP-1: Elevate Petra's branding as a destination	2024-2033	All stakeholders in the Petra region
SP-2: Continuously promote Petra's off-the-beaten-path products	2023-2033	All stakeholders in the Petra region
SP-3: Enhance digital marketing capability	2023-2033	All stakeholders in the Petra region
SP-4: Develop comprehensive Petra marketing toolkit	2025-2026	All stakeholders in the Petra region
SP-5: Continuously monitor and update Visit Petra's website and mobile application	2023-2033	All stakeholders in the Petra region
SP-6: Boost social media engagement with targeted campaigns	2023-2033	All stakeholders in the Petra region
SP-7: Develop generative AI backed digital marketing approaches	2026-2027	All stakeholders in the Petra region
SP-8: Promote Petra as a MICE destination	2025-2033	Hotels and local SMEs
SP-9: Encourage local service providers to engage in digital marketing	2025-2033	Hotels and local SMEs

Legend: ▭ Priority projects that were added at the time of the formulation of the 2nd draft of the master plan in light of the results of the Pilot Projects and other factors

2) Expected project impacts

The expected project impact in the area of "Sales & Promotion" has been agreed upon and confirmed as shown in Table 6-16.

Table 6-16: Expected impacts of Sales and Promotion

KPI \ Project	1	2	3	4	5	6	7	8	9
1. Expenditure per tourist visiting the Petra Region	○	◎	○	○	○	○	○	◎	○
2. Number of tourists	◎	◎	◎	○	○	◎	◎	◎	○
3. Tourism receipt in the Petra Region	○	◎	◎	○	○	◎	◎	◎	○

4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	○	○	○	○	○	◎	○
5. Progress of the action taken for environmental consideration	○	○	○	○	○	○	○	○	○

Legend: ◎: Highly contributed, ○: Contributed

3) Financing options for priority projects

The options for financing the priority project costs for each of the 9 projects for Sales and Promotion are as per Table 6-17.

Table 6-17: The options for financing the priority project cost for Sales and Promotion

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
SP-1. Elevate Petra's branding as a destination	Governmental Budget	**Actions Completed:** - The Visit Petra branding including its logo and tagline has been completed **Future Actions:** - Conduct global campaigns in collaboration with JTB
SP-2. Continuously promote Petra's off-the-beaten-path products	Governmental Budget	**Actions Completed:** - Local & international FAM trips were conducted - New tourism products were promoted at ITB Berlin and WTM London - A tourism pamphlet showcasing Petra from new perspectives was created **Future Actions:** - Continuously developing online content to promote off-the-beaten-path products
SP-3. Enhance digital marketing capability	Grant	**Actions Completed:** - Basic digital marketing training provided to the PDTRA marketing team. **Future Actions:** - Conduct advanced digital marketing training for the marketing teams.
SP-4. Develop comprehensive Petra marketing toolkit	Governmental Budget	**Actions Completed:** N/A **Future Actions:** - PDTRA marketing team to prepare the toolkit based on the marketing training conducted during the pilot project.
SP-5. Continuously monitor and update Visit Petra's website and mobile App	Grant	**Actions Completed:** - The Visit Petra HP and App were updated **Future Actions:** - Regularly update Visit Petra website & app to keep it engaging
SP-6. Boost social media engagement with targeted campaigns	Grant	**Actions Completed:** - Facebook and Instagram accounts have been verified as official Visit Petra accounts. **Future Actions:** - Digital marketing campaigns on Visit Petra's social media platforms should be conducted
SP-7. Develop generative AI backed digital marketing approaches	Governmental Budget	**Actions Completed:** N/A **Future Actions:** - Develop personalized digital contents utilizing AI tools like ChatGPT
SP-8. Promote Petra as a MICE destination	Public/Private Investment (PPP)	**Actions Completed:** N/A **Future Actions:** - Develop dedicated marketing campaigns highlighting Petra's unique venues and services for MICE events
SP-9. Encourage local service providers to engage in digital marketing	Governmental Budget	**Actions Completed:** - Provided basic marketing training to the local community **Future Actions:**

		- Conduct continuous workshops and training to enhance local service providers' digital marketing skills

Note: In the case of official development assistance (ODA) loans, whether PDTRA can act as the direct borrower requires consultation with the central government's Ministry of Finance and a review of the loan-related procedures.

6-6 Strategic Program for Service and Hospitality

Service and Hospitality is essential elements for improving customer satisfaction. Service and Hospitality often need clarification but have different definitions.

Hospitality addresses the emotional and psychological aspects of the customer and does not create a master-servant relationship. On the other hand, the service meets the customer's requirements. The customer has the right to receive services commensurate with the amount paid, and the service provider must provide services commensurate with the amount received. In tourism, various service providers (defined as 'tourism human resources') interact with tourists and provide the required services.

Tourism human resources working in Petra are hospitable and friendly. However, many people confuse hospitality with service, which sometimes results in inadequate services and too much friendliness, which can mislead tourists.

Tourists' impressions and evaluations of Petra are greatly influenced by the quality of the services and hospitality provided by tourism human resources and their language, behavior, and demeanor. Therefore, human resources are important in increasing tourists' satisfaction with Petra.

Service and Hospitality aims to increase tourist satisfaction by ensuring that human resources in the Petra tourism sector understand what service is and provide services that meet tourist requirements and are worth the money tourists pay. It also aims to increase tourist comfort levels by understanding the personal distance physically and psychologically and by communicating with tourists to feel comfortable while maintaining a rich spirit of hospitality.

6-6-1 Advantages/Potentials and Challenges of Service and Hospitality

Find the Advantages/Potentials and challenges of Service and Hospitality in Petra as per Table 6-18.

Table 6-18: Advantages/Potentials and Challenges in Service and Hospitality

Advantages and Potentials	Challenges
• There are many vibrant MSMEs in the tourism sector and they are highly motivated. • The private sector is raising awareness of the importance of hospitality and service quality. • Many people working in the tourism sector are highly motivated to acquire new knowledge and technical skills. • Young people and women are a great asset to tourism's human resources. • People in Petra are hospitable, helpful and friendly. • Petra has a college and a vocational school, where many young people study tourism. • Many women in the local community desire to work in the tourism sector. • Local communities are increasingly keen to create tourism products that benefit local people.	• Need to increase knowledge and skills in Services and Hospitality. • Need to understand comfortable personal distance. • Need to increase management-level understanding of crisis management and service management. • Need to have trainers in the Petra region who can conduct trainings on Service and Hospitality. • Need to understand and be able to deal with tourists with special needs. • Need to improve communication and English language skills. • Need to promote understanding and increasing of women working in the tourism sector. • Need to ensure a sustainable tourism development and tourism workforce in the communities.

6-6-2 Key Objectives

The main objective of the "Service and Hospitality" field was set as "Improve service quality to increase tourist satisfaction and develop human resources to ensure stable provision of tourism services".

To increase tourists' satisfaction with Petra, it is important to provide services that meet the demands of diverse tourists and appropriate hospitality to tourists. To improve Petra's Services and Hospitality, tourism sector human resources need to acquire multifaceted knowledge and skills, such as developing expertise in their respective fields, responding to tourists' diverse needs, and communicating appropriately with tourists.

In addition, one factor for improving Service and Hospitality is that tourism human resources should be highly motivated and proud of their work. For this purpose, local communities must develop understanding of tourism and motivate tourism human resources. In the case of enterprises, the owners and upper management must know about service management such as supporting and appropriately evaluating employees, to increase employee satisfaction. This is because increasing employee satisfaction will increase the motivation of the tourism human resources working there, which will increase tourists' satisfaction.

The vigorous work of current human resources will stimulate young people to become future human resources in the Petra tourism sector and promote women's employment in the tourism industry.

Therefore, as a Strategic Program for Service and Hospitality, the following projects are proposed to achieve the key objective of "Improve service quality to increase tourist satisfaction and develop human resources to ensure stable provision of tourism services."

Based on this, Service and Hospitality' Priority Projects are proposed as follows.

6-6-3 Priority Projects

Based on discussions with the Working Group members, considering the challenges and opportunities identified in the 1st phase, the following priority projects and implementation schedule for sales and promotion were proposed and agreed upon by the Working Group members and PDTRA. Based on the comments and other points raised at the 2nd JCC, the pilot project was implemented in the 2nd phase, and the timeline for action was reviewed and finalized by adding five new priority projects on top of the 1st draft of the master plan.

1) Priority Projects

The priority projects for service and hospitality have been agreed upon and confirmed, as shown in Table 6-19 below. Refer to the Master Plan (English), pages 163 to 181, for the action plan.

Table 6-19: Priority Projects of Service and Hospitality

Project	Implementation Schedule	Target Beneficiaries
SH-1: Establish a Service Quality Assurance Division in PDTRA	2024-2033	All tourism human resources and its candidates
SH-2: Improve service quality of hotels and restaurants	2023-2030	Hotel, Restaurant, Petra College, Vocational schools
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)	2023-2026	Hotel, Restaurant
SH-4: Strengthen the capacity of hotels and restaurants for crisis management	2025-2028	Hotel, Restaurant
SH-5: Strengthen the capacity of hotels and restaurants for service management	2025-2028	Hotel, Restaurant
SH-6: Strengthen the capacity of tourism professionals for accessible tourism	2023-2030	All tourism human resources (business/local communities)
SH-7: Enhance the knowledge among local communities for sustainable tourism	2023-2033	Local communities (individuals/associations)
SH-8: Improve the English and communication skills of local people and tourism professionals	2023-2028	Local women and youth (current and potential workers in the tourism sector)

Project	Implementation Schedule	Target Beneficiaries
SH-9: Encourage a competitive business environment in Petra	2025-2033	All stakeholders

Legend: ▭ Priority projects that were added at the time of the formulation of the 2nd draft of the master plan in light of the results of the Pilot Projects and other factors

2) Expected project impacts

The expected project impact in the area of "Service and Hospitality" has been agreed upon and confirmed as shown in Table 6-20.

Table 6-20: Expected impacts of Service and Hospitality

KPI \ Project	1	2	3	4	5	6	7	8	9
1. Expenditure per tourist visiting the Petra Region	○	◎	◎	○	◎	◎	◎	○	○
2. Number of tourists	○	○	○	○	○	◎	◎	○	○
3. Tourism receipt in the Petra Region	○	◎	◎	○	◎	◎	◎	○	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	◎	◎	◎	◎	○	◎	◎
5. Progress of the action taken for environmental consideration	○	○	○	○	○	○	◎	○	○

Legend: ◎: Highly contributed, ○: Contributed

3) Financing options for priority projects

The options for financing the priority project costs for each of the 9 projects for Service and Hospitality are as per Table 6-21.

Table 6-21: The options for financing the priority project cost for Service and Hospitality

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
SH-1: Establish a Service Quality Assurance Division in PDTRA	Governmental Budget	A service quality assurance division will be established within PDTRA by 2025, responsible for implementing SH priority projects.
SH-2: Improve service quality of hotels and restaurants	Governmental Budget	Service & hospitality training was implemented as part of the Pilot Projects. The M/P actions will be continued by the governmental budget.
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)	Governmental Budget	The M/P actions will be implemented by the governmental budget.
SH-4: Strengthen the capacity of hotels and restaurants for crisis management	Governmental Budget	The M/P actions will be implemented by the governmental budget.
SH-5: Strengthen the capacity of hotels and restaurants for service management	Governmental Budget	The M/P actions will be implemented by the governmental budget.
SH-6: Strengthen the capacity of tourism professionals for accessible tourism	Governmental Budget	Accessible tourism training was implemented as part of the Pilot Projects. The M/P actions will be continued by the governmental budget.

Priority Projects	Financing Options	Actions completed/ Actions required after the JICA Project
SH-7: Enhance the knowledge among local communities for sustainable tourism	Governmental Budget	Sustainable tourism training was implemented as part of the Pilot Projects. The M/P actions will be continued by the governmental budget.
SH-8: Improve the English and communication skills of local people and tourism professionals	Governmental Budget	The M/P actions will be implemented by the governmental budget.
SH-9: Encourage a competitive business environment in Petra	Governmental Budget	The M/P actions will be implemented by the governmental budget.

Note: In the case of official development assistance (ODA) loans, whether PDTRA can act as the direct borrower requires consultation with the central government's Ministry of Finance and a review of the loan-related procedures.

Chapter 7 Information sharing and dissemination about this project

7-1 Overview

We have launched the "WE ARE PETRA" Facebook account and organized seminars and Joint Coordination Committee meetings with government agencies, international organizations, and donors from other countries involved in the Petra local community and tourism development in Petra to carry out timely information sharing about the state of progress of this project.

7-2 Local seminars

For the 2nd Phase, two seminars were held in Petra, and the launch event of the Tourism Master Plan was held as the 4th seminar. The 1st seminar was held in the 1st Phase for tourism-related businesses and communities in the Petra region in Taybeh.

7-2-1 Holding the 2nd seminar

Date/Time: February 15th (Wednesday), 2023 11:00–13:00 (Jordan time)

Location: Old Village Resort (Wadi Musa)

No. of participants: 50

As the kickoff of the pilot project, the WG provided an overview of the first draft of each pilot project and the master plan to tourism stakeholders and the regional community in Petra. The presentation members are listed in the agenda below (Table 7-1).

Table 7-1: Program for the 2nd seminar programs

Program	Time
Opening remarks H.E. Dr. Suleiman A.D. Farajat PDTRA Chief Commissioner	11:00 - 11:03
Greetings from JICA Mr. Kawatani Nobuhiro JICA Jordan Office Senior Representative	11:04 - 11:07
Congratulatory remarks H.E Dr. Emad Hijazeen MOTA Secretary General	11:08 - 11:12
Greetings from the JICA Project Team Mr. Kumada Junichi, (Jack) Team Leader, JICA Project Team	11:13 - 11:15
Session #1 : Master Plan Structure Mr. Hasan Lawama, PDTRA Mr. Ohara Akira, JICA Project Team	11:16 - 11:25
Session #2: Destination Management Mr. Hasan Lawama, PDTRA Mr. Ohara Akira, JICA Project Team	11:26 - 11:35
Session #3: Research and Development Ms. Samya Al Falahat, PDTRA Mr. Oyama Koji, JICA Project Team	11:36 - 11:45
Open Discussion for Session#1,#2 and #3.	11:46 - 12:05
Session #4: Product Design Mr. Sabri Fdool, PDTRA Mr. Tanimura Hiroshi, JICA Project Team	12:06 - 12:15
Session #5: Sales and Promotion Mr. Khalil Mashaleh, PDTRA Dr. Assefa Temesgen, JICA Project Team	12:16 - 12:25
Session #6: Service and Hospitality Mr. Yasin Al-Saidat, PDTRA Ms. Usui Shoko, JICA Project Team	12:26 - 12:35
Open Discussion for Session#4,#5 and #6	12:36 - 12:55
Closing remarks H.E. Dr. Suleiman A.D. Farajat PDTRA Chief Commissioner	12:56 - 13:00
Lunch at Old Village Resort Restaurant	13:00 - 14:00

The 2nd seminar had about 50 participants, including the Secretary General of MoTA, 8 from Amman, 10 from the private sector in the Petra region, 7 from 6 local communities in the Petra region, 15 from PDTRA, and 9 from the JICA team.



Scene from the 2nd Seminar

Key comments from participants during the Q&A session were as follows.

- It appears that the program does not include programs related to the protection of archaeological parks (e.g., preservation and restoration of cultural heritage).
- Although various figures have been given for the acceptance capacity of the archaeological park, there is no scientific basis for the figures, and a scientific analysis is needed.
- The fact that the projects implemented in Petra so far, including JICA's earlier CBT technical cooperation project, have not sufficiently involved the private sector is a problem.
- This project is targeting collaboration between the public and private sectors, and it is hoped that better results will be achieved.
- It is important to provide tourists with information based on historical facts.
- There is a need to level out the seasonal fluctuations in tourism in Petra and attract tourists from various source markets throughout the year.

7-2-2 Holding the 3rd seminar

(1) Overview

In February 2024, the 6th mission, with the aim of sharing the progress of the pilot project, preparations began to hold the 3rd seminar (assumed 50–60 participants) of tourism stakeholders in the Petra region in May 2024 in the Petra region (scheduled to be held in a conference room at the Cultural Village).

Initially, it was agreed with PDTRA to hold the seminar on May 19th, 2024, but the 7th mission scheduled for May was postponed to September due to the situation in Gaza. As implementation of the pilot project scheduled for the same period was also difficult, in April it was agreed with PDTRA to change the date from May 19th to September 4th.

As the schedule was postponed, in addition to the progress report of the Pilot Project, the aim of the seminar, based on the results of the Pilot Project, which was currently being implemented, actions and recommendations that should be reflected in the Master Plan (second draft) were discussed and updated with stakeholders in the Petra region, and the number of participants was increased to 80 people.

At the 3rd seminar, as well as tourism stakeholders in the Petra region, many participants included regional community members who were supporting the pilot project locally, and it was a good opportunity to promote dialogue with the community about actions and recommendations that should be reflected in the Master Plan (second draft) based on the results of the pilot project, which was currently being implemented.

Date/Time:	September 4th, 2024, 10:30–13:30
Location:	Petra Moon Luxury Hotel (Petra)
Program overview:	As per the below Table 7-2
Participants:	30 people

Table 7-2: Program for the 3rd seminar programs



Agenda 2

Program	Time
Opening remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	10:30 - 10:40
Greetings from JICA Mr. Suzuki Takahiro JICA Jordan Office Representative	10:40 - 10:45
Greetings from the JICA Project Team Mr. Kumada Junichi Team Leader, JICA Project Team	10:45 - 10:50
Session 1 : Pilot Project-Destination Management Mr. Ohara Akira Deputy Team Leader, JICA Project Team	10:50 - 11:10
Coffee Break	11:10 - 11:30

Program	Time
Session 2: Pilot Project-Research and Development Mr. Oyama Koji, JICA Project Team	11:30 - 11:50
Session 3: Pilot Project-Product Design Mr. Tanimura Hiroshi, JICA Project Team	11:50 - 12:10
Session 4: Pilot Project-Sales and Promotion Dr. Assefa Temesgen, JICA Project Team	12:10 - 12:30
Session 5: Pilot Project-Service and Hospitality Ms. Usui Shoko, JICA Project Team	12:30 - 12:50
Open Discussion	12:50 - 13:20
Closing remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	13:20 - 13:30

On that day, with a focus on local attractions in Petra related to the Pilot Project, nearly 30 tourism stakeholders from the Petra region participated, and the following opinions and suggestions were received.

Table 7-3: Opinions from the local community who participated in the seminar

Holding the weekly local market has helped greatly in the employment of women in the community. As the environment for tourism is currently deteriorating, we would like you to tell us about the future collaborative plans and projects with regional associations that are proposed in the Master Plan.
The digital mobile map is a very useful tool that supports the travel of people in the Petra community. It is useful not only visitors but also local people. We think that VR is also useful in specific fields.
Please tell us about the updates of the Visit Petra Facebook and Instagram accounts.
Many of the local people already have their own Facebook accounts with more followers than Visit Petra. We would like to request advertising support for local products and services on social media.
Petra has built a long and favorable relationship with Japan and JICA. We are grateful to JICA for introducing local products through regional Petra-wide associations. We would like to introduce these to the world using digital marketing. Also, we would like you to consider working with students who are studying digital marketing in all six communities.
We believe that the Master Plan is an extremely wonderful strategic tourism plan. We would like you to include experiences of making local specialties, such as silverwork, traditional cuisine and pottery. We are not asking for financial support. In particular, we would like to request support in marketing and promotion for local associations.
The promotion videos are lacking various sites, such as Jebel Haroun (Tomb of Aaron), Wadi Sabra, and the general concept of Petra's historical civilization. Not just Petra's famous sites, the promotional videos should focus more on ancient times, and they should also focus on the regional culture of the six communities.
There is a need to consider establishing an international TV station with the aim of promoting tourism based in the Petra region. Wonderful events are being held in the Petra region, and many programs and activities are being held, but these are only covered by local TV stations and domestic TV stations.

In general, we received many comments from participants. They are grateful for the support of local associations and local communities through this JICA project, and the participatory approach was highly evaluated.

This is the greatest compliment to the efforts of each expert to date in working with local associations and local communities in the pilot project implemented since April 2023, and it is one of the ultimate achievements of the project.

In addition, participants requested the continuation of community support implemented in the pilot project, as well as training related to product development, digital marketing and promotion. There were also opinions that the heritage of Petra is not limited to the Nabataean era, and that promotion should also be carried out for all historical tourist attractions in the Petra region, including sites related to the Old Testament.



Scene from the 3rd Seminar

7-2-3 Holding the 4th Seminar

Utilizing the opportunity of holding the 4th Seminar targeting tourism administrative agencies, tourism operators, NGOs, universities and local people on November 3rd, 2024, during the 8th mission, the launch event of the Petra Tourism Development Master Plan was conducted at the Petra Archaeological Park.

The initial plan was to have 100 people participate, but there was a request from PDTRA for it to be held in front of the Treasury, the symbol of the Petra Archaeological Park, so it was scaled back to 30 people.

Date/Time:	November 3rd, 2024, 16:00–17:00 (Jordan time)
Location:	Within the Petra Archaeological Park
No. of participants:	30 people

Table 7-4: Program for the 4th seminar programs



Agenda 17

Program	Time
Opening remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	16:00 - 16:05
Greetings from Ministry of Tourism and Antiquities (MoTA) H.E.Ms. Lina Annab Minister of Tourism and Antiquities	16:05 - 16:10
Greetings from Japan International Cooperation Agency (JICA) Mr. Morihata Shingo JICA Jordan Office Chief Representative	16:10 - 16:15
Outline of the Petra Tourism Development Master Plan 2023-2033 Mr. Ohara Akira, Deputy Team Leader, JICA Project Team	16:15 - 16:25
Panel Discussion: The direction of the Petra's tourism development and the role of JICA's master plan H.E.Dr. Fares Abdel Hafez Al-Braizat, H.E.Ms. Lina Annab, Mr. Morihata Shingo Moderator: Ms. Nisrein Al-salamin	16:25 - 16:55
Closing remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	16:55 - 17:00
With coffee and light bites	

On the day, the PDTRA chief commissioner signed the preface to the Master Plan and declared that PDTRA has officially approved the Master Plan. This had a significant impact, being reported in Jordan domestic and international media and newspapers (Jordan Times, etc.) as well, and introducing the M/P and this project within Jordan domestically and to neighboring countries.



Scene from the 4th Seminar (official announcement event of the Petra Tourism Development Master Plan)

7-3 Joint Coordination Committee

For the 2nd Phase, two Joint Coordination Committees were held in Amman as per the below, and attendees coordinated and exchanged views on tourism projects in the Petra region with international organizations and donors from other countries. The 1st and 2nd Joint Coordination Committee meetings were held during the 1st Phase.

7-3-1 Held the 3rd Joint Coordination Committee (JCC)

The 3rd Joint Coordination Committee (JCC) meeting to kick off the pilot project was held on December 14th, 2023, during the 5th field mission.

In September 2023, during the 4th field mission, there were personnel changes in various commissioners including the PDTRA Chief Commissioner. After the new roles were officially appointed, specific preparation activities were coordinated online.

With the aim of sharing progress of the pilot project and future collaboration among all parties involved, the 3rd Joint Coordination Committee (JCC) was held as per the below. From the perspective of strengthening PDTRA's capacity and fostering independence for tourism in the Petra region, which is the aim of this project, reporting of the progress of the pilot project was carried out by PDTRA employees who were in charge of the PDTRA working group, while working alongside JICA experts. (For details, refer to Annex 7: JCC Minutes)

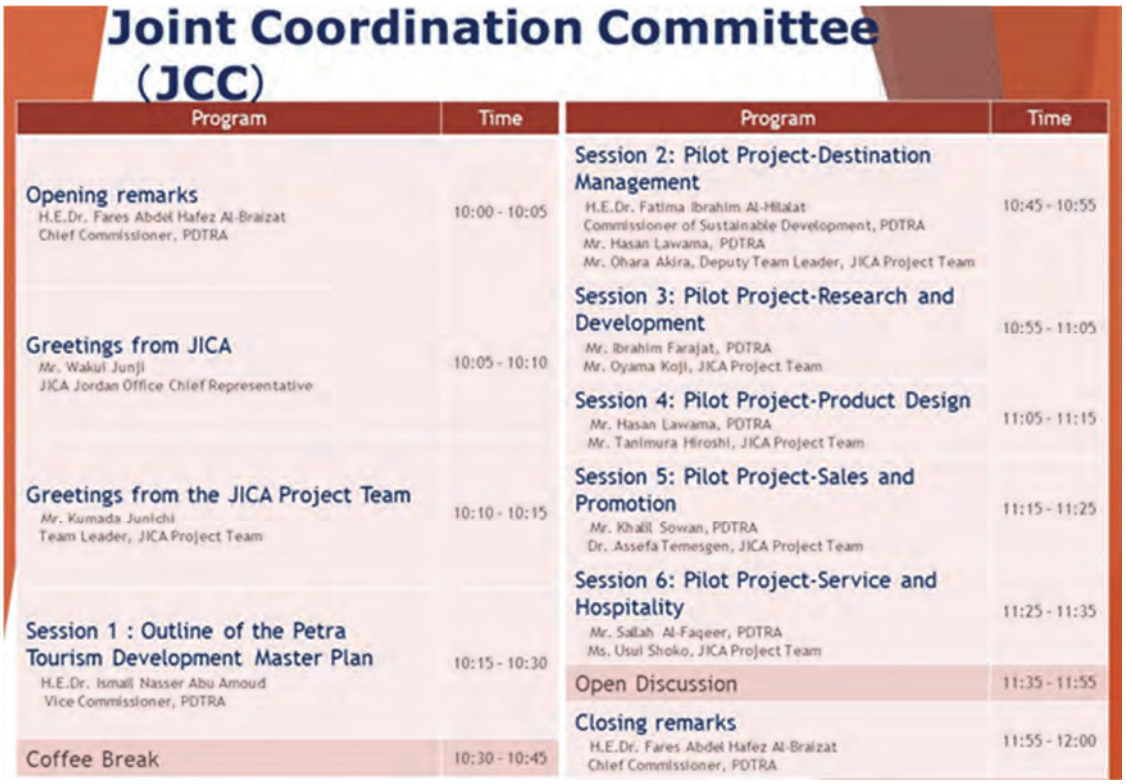
Date/Time: December 14th, 2023, 10:00–12:00

Location: Fairmont Hotel (Amman)

Program overview: As per the below Table 7-5

Participants: 38 people

Table 7-5: Program for the 3rd Joint Coordination Committee (JCC)



Joint Coordination Committee (JCC)

Program	Time
Opening remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	10:00 - 10:05
Greetings from JICA Mr. Wakui Junji JICA Jordan Office Chief Representative	10:05 - 10:10
Greetings from the JICA Project Team Mr. Kumada Junichi Team Leader, JICA Project Team	10:10 - 10:15
Session 1 : Outline of the Petra Tourism Development Master Plan H.E.Dr. Ismail Nasser Abu Amoud Vice Commissioner, PDTRA	10:15 - 10:30
Coffee Break	10:30 - 10:45

Program	Time
Session 2: Pilot Project-Destination Management H.E.Dr. Fatima Ibrahim Al-Hilalat Commissioner of Sustainable Development, PDTRA Mr. Hasan Lawama, PDTRA Mr. Ohara Akira, Deputy Team Leader, JICA Project Team	10:45 - 10:55
Session 3: Pilot Project-Research and Development Mr. Ibrahim Farajat, PDTRA Mr. Oyama Koji, JICA Project Team	10:55 - 11:05
Session 4: Pilot Project-Product Design Mr. Hasan Lawama, PDTRA Mr. Tanimura Hiroshi, JICA Project Team	11:05 - 11:15
Session 5: Pilot Project-Sales and Promotion Mr. Khalil Sowan, PDTRA Dr. Assefa Temesgen, JICA Project Team	11:15 - 11:25
Session 6: Pilot Project-Service and Hospitality Mr. Sallah Al-Faqeer, PDTRA Ms. Usui Shoko, JICA Project Team	11:25 - 11:35
Open Discussion	11:35 - 11:55
Closing remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	11:55 - 12:00

For the 3rd Joint Coordination Committee, after speeches from the PDTRA Chief Commissioner, Jordan Chief Representative of JICA, and JICA Project Team Leader, the PDTRA Deputy Commissioner, who is also the Commissioner for the Petra Archaeological Park, gave explanations about JCC's implementation framework, the Master Plan drafting schedule, structure of the Master Plan, vision of the Master Plan, and Strategic Programs. In addition, the KPIs shown in Table 7-6 were presented, with the following key points emphasized.

- In the phase of increasing tourism demand, a sustainable perspective is extremely important.
- How to coordinate efforts among tourism stakeholders without conflict with each other.
- Consideration of a new visitor center in Beidha (Little Petra) where you can do wine tastings.
- Implement the recovery of olive groves as part of the Go Green Action in the Petra region.

Through the above initiatives, promote the distribution and long stay of tourists, and relieve congestion in the historic park.

Not just KPIs for the number of nights and consumption amount, participants proposed consideration of KPIs for waste disposal and carbon dioxide emissions, in addition to the number of operators, accommodation facilities and rooms. Also, from the perspective of quality

improvement of regional tourism services, there were opinions about implementing continuous training and the importance of initiatives that will promote sustainable tourism in accordance with the GSTC criteria.

Table 7-6: KPIs presented in the 3rd Joint Coordination Committee (JCC)

Key Performance Indicators
Targets to be attaied by implementing the Petra Tourism Development Master Plan by the year of 2033.(Chart 1)

Cnadidatures of Key Performance Indicator		2022 (2021*)	2028	2033	Unit
1.	Expendture per tourist, visiting the Petra region (Park ticket is NOT included)	245	278	308	JOD
2.	Number of tourists	1,135	1,381	1,681	1,000 people
3.	Tourism receipt in Petra	0.93	1.65	2.65	Billion USD
4.a	Number of employments in the tourism sector in Petra	1,704	3,216	5,063	People
4.b	Number of employments of woman in the tourism sector in Petra	665	1,512	2,734	People

**The baseline figure for total employment in the tourism sector in the Petra region (4.a) is based on 2021.*

5. Progress of the actions, being taken for the environmental consideration are listed in the ANNEX 1(Page 15).

7-3-2 Held the 4th Joint Coordination Committee (JCC)

The 4th Joint Coordination Committee (JCC) was held on December 12th, 2024, during the 9th field mission, with the aim of discussing the future implementation policy for the Petra Tourism Development Master Plan (final version) with stakeholders of the Jordan tourism sector including central government ministries and agencies, other donors and NGOs. Key private sectors attended from Jordan, such as JITOA and JHA, in addition to JTB and MoTA, as well as representatives of donors such as USAID and UNESCO. The PDTRA Chief Commissioner expressed gratitude for JICA's long-standing cooperation, including the construction of the Petra Museum, and conveyed a desire to further strengthen collaboration between the two countries.

USAID stated that they had been in discussions with the JICA Project Team regarding collaboration since the early stages of the JICA project, and their 15 million USD grant aid covered several priority projects proposed in JICA’s Master Plan as components, which was a success case of donor collaboration. (For details, refer to Annex 7: JCC Minutes)

Date/Time: December 12th, 2024, 11:00–13:00

Location: Fairmont Hotel (Amman)

Program overview: As per the below Table 7-7

Participants: 40 people

Table 7-7: Program for the 4th Joint Coordination Committee (JCC)

Agenda 17

Program	Time
Registration	10:30 - 11:00
Opening remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	11:00 - 11:10
Greetings from Ministry of Tourism and Antiquities (MoTA) H.E.Ms. Lina Annab Minister of Tourism and Antiquities	11:10 - 11:20
Greetings from Japan International Cooperation Agency (JICA) Mr. Shingo Morihata JICA Jordan Office Senior Representative	11:20 - 11:30
Greetings from the JICA Project Team Mr. Kumada Junichi Team Leader, JICA Project Team	11:30 - 11:40
Outline of the Petra Tourism Development Master Plan 2023-2033 Mr. Ohara Akira, Deputy Team Leader, JICA Project Team	11:40 - 12:00
Open Discussion about the Petra Tourism Development Master Plan	12:00 - 12:20
Panel Discussion: The direction of the Petra's tourism development and the role of JICA's master plan H.E.Dr. Fares Abdel Hafez Al-Braizat, H.E.Ms. Lina Annab, Mr. Shingo Morihata Moderator: Dr. Assefa Temesgen, JICA Project Team	12:20 - 12:50
Closing remarks H.E.Dr. Fares Abdel Hafez Al-Braizat Chief Commissioner, PDTRA	12:50 - 13:00
Lunch	13:00 - 14:30



Scenes from the 4th Joint Coordination Committee (JCC)

7-4 Information dissemination on social media

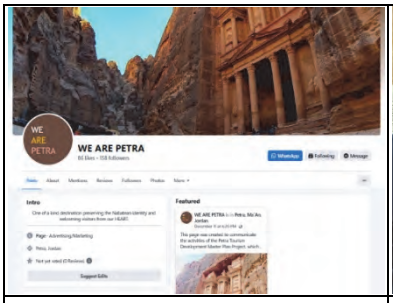
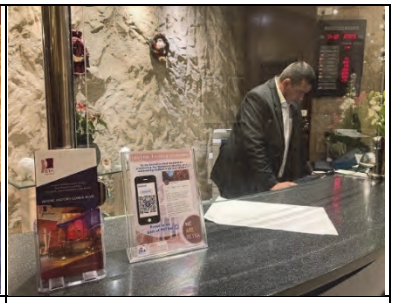
The “WE ARE PETRA” Facebook page for this project was created as a public relations platform for the progress of this project, and the information on the project initiatives was disseminated on social media to visitors to the Petra region and local people.

We chose Facebook from among multiple social media platforms because 1) we learned that Facebook was the most popular social media platform in Jordan, based on interviews with PDTRA and others, and 2) a large percentage of visitors to Petra are from the senior segment of the population, and Facebook has a high rate of users from that segment.

As a KPI for this activity, we set a goal to achieve 1,000 followers by the end of the Project. As of the end of December 2024, about two years since the launch of the Facebook page, the follower count is 960, and we expect to reach the target number by the end of the Project at the end of February 2025.

Approximately 90% of the followers are residents of Jordan, including those from Petra. Although the follower count is just under 1,000 (as of the end of December 2024), the promotional video created in the SP pilot project that was officially launched at the WTM London in November 2024 gained over 15,000 views in several days. This view count is equivalent to around half of Petra’s total

population and to its entire productive age population. Our other posts receive 5,000 to 10,000 views on average as well, suggesting significant interest in this information on social media.

		
WE ARE PETRA Facebook page	Pamphlets at the visitor center	Pamphlets at hotels

Please note that the project's "WE ARE PETRA" Facebook page is scheduled to be closed at the end of March 2025, in line with the completion of this project.

7-5 Other

7-5-1 Support for exhibiting at an international trade fair

To strengthen the promotion of newly developed tourism products in Petra and to encourage Jordanian tour operators to include them in their travel programs, a JICA research team participated in a business meeting held as part of JTB's exhibition. At the WTM London and the ITB Berlin international trade fairs, they carried out promotional activities targeting mainly Jordanian travel agencies, and by introducing the appeal and features of new tourism products, they encouraged the adoption of these products as travel products by each company.

(1) ITB Berlin

Regarding the ITB Berlin, one of the world's largest tourism trade show, which was held in Berlin, in collaboration with JTB, MoTA, JITOA, and others, we provided support for exhibitors at the ITB Berlin, including the promotion of tourism products developed in a pilot project, with the participation of three experts: a destination management/deputy team leader, and experts in the areas of tourism product development and tourism human resources development.

Objectives: To promote Petra, including the tourism products developed in this project.

Date/Time: ITB Berlin: March 5th to March 7th, 2024

Objectives: To conduct BtoB promotion of the tourism products developed in this project and to network with domestic and international tourism business stakeholders in Jordan.

Output: In collaboration with PDTRA, which was exhibiting at the Jordan booth that JTB had recruited, we distributed tourism pamphlets (paper and digital versions) as a promotion for the Petra region. We also created leaflets for the four tourism products (Beidha, Wadi Musa, Taybeh, Rajif) developed in PD's pilot project and distributed them to the travel agencies participating from Jordan, explaining the products and asking for cooperation in sales.

There was a total of 32 exhibitors from Jordan, including hotels, of which 26 were travel agencies. We conducted interviews with almost all the travel agencies that participated. With the situation in Gaza, the number of tourists visiting Jordan has plummeted by around 30% compared to the previous year. While all companies were struggling to promote Jordan as a safe destination and retain their customers, some companies were in constant negotiations, and there was a sense that they were pinning their hopes on a recovery from spring onwards.

In addition, we are also able to get booths to distribute the tourism pamphlets, and out of the 500 copies we had prepared, 350 were distributed during the event. Regarding PD's travel products, the response has been generally positive, and we distributed sales

tariffs and leaflets data to each company, once again requesting their cooperation in sales.



Interview at the PDTRA booth



Interview with a Jordanian travel agency



Visiting the Japan booth

(2) WTM London

Regarding the WTM London, one of the world's largest tourism trade show, which was held in London, we provided support for exhibitors, including the launch event for the Petra Tourism Development Master Plan (final version) and the tourism promotion video produced as part of the pilot project, with the participation of three experts: a destination management/deputy team leader, a marketing promotion 1, and a marketing promotion 2.

Period: November 5th to November 7th, 2024

Venue: ExCel London, London, U.K.

Objectives: To hold the launch event for the Petra Tourism Development Master Plan (final version) and the tourism promotion video produced by the pilot project, as well as to conduct BtoB promotion of the tourism products developed in this project and to network with domestic and international tourism business stakeholders in Jordan.

Output: On November 5th, the first day of the WTM, the Petra Tourism Development Master Plan (final version) was launched by Chief Commissioner Dr. Fares Al-Braizat at a JTB press conference. At the press conference, a tourism promotion video produced as part of the pilot project was also introduced.

We provided support for the PDTRA exhibition, such as BtoB promotions including business negotiations for tourism products developed in this project. We also conducted sales activities to have four tourism products (Beidha, Wadi Musa, Taybeh, Rajif) developed in the PD pilot project introduced to overseas travel agencies through Jordanian tour operators.

Regarding tourism products, these were generally highly evaluated by each company, especially in terms of the need for products that can be operated at night. In particular, one of the travel agencies we met with this time, Jordan Experience tours, has a contract with Japan's VELTRA and accepts tourists from Japan. We were introduced to a VELTRA representative, and we requested they handle the tourism products we developed on VELTRA's platform. Additionally, there was a comment from Elite Club International[18] that they wanted to sell products after seeing and experiencing them, as they have an in-house quality assurance team.

[18] Elite Club International is a travel agency based in Amman, Jordan, that plans and arranges domestic city breaks, day trips, and sightseeing programs. It provides comprehensive travel services, including transfers, guides, and entry arrangements, and also focuses on inbound tourism to Jordan.

		
Petra Tourism M/P press announcement	Tourism promotion video	BtoB promotion

7-5-2 Renewal of the ODA Visualization Site

The information on JICA's "ODA Visualization Site" was updated on March 27th, 2024.

7-5-3 Japan Invitation Program, Training in Japan

(1) Japan Invitation Program

The PDTRA Chief Commissioner, the Secretary General of the Ministry of Tourism & Antiquities (MoTA), and two PDTRA Directors, a total of 4 persons, were invited to Japan and participated in the Japan Invitation Program from June 10th to 19th, 2023.

Objective: By observing various tourism development initiatives across Japan, participants will deepen their understanding of the points to consider, and issues involved in collaborating with stakeholders, including industry, government, academia, local people and tourists, when the administration formulates the Petra Tourism.

Table 7-8: Itinerary for the Japan Invitation Program

Date	Itinerary	Location of stay
June 10th (Saturday)	Depart Amma	
June 11th (Sunday)	Arrive at Narita Airport	Tokyo
June 12th (Monday	- Courtesy call: JICA (Japan International Cooperation Agency) - Business seminar: (JICA Headquarters meeting room) - Petra tourism promotion seminar (JICA Headquarters meeting room) - Courtesy call: Japan Tourism Agency	Tokyo
June 13th (Tuesday)	- Courtesy call: JATA (Japan Association of Travel Agents) - Inspection: Tokyo City i	Tokyo
June 14th (Wednesday)	- Interview: Asuka Village Hall - Inspection: Asuka Village Ruins	Nara
June 15th (Thursday)	- Interview: Nara Ikaruga Tourism Waikaru - Inspection: Horyu-ji Center - Inspection: GOOD NATURE HOTEL KYOTO	Nara Kyoto
June 16th (Friday)	- Interview: Ochano Kyoto DMO - Inspection: Tea Farm Stay N&N (lunch included) - Inspection: Kyoyaki/Kiyomizuyaki Pottery Studio Shunzan-gama (pottery painting experience)	Kyoto
June 17th (Saturday)	- Interview: Kyoto Miyama Tourism Association - Inspection: Miyama thatched-roof village guided tour - Inspection: Miyama Folk Museum	Kyoto

June 18th (Sunday)	- Inspection: Kyoto Museum of Crafts and Design - Inspection: Yoshida Sanso Hotel (lunch included) - Inspection: Gion Shinbashi, Sannenzaka, Kiyomizudera Depart Kansai International Airport	Kyoto
June 19th (Monday)	Arrive in Amman	

Table 7-9: Participants in the Japan Invitation Program

Name	Affiliation/Position
H.E. Dr. Suleiman Farajat	PDTRA Chief Commissioner
H.E. Dr. Emad Hijazeen	Secretary General of the Ministry of Tourism & Antiquities (MoTA)
Mr. Hasan M. Al-Lawama	Director of Investment, PDTRA
Mr. Sabri Fdool	Director of External Affairs & Media, PDTRA

Output: Along with inspecting examples of community-based tourism that could be of use to Petra, participants also networked with relevant Japanese local governments and businesses.
In particular, at the "Petra Tourism Seminar" held at JICA Headquarters in Tokyo, the PDTRA Chief Commissioner introduced Petra tourism to Japanese tourism stakeholders, and there was an exchange of opinions on the needs of the Japanese side, etc.

Outcomes: Through this Japan Invitation Program, we received feedback from participants that the visit was very informative, as they were able to inspect the issues related to Petra tourism. In addition, we received feedback from Japanese tourism stakeholders who participated in the Petra Tourism Seminar that they were able to reaffirm the appeal of Petra.



Scenes from the Japan Invitation Program

(2) Feedback meeting on Japan Invitation Program

The feedback meeting on the Japan Invitation Program that was held during the 4th field mission between June 10th to June 19th, 2023, was held upon inviting the four participants to the Embassy of Japan.

Date/Time: September 14th, 2023, 12:00–14:00

Location: Japanese Ambassador's Residence in Jordan

Event format: Reception-style with lunch

Output: In a friendly atmosphere with Ambassador Okuyama present, an exchange of opinions took place about the wonderful hospitality of Japan experienced during the Japan Invitation Program. Both sides expressed their desire to further strengthen the friendly relationship between Japan and Petra.



Scenes from the feedback meeting

(3) Training in Japan

Training in Japan was conducted for a total of 8 participants, including 5 PDTRA representatives involved in the pilot project of this project and 3 community representatives, from June 1st to 13th, 2024.

Objectives: By inspecting various tourism development initiatives across Japan from the perspectives of both the public and private sectors, they will organize, discuss and deepen their understanding of the roles of the government and private sector, as well as the points of consideration and challenges involved in collaborating with stakeholders including industry, academia, local people, and tourists, when implementing the Petra Tourism Development Master Plan. Participants will deepen their understanding of product development and regional collaboration, and gain input for product development, promotion, quality improvement, and human resource development in the Petra region by inspecting the initiatives of regional DMCs in Japan and tourism products that involve local people.

Table 7-10: Itinerary for Training in Japan Itinerary

Date	Itinerary	Location of stay
June 1st (Saturday)	Depart Amman	
June 2nd (Sunday)	Arrive at Narita Airport	Yokohama
June 3rd (Monday)	- Lecture: JICA Yokohama Center Orientation - Lecture: Business Seminar (JICA Headquarters Meeting Room) - Lecture: Yokohama City Visitors Bureau Yokohama City's tourism and MICE strategy and YCVB initiatives, etc. - Inspection: Minato Mirai Ward tour and MICE Facilities	Yokohama
June 4th (Tuesday)	- Lecture: Hakone Tourism Association Measures against overtourism, examples of DX utilization, initiatives for universal tourism, etc. - Inspection: Yosegi-zaiku (marquetry) workshop experience at the Homma Yoseki Museum - Inspection: Odawara Castle Park Odawara Castle and other tourist facilities and examples of AR utilization, etc.	same as above
June 5th (Wednesday)	- Inspection: Yokohama Archives of History Museum Overview of the plan to make the area a regional base, initiatives aimed at utilizing the museum, etc. - Inspection: Yokohama's scenic area and Motomachi shopping street	Yokohama
June 6th (Thursday)	- Lecture: Asuka Village Hall Promoting tourism and preserving the landscape of Asuka Village, initiatives based on the Asuka Village Special Measures Law, etc.	Nara

Date	Itinerary	Location of stay
	- Inspection: Historic sites and tourism facilities in Asuka Village	
June 7th (Friday)	- Inspection: Sumiyama Pottery Cooperative Association Inspection of traditional kilns and a Kyoto-yaki pottery workshop - Inspection: Kyoto City (Kinshi Market, Gion area, etc.) - Classroom lecture: Kyoto City Tourism Association - Measures against overtourism, raising awareness of tourist morals, etc.	Kyoto
June 8th (Saturday)	- Lecture: Kyoto Miyama Tourism Association - Balancing landscape preservation and tourism promotion, creating tourism products that involve the local community, etc. - Inspection: Miyama thatched-roof village - Inspection: Visiting a typical Miyama house and cooking experience - Inspection: Inspection of Roadside Station Miyama Fureaihiroba	Kyoto
June 9th (Sunday)	- Lecture: General Incorporated Organization of ECOLOGIC Initiatives such as ecotourism development and the creation of CBT products involving the local community, etc.	Fujimomiya
June 10th (Monday)	- Inspection: Fuji-Miyama City Eco Tour experience (CBT examples) (Fujisan Hongu Sengen Taisha Shrine → Kimono experience at Daimaru Department Store in Western-style clothing → Lunch → Japanese sweets making and green tea experience at Bungu No Kura Rihei) - Lecture: Reflection on the training at Bungu No Kura Rihei	Fujinomiya
June 11th (Tuesday)	- Reflection on the training at JICA Headquarters - End of training ceremony - Dinner party at the Embassy of Jordan	Tokyo
June 12th (Wednesday)	Depart Narita Airport	
June 13th (Thursday)	Arrive in Amman	

Table 7-11: Training in Japan Trainees

	Name	Affiliation/Position
PDTRA	Mr. Talal Falahat	Directorate of Local Community Development, Technical advisor, PDTRA
	Ms. Nawal Al-Helalat	Petra Museum Curatorial staff
	Ms. Nasreen Al-Salameen	General Staff, Tourism Directorate, PDTRA
	Mr. Laith Al-Nasarat	General Staff, Tourism Directorate, PDTRA
	Mr. Murad Al-Farajat	General Staff, Tourism Directorate, PDTRA
Private Sector	Mr. Moath Al-Ammarin	Beidha local coordinator
	Mr. Mahmoud Al-Fakeer	Uum Sayhoun Camel Association
	Mr. Suleiman Al-Mashalleh	Wadi Musa local coordinator

Output: Since all the trainees are stakeholders in the pilot project for this project, specific lectures were given on topics such as how to engage the local community, initiatives for community-based tourism, and the issue of overtourism faced by various regions, during each inspection and lecture. During the inspections, by experiencing tourism products, we aimed to transfer technology and know-how for developing and selling local tourism resources as actual tourism products.

Outcomes: From the PDTRA and private sector trainees, we received positive feedback that the training helped them to understand the importance of achieving a balance between sustainable tourism and the preservation of local culture and livelihoods, initiatives led by local people, government support for tourism, the role of museums, and more, and that they were able to obtain a lot of knowledge.

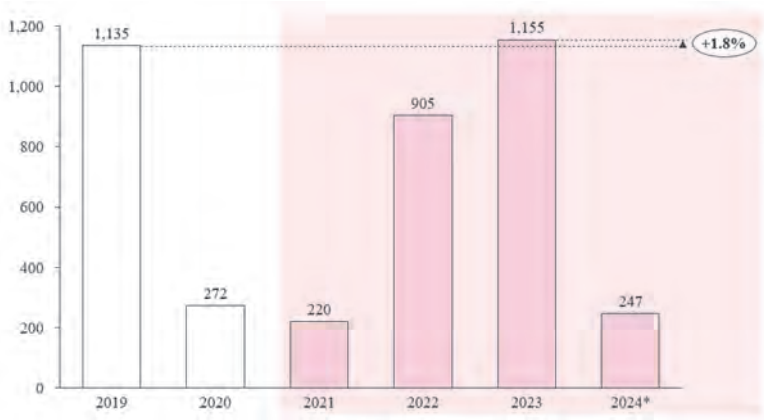


Scenes from the Training in Japan

Chapter 8 Implementation of the endline survey

8-1 Overview of the tourism situation in the Petra region

The Tourism Development Master Plan was launched in 2021, and Jordan's tourism industry, including Petra, has faced a number of external influences during that time. These highlight the instability that the tourism industry faces, and the impact on Petra in particular is remarkable.



Unit: 1,000 people
Source: Ministry of Tourism and Antiquities (MoTA)
*2024 data is up to May

Figure 8-1: No. of visitors to Petra during the project period

International tourism came to nearly a complete halt when the COVID-19 pandemic developed in 2021, and Petra was confronted with a substantial decline in the number of tourists. Yet even in such a difficult situation, the tourism industry focused on future development and conducted a baseline survey, collecting responses from 7,700 tourists. The results of this survey formed the foundations for developing the KPIs in this Master Plan, and we were able to obtain a clear picture of the overall tourism situation in Petra.

Following this, in 2023, the tourism industry achieved a remarkable recovery, with Petra recording the highest ever number of tourists. However, this recovery was short-lived; the number of visitors dropped drastically due to the outbreak of the conflict in Gaza from October 7 of the same year. Such external influences caused Petra's tourism industry to once again be facing a tough situation.

This was the difficult situation that Petra was facing. To evaluate progress in the KPIs that were set in 2021, we conducted an endline survey and compared the results with the baseline survey. The Endline survey analyses the impact that external factors have had on the tourism industry in recent years and demonstrates how the tourism situation in Petra has changed amidst such serious regional instability.

8-2 Overview of the endline survey

An endline survey was conducted during the 7th and 8th missions in September–October 2024, and 2,451 valid responses were collected. While keeping in mind that the survey was conducted amid the Gaza conflict and under different obstacles than the COVID-19 pandemic, the questions are generally the same, although with reduced questions from the visitor survey which was implemented as part of the baseline survey conducted in April-July 2022.



Scenes from the endline survey

An overview of the implementation is provided in Table 8-1.

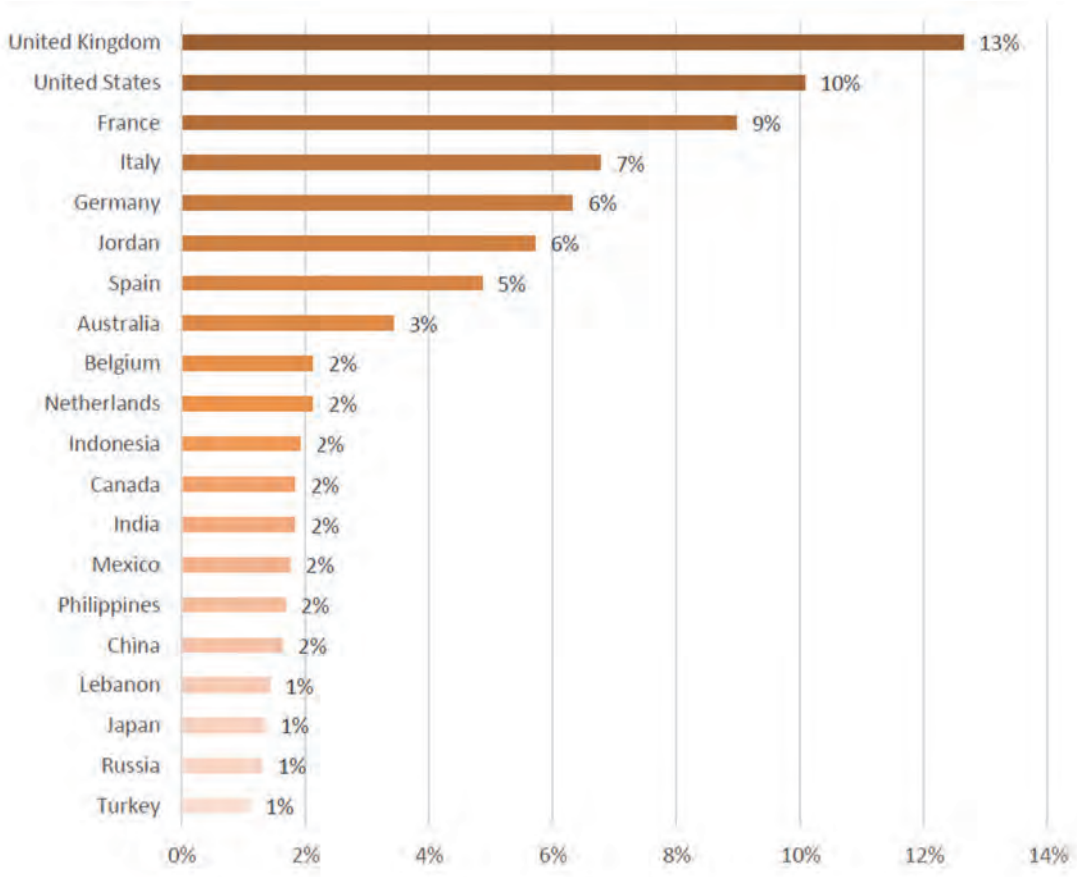
Table 8-1: Implementation overview of the endline survey

Survey Objectives	1) Collection of tourism statistics, including characteristics of tourists visiting Petra (nationality, age, sex, etc.) and features of visit (average amount spent, aim of visit, means of transportation) 2) Collection of data for items related to KPIs for the Master Plan (M/P) of this project 3) Comparison and analysis of before and after of project implementation, and verification of changes and trends
Survey Method	The survey created by the JICA survey team was conducted both quantitatively and qualitatively for visitors with a valid ticket leaving the Archaeological Park (over 18 years of age) and in consideration of being optional and unobtrusive. In conducting the survey, one project manager living in the Petra area, four data collectors, and one data analyst participated.
Method and Content of Questionnaire	Surveys were conducted and submitted both online (self-registering) and face-to-face (half-structured interview), designed to collect data related to demographics and the degree of satisfaction of the visit to the Petra Archaeological Park, and issues in the park encountered by visitors.
Survey Targets	Domestic and international tourists visiting Petra
Survey Duration	September 8–October 8, 2024
Data Collection Points	1) Visitor Center Plaza, Petra Archaeological Park 2) Questionnaire distribution at hotels and restaurants 3) Questionnaires were distributed to tourists waiting to enter Petra by Night
No. of Samples (No. of Respondents)	2,451 responses (Male: 1,087/Female: 1,354/Other: 10)
Survey Company	Al-Raqeem for Services and Training (Petra region)

8-3 Results of the endline survey

The endline survey collected detailed data about the attributes, travel patterns, consumer behavior, and other characteristics of tourists visiting the Petra region, and the results were compiled in the endline survey report (Annex 4). Through the survey, the current state of the tourism industry and the challenges it faces were highlighted, and we gained valuable information for considering future policies.

Respondents were fairly evenly distributed by sex, with 55% male and 44% female. Also, visitors were over the age of 18 and included domestic and international tourists, as well as visitors from Arab countries. Of these, 55% were between the age of 20 and 40.



Unit: %
Source: Endline survey (n=2,451)

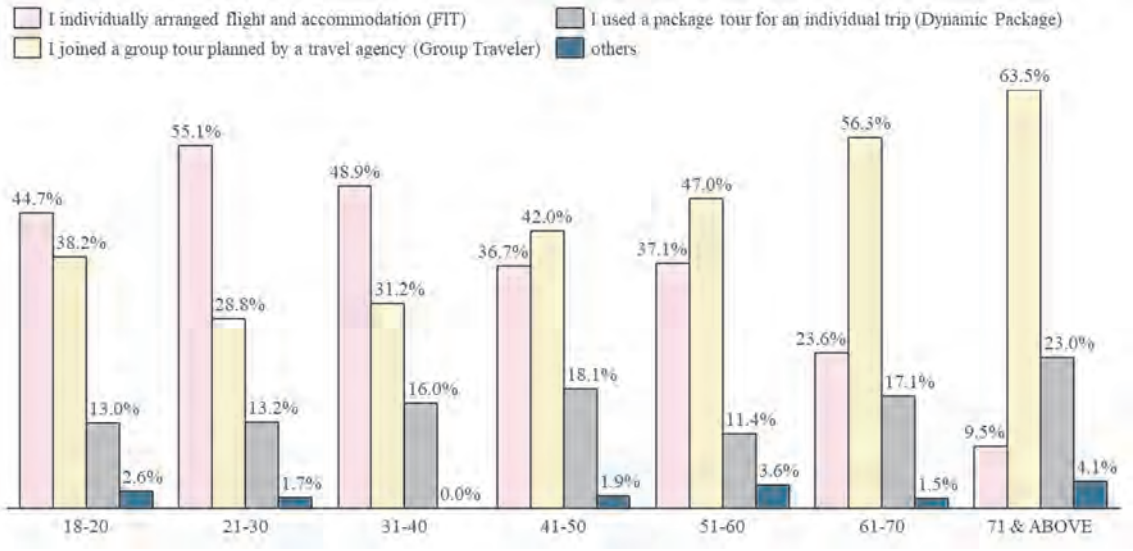
Figure 8-2: Respondents by nationality

In terms of the nationality of respondents, the most common was visitors from the UK, at 13%, followed by the US at 10%, France at 9%, and Italy at 7%. Visitors from within Jordan accounted for 6%, and of the 213 domestic tourists, 56% were Jordanian, and 44% were residents living in Jordan who were of 29 different nationalities. Although there was a slight difference in the order of countries, the list of top-ranking nationalities is consistent with data based on Petra admission tickets.

In terms of tourism patterns, the average length of stay for respondents who visited Jordan was 6.9 days; of this, the average length of stay in Petra was 1.74 days. Furthermore, 27.5% of respondents also visited countries other than Jordan, and the average length of stay in those countries was 8.3 days. The most popular countries to visit alongside Jordan were Egypt and United Arab Emirates (UAE).

In terms of transportation, over 90% of respondents (93.3%) flew to Jordan. Of these, 70% selected full-carrier services, and 23.5% used low-cost carriers (LCC). During the endline survey period, there were suspensions of large cruise ships that embark in Aqaba and cancelations of LCCs such as Ryanair due to the conflict in Gaza, which had a significant impact on the decrease in tourists in Petra.

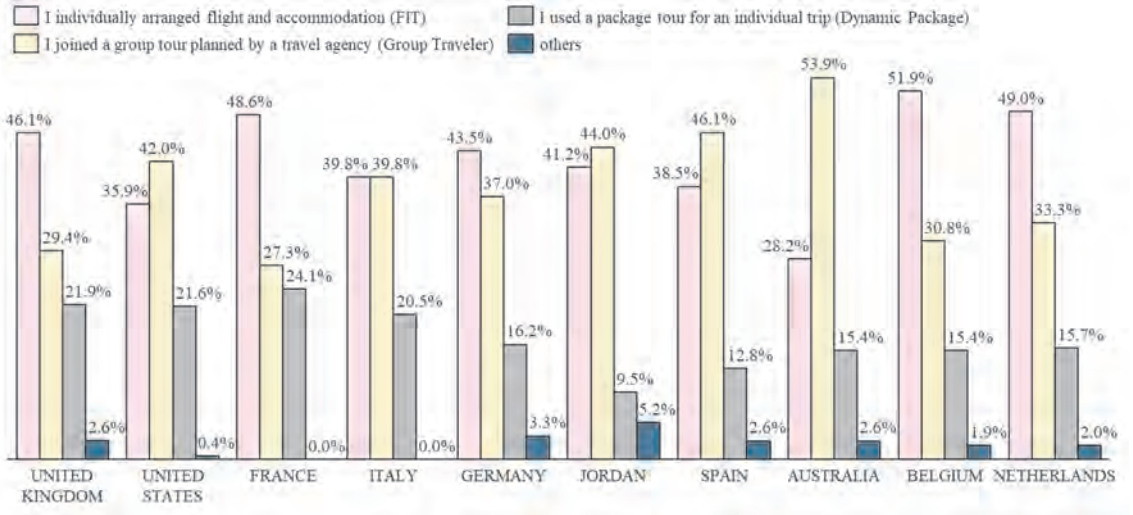
In survey results relating to travel arrangements, about 44% of respondents visited Petra as free independent travelers (FIT), and about 38% were travelers participating in group tours. Looking in terms of age, the percentage of FIT was highest in the younger generation, accounting for more than 50% of 18–30-year-olds, and the percentage declined in line with age. In contrast to this, the percentage of group tour participants increased with age. This is particularly notable in travelers aged 60 and over, as more than half of them are group travelers.



Unit: %
Source: Endline survey (n=2,414)

Figure 8-3: Travel arrangements by age

Regarding major nationalities, while most visitors from the U.S., Spain, and Australia traveled in groups, a high proportion of visitors from the UK and France were independent travelers (FITs). These results likely reflect differences in travel styles and cultural backgrounds among these countries.



Unit: %
Source: Endline survey (n=1,454)

Figure 8-4: Travel arrangements by nationality

8-4 Comparison with baseline survey

Although no major differences could be seen when compared with the baseline survey, a few changes were observed. The main changes that were seen in comparing the baseline survey and endline survey are listed below.

1. In terms of the neighboring countries that were visited alongside Petra, due to the situation in Gaza, Israel (last time 48%; this time 13%) and Palestine (last time 16%; this time 8%) both dropped, Egypt (last time 39%; this time 66%) moved from 2nd to 1st, and Turkey (last time 5%; this time 11%) moved from 8th to 4th.
2. Changes were also seen in the stay patterns of tourists, with the average length of stay decreasing from the 1.89 days in the baseline survey in 2022, to 1.74 days in 2024.

3. In terms of travel patterns, there was a slight decrease in the proportion of group travel. Free individual travelers (FIT) accounted for 43.5% (41.4% in 2022), and travelers participating in group tours planned by travel agencies were 37.8% (41.3% in 2022).
4. The average consumption amount during the stay was 120.4 JOD, a significant decrease of 38% from 195.25 JOD from the last survey. In addition, consumption by product during the stay (refer to below Table 8-2) also decreased by 32% on average. It is assumed that purchase opportunities significantly declined due to a decrease in customer spending, driven by lower rates offered during the situation in Gaza and the halt in tourism.

Table 8-2: Consumption amount per day for each service in the Petra region

Service details	2022 (Unit: JOD)	2024 (Unit: JOD)	Rate of decrease
Souvenirs	17.5	9.2	- 47%
Food and beverage	19.1	10.7	- 44%
Accommodation/ night	33.3	20.3	- 39%
Transportation service	10.3	4.4	- 57%
Attractions and Activities	6.6	2.4	- 63%
Other expenses	7.3	2.9	- 61%
Total	94	64.1	- 32%

In summary, the events analyzed in the Endline survey results indicate that, despite the situation in Gaza, which constitutes a tourism crisis, there has been no significant change in the age distribution balance compared to pre-crisis levels.

There is a trend of decline among travelers with an annual income level of less than $50,000, and an increase in comparative high earners. Although the UK, US, France, and other European, and Australian markets are moving positively, there is recovery in individual travel formats from Europe, group travel formats in the US and Australia, individual travel formats for young people, and recovery in middle and old age travelers for group travel formats.

In terms of the Middle East combination of countries, there has been a shift from the combination of Israel and Palestine to Egypt and Turkey, suggesting the usefulness of considering and developing diverse itineraries in the future in case of conflict in neighboring countries.

On the other hand, a fundamental comparison shows a decrease in both the length of stay and per capita spending, despite expectations of an increase. Given that this region is likely to face tourism crisis in the future, it may be necessary to consider and propose contingency KPIs based on the current ones.

Chapter 9 Community Involvement in the Tourism Sector

9-1 Proposal discussion based on the results of the survey on women's participation in the tourism sector

From July 23rd to September 5th, 2023, we conducted the "Survey on Local Women's Interest and Participation in Tourism in the Petra Region" (hereinafter, "Gender Survey"), using Facebook.

An overview of the Gender Survey is provided in Table 9-1.

Table 9-1: Overview of the Gender Survey

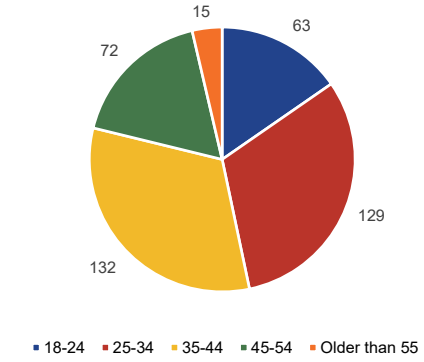
Survey Objectives	1) To identify the challenges faced by women in Petra who are working in tourism. 2) To explore potential issues that could hinder women's participation in the tourism sector. 3) To collect baseline data that can be used for monitoring and assessment to analyze future changes. 4) To analyze the opportunities for women to engage in tourism in the Petra region. 5) To obtain information that can be incorporated into proposals in the Master Plan related to women's participation in the tourism. 6) To utilize the survey results in relevant activities and discussions.
Survey Method	We created a questionnaire in Arabic including both multiple-choice and open-ended questions, distributed it to female residents in the Petra region through PDTRA's official Facebook page and obtained their responses. The responses were converted into Excel and analyzed in English.
Method and Content	Given the time it would take to answer the questionnaire and aggregate the responses, the questionnaire was primarily comprised of multiple-choice questions.
Survey Targets	Women aged 18 and above living in the six communities of the Petra region
Survey Duration	July 23rd–September 5th, 2023
No. of Samples (No. of Respondents)	411 (Beidha: 6, Umm Sayhoun: 21, Wadi Musa: 195, Taybeh: 117, Rajif: 46, Dlagha: 26)
Survey Implementer	An expert of Community Development and Gender Consideration from the JICA Project Team and staff from PDTRA in charge of community development

The Gender Survey aims to identify the obstacles to women's participation in the tourism sector, consider the necessary measures to satisfy their needs and overcome the social prejudice against female participation in the sector, and increase the rate of women's participation.

Herein, the term "tourism sector" encompasses occupations that are directly related to tourism (e.g., accommodation facilities, restaurants, tour guides, housekeeping, travel agents, tourist facilities, transportation, souvenir shops, crafts production, entertainment) and occupations indirectly related to tourism (e.g., dry cleaning, food suppliers, hospitals/clinics for tourists, tourism-related academics).

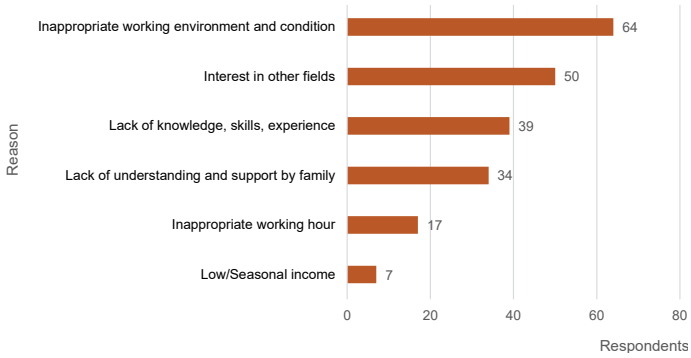
Around 12,570 women live in the Petra region, of whom 59.7% (approx. 7,500) live in Wadi Musa, 19.9% (approx. 2,500) in Taybeh, 7.2% (approx. 900) in Umm Sayhoun, 5.6% (700) in Dlagha and Rajif, respectively, and 1.4% (approx. 170) in Beidha. Of the 411 respondents, approximately 97% were of productive age, that ranges from 18 to 55 years old.

The main results of the survey are presented on the following page.



Source: Gender Survey

Figure 9-1: Breakdown of Respondents by Age Groups



Source: Gender Survey

Figure 9-2: Challenges of Working in the Tourism Sector

1. Of the 411 respondents, 51.8% (213) are participating in economic activity. The breakdown by community is as follows: 50.0% for Beidha (3 out of 6), 47.6% for Umm Sayhoun (10 out of 21), 64.3% for Wadi Musa (126 out of 196), 34.2% for Taybeh (40 out of 117), 47.8% for Rajif (22 out of 46), and 50.0% for Dlagha (13 out of 26). When compared with the population distribution, the rate of women's participation in economic activity was almost the same in Umm Sayhoun, Beidha, Rajif, and Dlagha, while the rate was relatively lower in Taybeh.
2. Of the respondents who are engaging in economic activity, 20.2% (43 out of 213) are working in the tourism sector, and 13.9% of those who do not currently work in the tourism sector (51 out of 368) have previous work experience in the sector.
3. Of the respondents with previous work experience in the tourism sector, those employed at tourism facilities accounted for the largest number, followed by handicrafts producers, tourism-related researchers, souvenir shop staff, and housekeeping and reception staff at accommodation facilities.
4. Respondents who currently work or have previous work experience in the tourism sector cited the following challenges that they faced when they started their jobs: "lack of knowledge, skills, or experience," "lack of initial financial support," "inappropriate working environment and conditions," and "lack of understanding or support from family." On the other hand, around 25% of the respondents to this question stated they did not face any challenges in particular.
5. Among respondents with previous work experience in the tourism sector, the common reasons for resignation included "low income," "unstable and seasonal income," and "switched to a better job." Although "inappropriate working hours," "insufficient transport services," and "changes in family circumstances" were not commonly cited as difficulties at the initial stages of participation or current problems, these were among the top reasons for resignation, which suggests that they have a certain impact on women's continuous work.
6. As for obstacles to participation in the tourism sector, in addition to personal challenges such as "lack of knowledge, skills, or experience," the respondents noted that local traditions and customs viewed women's work in a negative light. Another major factor that hinders women from working in the tourism sector was "lack of financial support" for the initial investment for their work.
7. "Improvement of language skills (especially English)" was most cited as skills necessary for working in the tourism sector. Meanwhile, the top reasons for lack of interest in working in the tourism sector were "inappropriate working environment and conditions" and "interest in other sectors," while a certain number of women cited "lack of knowledge,

skills, or experience," "inappropriate working hours," and "lack of understanding or support from family."

After compiling these survey results into the Gender Survey Report (Annex 5) and consulting with PDTRA staff, we proposed the five solutions as described below. During the field mission after September 2024, we discussed the specific project proposals to add to the Master Plan and confirmed the feasibility of each proposed project.

1. Obtain gender-related certification in local hotels in the Petra region.
2. Provide a course for learning tourism English and communication.
3. Establish a "Career Guidance Office" for job hunting in the Petra region.
4. Support female entrepreneurs by introducing a micro-finance scheme.
5. Establish a "Day-Care Center" in accommodation facilities.

Then, after confirmation by the commissioner in charge of sustainable development, we decided to include these in the Master Plan as DM and SH priority projects.

9-2 Implementation of public consultation in communities

In light of the results of the pilot project and comments from participants of the international FAM trip, as well as due to environmental and social considerations, we held residents' councils (public consultations) regarding the reception of tourists in each local community.

The objective of public consultation was to minimize the potential negative impacts on local communities due to tourism development such as development of tourism products, and to promote tourism development with the full understanding and cooperation of local people. Based on the consultation results, we decided to formulate a code of conduct aimed at achieving sustainable tourism development at a community level in the Petra region.

9-2-1 Implementation method

After sharing the overview of the Master Plan and the results of the pilot project, the participants had a group discussion and then shared their thoughts with the other groups. PDTRA members in charge of community-related work and members of the Product Design (PD) Working Group joined it as facilitators.

Following the four criteria of GSTC pertaining to sustainable tourism which are included in the Master Plan, the discussion about the code of conduct was carried out based on the four perspectives of society, economy, culture, and natural environment.

9-2-2 Overview of public consultations

The dates and number of participants in the public consultations in the respective communities were as shown in Table 9-2.

Table 9-2: Schedule and Regions for Public Consultation Implementation

Community	Date	Time	No. of Participants
Beidha	December 2 (Monday)	10:00–12:00	6
Wadi Musa (1st Session)	December 3 (Tuesday)	10:00–12:00	14
Wadi Musa (2nd Session)	December 3 (Tuesday)	13:00–15:00	15
Taybeh	December 4 (Wednesday)	10:00–12:00	28
Rajif	December 8 (Sunday)	10:00–12:00	20

Community	Date	Time	No. of Participants
Dlagha	December 8 (Sunday)	13:30–15:30	23
Umm Sayhoun	December 10 (Tuesday)	10:00–13:00	18


Beidha


Wadi Musa


Taybeh


Rajif


Dlagha


Umm Sayhoun

9-2-3 Opinions from local people on sustainable tourism development

Table 9-3 presents the main opinions raised by local people in the public consultations concerning the promotion of sustainable tourism development in their communities.

Table 9-3: Opinions of Local People on Sustainable Tourism Development

Item	Opinions of Local People on Sustainable Tourism Development
Society	Concerns
	・ Interaction with tourists will lead to issues such as transformation of local culture and traditions, loss of identity, and spread of bad practices. ・ Increase in tourist numbers and over-tourism will cause a deterioration of comfort for both tourists and local people. ・ Participation of women in tourism will not be accepted by the local community. ・ Local people' access to public services will be limited. ・ Excessive investment in accommodation facilities within the community will disrupt the lives of local people (e.g., lack of housing). ・ There will be adverse impact on children's education (e.g., Children will drop out of school to work in the tourism sector). ・ There will not be enough space for tourism. ・ It will impact on people's health (e.g., spread of disease caused by the tourist influx).
	Expectations
	・ All segments of the local community will be involved in tourism development. ・ Women's empowerment will be promoted, enabling women to play a more pivotal role in society. ・ People with special needs will receive training and gain appropriate employment opportunities. ・ Local people will acquire tourism-related skills (e.g., product design skills, language skills). ・ People will enhance skills in managing and optimally utilizing sustainable resources.

Item	Opinions of Local People on Sustainable Tourism Development
	・ Projects and businesses will be developed in distant areas. ・ The barrier between service providers (e.g., local people) and service users (tourists) will be eliminated, leading to the creation of an ideal relationship for sharing experiences and information. ・ The functions of local associations will be strengthened, and cooperation among associations and cooperation between associations and local people will be improved. ・ The relationship of trust between the Development Center (facility owned by PDTRA) and local people will be strengthened. ・ The lives of local people will improve through the expansion of investment, income growth, and improvement of infrastructure and public services along with tourism development. ・ Safety and security conditions for visitors will improve with the expansion of beneficiaries of tourism. ・ The educational standards for local youth will improve.
Economy	Concerns
	・ Local laborers will be exploited through low pay, unfair working conditions, etc. ・ The tourism business will lose its sustainability due to the impacts of regional or global events (e.g., war, political instability, pandemics). ・ Many people will become dependent on the tourism industry, which will impair economic diversity. ・ The prices of land, real estate, services, and goods will spike, causing deterioration of the economic well-being of local people. ・ Competitiveness in economic opportunity is unequal. ・ The income from projects and businesses operated by local associations is low. ・ Individual enterprises will not develop due to the difficulty in license acquisition.
	Expectations
	・ Economic opportunities for local people, including women and people with special needs, will increase. ・ Incomes will grow, leading to the mitigation of unemployment and poverty. ・ Tourism products will be offered in the communities surrounding the Archeological Park. ・ Local sourcing will be promoted in tourism-related businesses and projects. ・ Promotion opportunities for local products will increase.
Culture	Concerns
	・ The original values of local traditions and culture will be transformed or lost. ・ Cultural openness will adversely impact on the local cultural and religious values and practices (e.g., spread of foreign cultures, rampant spread of practices that go against the local culture and religion, such as drinking). ・ The value of time in daily life will be lost. ・ Tourists will not accept local culture (e.g., diet).
	Expectations
	・ Tourism products that leverage the diversity of local culture and tangible/intangible cultural heritage will be offered to tourists in an attractive manner. ・ Cultural heritage (e.g., Bedouin culture) and traditions will be revitalized and preserved. ・ Highlighting the unique local culture will help create a cultural identity that enables differentiation of Petra from other regions. ・ The value of local people' lives will increase. ・ Tourists will gain a deeper understanding of local life and culture by spending time with local people. ・ Tourists will respect local customs (what to do and what not to do). ・ Local people will learn about and develop a deeper understanding of other cultures.

Item	Opinions of Local People on Sustainable Tourism Development
	・ Relationships between family and friends will grow stronger through opportunities for providing tourism products. ・ Intellectual property will be ensured.
Natural environment	Concerns
	・ Historical heritage will be destroyed by natural disasters. ・ Inappropriate tourism (e.g., activities outside the designated trails, graffiti) and tourism infrastructure development will have negative consequences, such as destruction of the local natural environment, including its flora and fauna, desertification, and destruction of historical heritage. ・ Local native species (e.g., herbs) will go extinct due to lack of conservation efforts. ・ Tourists will be exposed to flooding risks. ・ Issues such as water shortage, water pollution, and soaring water prices will arise, especially in the summer season. ・ Inappropriate wastewater management will cause hygienic problems such as insect infestation. ・ Solid waste will increase, especially in hotels and restaurants, which will impact the environment. ・ The use of plastic will harm the environment. ・ Air and soil will be polluted. ・ Damage and pollution will occur due to noise and light. ・ Wild animals will not be protected. ・ Noise and bad odors will occur due to lack of management of cattle and other animals.
	Expectations
	・ The development of tourism products that leverage the region's unique natural environment will improve/promote local people' awareness/actions toward natural heritage conservation. ・ Areas for tourism activities will be designated. ・ Ideal waste management (including recycling) will be carried out. ・ The use of plastic will be reduced. ・ Renewable energy such as wind power and solar power will be used. ・ Environmental pollution due to fossil fuels will decrease. ・ Reusable wastewater will be utilized for agriculture and other purposes. ・ Native vegetation will be restored. ・ Women will be able to run their own business, such as agricultural projects at home.

9-2-4 Points to be considered from the perspective of sustainable tourism

In light of the discussion results above, Table 9-4 lists the points for PDTRA, tourism businesses including local people, and tourists to consider in promoting tourism development in each community in the future.

Table 9-4: Points to be Considered from the Perspective of Sustainable Tourism

Item	Points to be Considered from the perspective of sustainable tourism
Society	・ Develop sustainable tourism with consideration of community needs. ・ Promote tourism development while involving all segments of the local community, regardless of gender, age, or disability. ・ Make tourism-related decisions and carry out tourism activities with the participation of local people and associations. ・ Promote tourism development based on cooperation between diverse stakeholders. ・ Carry out tourism activities while complying with the relevant laws and regulations. ・ Ensure minimal disruption to the lives of local people due to tourism development. ・ Protect the property rights of local people through appropriate tourism development based on the plans.

Item	Points to be Considered from the perspective of sustainable tourism
	・ Promote initiatives for the elimination of child labor. ・ Carry out tourism activities at the secured/designated time and place with the consent of local people. ・ Do not behave in a way that could adversely impact local people' customs rooted in tradition and religion. ・ Maintain safety and security within the community, driven by local people. ・ Refrain from participating in tourism activities when in poor health.
Economy	・ Ensure fair and equal economic opportunities for all local people. ・ Promote the development of diverse tourism products that involve local people and associations. ・ Contribute to the expansion of sales of locally produced goods. ・ Promote the development of tourism products that utilize local resources (people and goods).
Culture	・ Prevent the commercialization of local culture and traditions, understand their true value, and pursue and preserve the authenticity. ・ Disseminate and exchange accurate information about local culture and traditions in appropriate methods. ・ Respect local culture and traditional customs and behave in accordance with rules and manners (e.g., do not shake hands between men and women, do not take photos without permission, do not enter women's living space, refrain from clothing that unnecessarily exposes the skin). ・ Be willing to respect and understand the diverse cultures of various stakeholders.
Natural environment	・ Be conscious about conserving the local natural environment, including its flora and fauna, and act accordingly. ・ Adhere to the designated time and place and carry out tourism activities with the appropriate number of people. ・ Be cautious of contact with the local animals, including domesticated and wild animals. ・ Reduce solid waste, sort disposed waste and recycle as much as possible. ・ Reduce the use of plastic products. ・ Manage and use water and treat wastewater treatment appropriately and efficiently. ・ Spread the use of environmentally friendly means of transport such as e-mobility. ・ Promote the use of renewable energy. ・ Prevent damage due to noise and light. ・ Act in accordance with a system or manual in the event of a natural disaster.

9-2-5 Code of Conduct (Draft)

We have compiled a code of conduct through consultation with PDTRA based on the opinions from local communities. We plan to share it with PDTRA and tourism businesses including local service providers via PDTRA's official website and with tourists via the Visit Petra website. As shown in Table 9-5, the code of conduct is intended to be written in simple language to ensure readability and accessibility to all individuals.

Table 9-5: Code of Conduct (Draft)

Five Promises

We, the government, locals and tourists, are Petra.
We are standing on the history of Petra,
which spans more than two thousand years.
We share the responsibility to the past, present and future of Petra
to ensure its sustainability.

(Society)
We are Petra.
We make Petra comfortable, safe and secure for everyone.
We follow the rules to conduct tourism ethically.

(Economy)
We are Petra.
We create opportunities for everyone to participate in tourism.
We promote the revitalization of the local economy.

(Culture)
We are Petra.
We protect the local heritage and pass it on to the next generation.
We respect local traditions and culture to understand mutually.

(Environment)
We are Petra.
We keep Petra clean and beautiful as same as our home.
We use our limited natural resources carefully.

9-3 Grant Assistance for Grassroots Human Security Projects by the Embassy of Japan in Jordan

Regarding the Grant Assistance for Grassroots Human Security Projects directly managed and implemented by the Embassy of Japan in Jordan, the embassy officer in charge of the grant gave a briefing for PDTRA's Directorate of Local Development on the application in FY2025. They also visited an association in the Petra region for an inspection to confirm the activity status, needs for

assistance through the grant, and other aspects. In the inspection tour, they visited an association that provides support for people with special needs in Rajif and participated in a Q&A session about the activities and challenges of associations in the Petra region.

Date/Time:	November 12th, 2024, 11:15–13:00
Objectives:	To create synergy with the Project by supporting the activities of associations in the Petra region using the Grant Assistance for Grassroots Human Security Projects directly managed and implemented by the Embassy of Japan in Jordan, and by combining multiple assistance schemes under Japan's ODA project.
Outcomes:	Two staff participated from the Embassy of Japan in Jordan, namely the secretary of the Economic Team and the officer in charge of the Grant Assistance for Grassroots Human Security Projects. Participants from PDTRA included the directors and staff members from the Directorate of Investment, Directorate of Local Development, and Directorate of Economic Development. Two members from the JICA team accompanied the embassy staff for the briefing and inspection tour, including the Deputy Leader, who is an expert in Destination Management, and an expert in community development and gender consideration.



The officer in charge of the Grant Assistance for Grassroots Human Security Projects from the Embassy of Japan in Jordan participating in the inspection tour

Chapter 10 Challenges and Innovations in Project Implementation, Lessons and Proposals for the Future

10-1 Challenges and innovations in the overall implementation of the Master Plan Project

10-1-1 Value Chain Approach

We have aimed to integrate the entire Tourism Development Master Plan into a single framework and formulate it as a comprehensive policy statement since the initial stages of the Project.

In the Project, under a concept designed by destination management experts, we created an original “Value Chain” model based on processes in the following five areas: 1) Destination Management and 2) Research and Development, which have previously been associated with sustainable tourism, and 3) Product Design, 4) Sales and Promotion, and 5) Service and Hospitality, which are based on business practices.

The term 'Value Chain,' introduced by Michael Porter of Harvard University, focuses on companies' added value and is now one of the classical analytical methods for developing management strategies in business administration. The project adopts the 'Value Chain Approach,' which has been uniquely developed based on this concept and applies it to the tourism development master plan. This initiative serves as the most fundamental pilot project within the framework of this Project.

The term “Value Chain” was not utilized in the Project’s specification of contract that was issued in 2020. Today, however, understanding about relationship between tourism and Value Chains has improved over the last four years, as UNWTO and JICA formulated the Toolkit of Indicators for Projects (TIPs[19]) based on the Value Chain Approach.

Under the Value Chain Approach adopted in the Project, we defined the entire Petra region as one destination and formulated a comprehensive tourism development master plan aimed at maximizing Petra’s tourism added value by driving development through five processes that span the entire Value Chain, from upstream to downstream, in the areas of 1) Destination Management, 2) Research and Development, 3) Product Design, 4) Sales and Promotion, and 5) Service and Hospitality.

By applying this model, we integrated and systematically organized activities in these five distinct Value Chain framework, ensuring the coherence of the Master Plan. The model was also very effective in helping PDTRA and other stakeholders easily understand the Master Plan’s structure.

In addition, while more than 10 experts were assigned in the project, by clearly defining the boundaries between the five areas based on the Value Chain Approach, we were able to clarify the roles and responsibilities of each expert, and thus enable them an effective distribution of tasks. This enabled us to implement a total of 15 pilot projects, which is an unprecedented number for a single JICA technical cooperation project, as well as to achieve outstanding results in all the projects.

Since the official launch of the Petra Tourism Development Master Plan in November 2024, PDTRA, the counterpart of this project, has presented its development plan based on the Value Chain model on various occasions. This demonstrates that the Value Chain model has already been established in Jordan and attests to its effectiveness as developed through the project.

Based on the results mentioned above, we conclude that, going forward, the Value Chain model could be applied to other JICA projects, serving as the best practice to follow when formulating a similar tourism development strategy.

[19] “Achieving the Sustainable Development Goals through Tourism – Toolkit of Indicators for Projects (TIPs),” UNWTO, JICA, July 2023, p. 24. p. 25



Figure 10-1: Value Chain model developed in the Project



PDTRA Chief Commissioner presenting the Petra tourism development master plan based on the Value Chain model

10-1-2 Participatory Approach

One of the major challenges of the Project is applying participatory approach in Petra that each community is composed of various tribes.

As reflected in the Master Plan's slogan, "WE ARE PETRA," the Project Team made efforts from the early stages to incorporate the perspectives of local stakeholders from various communities, including women, in a fair and inclusive manner. This was achieved through discussions with local people during four seminars held in the Petra region, among other initiatives.

In particular, for the pilot projects, in the area of Destination Management (DM), the weekly local market (Souk Al-Dara) was held to provide local associations with an opportunity to sell their products by calling for applications to the public. Furthermore, new tourism products were developed in the respective communities through Product Design (PD) activities. In the area of Product Design, we aimed to create products that bring the best out of each community's distinctive features. To this end, we assigned local coordinators to each community, selected an association that would serve as focal points, and provided an opportunity to discuss with local people. In February 2024, as part of a Service and Hospitality (SH) pilot project, we held the Sustainable Tourism Study Tour at Feynan Ecolodge with the community members who were involved in the implementation of Product Design activities.

Thanks to these activities, we received comments from the participants of the 3rd Seminar held on September 4th, 2024, saying that they are grateful for the Project's support of local associations and local communities.

This is the greatest compliment to the efforts of each expert working with local associations and local communities in the pilot project implemented since April 2023, and it is one of the ultimate achievements of the participatory approach applied on the Project.

At the launch event for the Petra Tourism Development Master Plan on November 2nd, 2024, a representative from the local community requested an opportunity to express their gratitude. The representative delivered a speech thanking the project for its support and assistance to the community.

During the final mission to Jordan in December 2024, experts in Product Development (PD), Sales & Promotion (SP), Sustainable Hospitality (SH), and Community Development/Gender conducted a training session for members involved in the Product Design Project. The training comprehensively covered know-how from product design to actual sales. Additionally, for the public consultations held in collaboration with PDTRA, participants from all six communities were invited through PDTRA's Facebook account, providing an opportunity for local people, including those who had not previously been involved in pilot project activities, to engage in open and transparent discussions.

		
Sustainable Tourism Study Tour	Joint training by PD, SP, and SH	A representative from local community delivering a speech of thanks at the Master Plan's launch event

10-1-3 External conditions

(1) Infectious disease and regional situation

Since its initial stages in 2021, the Master Plan Project was affected from various external conditions such as COVID-19 pandemic that made it difficult to conduct surveys efficiently. These included PCR tests both at departure from Japan and arrival in Jordan, voluntary refrain from face-to-face meetings, postponement of travel, and one-to-two-week quarantine after returning to Japan.

In addition, due to the outbreak of war in Ukraine in 2022, inbound tourists from Russia, which had been a major source market for tourism in Petra, disappeared in effect. The worsening situation in Gaza in 2023 also led to a decline in the total number of foreign visitors to Petra. These factors led to a decline in sales at the weekly markets held as a pilot project, postponement of FAM trips, and other issues that substantially impacted on the implementation of pilot projects and the Project's outcomes.

Thus, the Project faced the major challenge of dealing with typical external conditions (uncontrollable factors by the project that impact project outcomes) that arise in the implementation of ODA projects.

Under these conditions, the Project Team took timely and appropriate measures, including switching to online meetings and carrying out flexible personnel assignments, to ensure that communication between the team and the counterpart organization, PDTRA, would not be disrupted even under these external conditions. Due to these efforts, all outcomes planned for the implementation period of the initial contract were achieved in both the 1st and 2nd Phases.

(2) Personnel transfer within the counterpart

The design of this Master Plan Project is to create the Master Plan over a four-year period. Specifically, the 1st Phase (March 2021–September 2022) aims to complete the first draft of the Master Plan and select the pilot projects, and the 2nd Phase (November 2022–February 2025) aims to implement the pilot projects and finalize the Master Plan based on the results of the pilot projects.

During the four-years long term project, one of the challenges anticipated from the initial stages was the occurrence of personnel transfer not only within the counterpart, PDTRA, but also among members of the JICA Project Team who are affiliated with different companies in Japan.

In October 2023, all five PDTRA commissioners, including its Chief Commissioner, who had up to then been responsible for decision-making related to formulation of the Master Plan, were replaced at once. Following this unexpected major reshuffling of personnel, there was a need to explain the Master Plan's background and details all over again to the newly appointed commissioners.

In addition, an official order for personnel assignment was not issued to the staff level during the transition period to the new structure in October 2023, resulting in a one-month complete suspension of pilot project activities.

Furthermore, the Deputy Commissioner and two commissioners of the Tourism directorate were replaced just before approval of the Master Plan in October 2024. These typical external conditions, which arise in the implementation of ODA projects, impacted on the Project as well.

Despite these issues, the Project Team provided detailed explanations to the new commissioners on numerous occasions, both in general meetings and at an individual level. Due to these efforts, the Master Plan was approved and officially announced in November 2024, a month ahead of the initial plan.

In addition, this enabled us to announce the Master Plan not only in Jordan but also at the WTM London, which was held in November 2024. This helped to disseminate the Master Plan outside of Jordan.

Regarding the Project Team's structure, a total of 14 pilot projects were selected in the 1st Phase, which necessitated adequate on-site supervision of project implementation. Therefore, Destination Management expert, who has extensive experience in ODA projects, was assigned as the deputy team leader for the 2nd Phase, in order to strengthen the implementation structure.

In addition, as for the PD pilot projects, given the increased importance of coordination with communities in the development of new products at the community level, among other activities, an additional expert in Community Development/Gender was also assigned for the 2nd Phase to improve and strengthen the implementation structure within the team.

Although some members of the Project Team were replaced during the 2nd Phase due to the reasons at their respective affiliated organizations, we were able to achieve the output planned for the implementation period of the initial contract by establishing an adequate project implementation structure according to the timely and appropriate measures described above.

(3) Foreign exchange

The Project was impacted by significant exchange rate fluctuations during the 2nd Phase contract period. The exchange rate at the time of the contract signing in September 2022 was 138.555 yen to the dollar, whereas the current rate in 2025 is 157.655 yen to the dollar, meaning that the yen has weakened significantly by over 10%.

In addition, the situation in the Middle East has caused a rise in fuel prices, resulting in a significant hike in airfare. Due to these factors, implementing the projects within the contract budget was a major challenge in terms of financial management.

In response, the JICA Project Team not only carried out thorough financial management but also strived to reduce airfare through creative efforts such as changing the travel route (airline company) and, depending on the members involved, dividing the airfare in half by combining a travel with other projects implemented by JICA in Jordan.

Fortunately, following the improvement of the COVID-19 situation in May 2023 (downgrading to category 5, a common infectious disease), we were able to optimize the number of vehicles allocated for travel in Jordan. (Previously, the number of occupants per vehicle was limited to three (excluding the driver) as a disease control measure.) Furthermore, as the flexibility of fund transfer between budget categories was ensured to some extent following the revision of JICA's contract management guidelines in October 2023, an optimization to reduce operating costs could be applied, such as reallocating the budget for local experts, originally prepared with remote work in mind due to the impact of COVID-19, to Japanese experts. Due to these efforts, all operations were implemented within the initial contract budget.

10-1-4 Safety and process management

1) Safety management

The Project's launch coincided with the onset of the COVID-19 pandemic in 2021. War broke out in Ukraine in 2022, leading to the suspension of tourists from Russia.

On October 7th, 2023, the situation in Gaza escalated tensions between Palestine and Israel, and subsequently, on April 14th and October 2nd, 2024, conflicts between Iran and Israel led to multiple missiles landing across Jordan, including in Amman, Madaba, and Karak, making safety management a top priority in the project's implementation.

In view of this situation, the Project Team appointed the Deputy Team Leader as the safety manager to control safety measure during the mission in Jordan.

Since conflict between Iran and Israel in April 2024, the JICA Project Team conducted mission in Jordan based on the safety measures made by the team in accordance with JICA's safety instructions.

Owing to the Project Team's thorough implementation of safety measures assuming the worst-case scenario, which is the cornerstone of risk management, all Project activities, from its launch in March 2021 to the completion of the final mission in December 2024, were successfully completed without any case of COVID-19 infections or accidents. This proved that the JICA Project Team implemented appropriate safety measures.

2) Process management

During the period of project implementation, specifically the 1st field mission conducted in May 2021 (1st Phase), some experts were forced to cancel travel to Jordan due to the spread of the COVID-19 pandemic. In addition, regarding the 7th mission scheduled for May 2024 (2nd Phase), travel to Jordan was postponed due to the conflict between Iran and Israel in April 2024 and the resulting travel restrictions issued by the JICA Jordan Office (lifted on the day before the scheduled date of departure from Japan). Due to circumstances such as these, achieving the outcomes planned for the implementation period of the initial contract became a big challenge.

In accordance with JICA's contract management guidelines, the JICA Project Team informed JICA Headquarters of changes to the Project's personnel allocation plan, additions and changes of the number of trips, and other relevant matters in advance via the monthly reports and responded flexibly within the contract budget. In addition, we utilized online conferences, as needed, to maintain close communication with PDTRA to ensure that operations would not be delayed.

As a result, we successfully completed all Project activities within the planned period, as well as delivering outstanding achievements in all planned activities.

10-2 Lessons learned and recommendations

10-2-1 Project promotion based on public-private partnerships

Tourism is a broad industry composed of various private sectors. It said that around 80% of employment in the Petra region is directly or indirectly supported by tourism. In order to enhance the added value of tourism in Petra, it is essential to raise the standards of the private sector through, for example, improving the quality of tourism services.

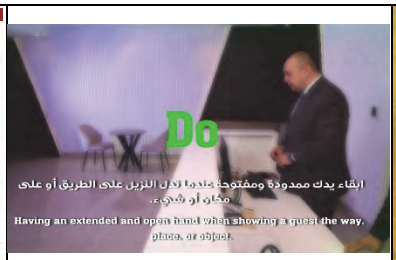
Based on this understanding, as well as the Value Chain Approach described above, we have formulated the Tourism Development Master Plan through holding numerous meetings attended by members from diverse private sectors from the early stages of the Project.

No matter how many products were created through PD initiatives, the products cannot be delivered to the market and sold without the necessary sales channels and marketing. Therefore, we collaborated with the Jordan Inbound Tour Operators Association (JITOA) in the implementation of SP pilot projects, as well as actively developing sales channels, especially BtoB ones, in cooperation with Jordanian travel agents through organizing FAM trips and participating in international tourism fairs such as the ITB Berlin and the WTM London. These initiatives based on real-world business practices have led to concrete outcomes. For example, a major Japanese Online Travel Agent (OTA) has begun offering a product developed in the Project. Additionally, training

material development and training sessions were conducted in SH pilot projects toward raising private sector business standards.

For the digitalization of tourism in Petra that PDTRA is currently promoting through online ticketing systems and other technologies, there is a need to actively adopt the know-how and investments of private companies that have advanced technology through Public-Private Partnerships and similar frameworks.

Based on this understanding, priority projects that envision Public-Private Partnerships (e.g., BTO contract[20], concession contract[21]), such as DM-4, are planned under the Tourism Development Master Plan.

		
Japanese OTA offering a product developed by the JICA Project	Training material developed in the JICA Project	Promotional video launched at the WTM London

10-2-2 Cooperation with other donors: output and lessons learned

1) Implementation status of projects by other donors

The major on-going projects or planned projects in Petra before and after the Project implementation period (March 2021–February 2025) are shown in the table below.

Table 10-1: Major Projects by Other Donors

Donor	Project	Components
USAID	Sustainable Cultural Heritage Through Engagement of Local Communities Project (SCHEP) (2014–2024 *Completed)	Project for promoting the microeconomic growth and diversification of Jordan's tourism industry by supporting local small enterprises that focus on community-based tourism revolving around cultural heritage sites and their surrounding areas. Restored sites in Petra such as the Winged Lion Temple.
	Economic Reform Activity (ERA) (2024–2025)	Project for formulating a Cluster Development Master Plan aimed at providing cluster support for the diversification of investment in the Petra region, especially its tourism sector.
	Green Growth Tourism Agreement (2024–2027)	Project for increasing visitors to Petra through grant assistance worth USD 15 million, and for funding a total of 18 sub-projects in five fields aimed at promoting environmentally friendly tourism and creating new employment opportunities.
GIZ	Elgee Village Renovation Project (2022–2024 *Completed)	Project for renovating Elgee Village, a historical building situated in downtown Wadi Musa, into a complex facility housing PDTRA's vocational training center (Shaqilah Centre), restaurants, and so on. The facility opened on May 19th, 2024. Twenty students participated in each of the five-month training programs in the three fields of cooking, pottery, and silverwork, and are expected to gain employment at hotels and associations.

[20] Build Transfer Operate (BTO) contract: A method whereby a private sector entity finances, designs, and develops (constructs) a facility, ownership of the completed facility is transferred to the public sector, and then the same private sector entity is entrusted with the operation and maintenance of the facility for a fixed period.
[21] Concession contract: A method whereby a private concessionaire is given the exclusive operational rights to operate and maintain a public service for a fixed period established by contract.

Donor	Project	Components
		The “Made in Petra” handicrafts produced in the Shaqilah Centre are slated to be sold at the souvenir shop within the center, as well as at the weekly markets that receive Project support.
	Solid waste Management Project	Project for supporting the solid waste sector in the Petra region. (A detailed plan is scheduled to be developed.) A kick-off roundtable took place in Petra on February 26th, 2024.
UNESCO	Siq Stability Project (Phase 1: 2012–2015, Phase 2: 2015–2017 *Completed)	Project for preventing damage from rockfalls in Siq by carrying out bedrock reinforcement and installing a remote sensor-based crack monitoring system.
	Integrated Territorial Plan (scheduled for launch in 2025)	Project for formulating a cultural heritage tourism master plan for the Petra region’s six communities. In addition to updating the Integrated Management Plan (2019) formulated by UNESCO, it plans to incorporate elements of Community-Based Tourism (CBT).

2) Lessons learned

In this project, the JICA Project Team, in collaboration with the JICA Jordan Office, coordinated efforts with other donors, such as USAID, from the initial stages. Meticulous coordination took place through more than 10 meetings, ensuring that the JICA Master Plan established a development framework in the 1st phase, followed by the implementation of projects under USAID's grant assistance program in the 2nd phase.

Fortunately, since the Project’s implementation period coincided with USAID’s formulation period of a new three-year cooperation plan, a seamless cooperation was realized for implementing the priority project DM-3: the GSTC training was implemented under the JICA Project, and technical assistance related to obtaining certification will be supported by the USAID grant assistance program.

In addition, regarding the Petra Visitor Center, the excavated artifacts that had been displayed in the visitor center built by USAID were relocated to the Petra Museum after its construction, and consequently, the visitor center had remained underutilized.

Under the initiative of Destination Management expert, we made a proposal to USAID to transform the visitor center into a Tourist Information Center (TIC) and a facility for providing guidance to tourists before they enter the Petra Archaeological Park, as part of project DM-5.

Following discussions with USAID, multiple priority projects under the Project’s Master Plan, including DM-5, were selected as priority projects of the USAID grant assistance program, and the projects will be implemented accordingly. The bidding procedure for the visitor center renovation work will start from January 2025.

As for the proposal in DM-14 concerning the terrace dating back to the Nabataean period, a joint on-site survey with UNESCO was conducted during the Project period and discussions were made toward incorporating the terrace into the buffer zone of the UNESCO World Heritage Site (or a protected zone, more strictly) as cultural heritage forming a part of Petra’s water management system to ensure their preservation. As a result, UNESCO plans to consider the matter in conjunction with the update of its Integrated Territorial Plan to be implemented from 2025. Another example of implementation of priority projects by other donors is the completion of the renovation of Elgee Village (plan proposed in DM-16) financed by GIZ.

The JICA Jordan Office is expected to work closely with other donors in the implementation of the priority projects proposed under the Master Plan while also avoiding duplication among projects.

		
Empty display cases left in the Petra Visitor Center	View of the terrace dating back to the Nabataean period, the preservation of which is proposed in DM-14	Elgee Village renovation (DM-16) realized by GIZ

10-2-3 Utilization of social media for sharing and publicizing project information

1) As a tool for communication with local stakeholders

The JICA Project Team launched the "WE ARE PETRA" Facebook page in December 2022, just after the beginning of the 2nd Phase, with the aim of using it as a tool for communication with local stakeholders and disseminating the Tourism Development Master Plan to other regions of Jordan as well as worldwide.

Currently, almost everyone living in Petra knows about the JICA's project activities through the "WE ARE PETRA" Facebook page.

While the Project implemented several seminars and other similar meetings involving local people, social media serves as a highly effective communication tool for disseminating Project-related information to local stakeholders.

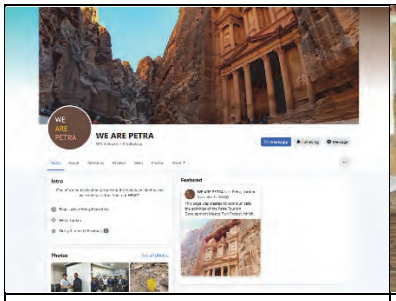
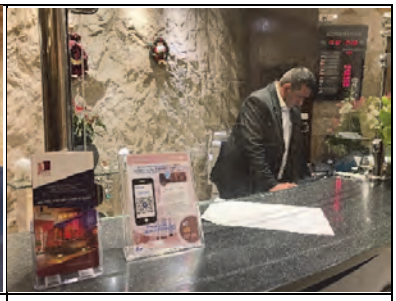
For future projects adopting a participatory approach, it is recommended that JICA share project information through social media and other digital platforms. The "WE ARE PETRA" Facebook page can serve as a best practice example for other JICA projects moving forward.

2) As a tool for communication with JICA (Headquarters/local office)

Followers of the "WE ARE PETRA" Facebook page include all PDTRA commissioners and staffs, including previous Chief Commissioners, as well as staffs of JICA, including those in the JICA Jordan Office. The Project Team shares real-time information about project activities through "WE ARE PETRA," and can also provide timely reports as to whether the activities planned for each mission was implemented as scheduled.

In particular, there are no restrictions on the "WE ARE PETRA" Facebook page's comments, and comments are not controlled either. Therefore, evaluation results by the local people about the success or failure of Project activities can be easily confirmed by viewing the Facebook comments, and the Project would be subject to harsh criticism if the activities were unsuccessful. In this way, the Facebook page functions as a communication tool that ensures optimal transparency.

Sharing information about project activities via social media enables real-time confirmation of beneficiaries' unfiltered feedback and evaluations. Therefore, social media will be a highly effective communication tool for project management conducted by JICA.

		
“WE ARE PETRA” Facebook page	Flyer for the Facebook page	Promotional activity at a hotel

Chapter 11 Proposals for the realization of the Master Plan

11-1 Funding options for implementation of priority projects

As shown in Figure 1-1, while the total number of travelers to Petra in 2023 was affected after mid-October by the deterioration of the situation in Gaza that occurred on October 7th, the year recorded 1.115 million visitors driven by rebound demand following the subsidence of COVID-19. On the other hand, 2024 was affected by the worsening situation in Gaza throughout the year, and the number of visitors to Petra plummeted to 457,000, down 60% from the previous year.

As the annual budget for PDTRA totally depends on income derived from the entrance fee paid by tourists visiting the Archaeological Park, the decrease in visitors impacts directly into a decrease in the budget of PDTRA, and in the short term, the implementation of priority projects in the Master Plan is also expected to be affected by budgetary issues.

Given these circumstances, in order to implement the priority projects of this master plan, it is essential not only to supplement the shortfall in entry fee revenue through government budgets etc., but also to mobilize the budget by promoting (1) Public-Private Partnerships (PPP) and (2) collaboration with other donors as key funding options for PDTRA in implementing the priority projects.

11-1-1 Promotion of PPP

As noted in 10-2-2, this Master Plan proposes, to implement the projects through the privatization of public services under Public-Private Partnerships (PPP, etc.), in fields with advanced technology such as the DM-4's Online Ticketing System, by actively introducing not only the know-how of private companies but also investment, as one option for the implementation structure.

In particular, the introduction of private investment through the use of BTO and concession contracts, which had been applied mainly to infrastructure projects such as transportation, water and waste management, is now being actively ushered into various non-infrastructure public services in Japan as a way of reducing the cost for public works, and it is necessary to proactively consider this method as a future financing option for PDTRA that does not depend on tax revenues or entry fee income.

11-1-2 Cooperation with other donors

While this Master Plan is formulated and implemented by PDTRA, successfully executing as many priority projects as possible will likely require support from development partners. To achieve this, it is essential not only for PDTRA to engage with development partners but also for JICA, which assisted in the plan's formulation, to provide support, such as sharing relevant information.

In particular, throughout the 1st and 2nd phases of this project, all priority projects in this Master Plan have been put on the table and discussed in meetings with the JCC and other donors, and, as previously mentioned, as of January 2025, several cooperations with other donors have been achieved to implement the priority projects proposed in the DM.

Given that the Master Plan covers until 2033, JICA will also need to continue supporting PDTRA in coordinating with other donors. This will enable PDTRA to collaborate effectively with development partners and implement additional priority projects outlined in the Master Plan, even after the completion of this project.

11-2 Regarding JICA's follow-up after completion of the Master Plan project

11-2-1 Items requiring cooperation/coordination with other donors etc., after completion of the project

The projects currently being implemented/planned in Petra by other donors etc., that will require cooperation/coordination with this Master Plan after the completion of the project are detailed in the table below.

PDTRA is posting information concerning its discussions with other donors etc., on PDTRA's official Facebook[22] page in a timely manner. It is therefore possible to gather information on other donors' latest activities to an extent through this page.

Table 11-1: Projects by other donors etc. that require cooperation/coordination with the Master Plan

Donor Name	Project Name	Details of cooperation/coordination required after this project
USAID	Economic Reform Activity (ERA) (2024–2025)	The Project Team has held meetings with USAID's ERA consultant team twice (online on August 26th, 2024 and in-person on September 5, 2024), the results of which have been confirmed via documentation as below: 1) The ERA project will cover potential industry analysis and institutional analysis not only of tourism but also other industries such as light industries. 2) With regard to development of the tourism sector in Petra, the ERA project will target the short-mid-term and be aligned with the long-term vision and strategy structuralized in JICA's Comprehensive Tourism Development Master Plan 2023-2033; 3) Both sides confirmed that duplication of the same analysis, re-definition of different visions and strategies from different donors shall be carefully avoided so as not to confuse local stakeholders; and 4) Both sides will continue to exchange project results and progress. The ERA consultant team will submit in due course a Cluster Development Master Plan with a focus on the tourism sector, as the first stage deliverable to PDTRA. That document should be obtained from the JICA Jordan Office, and regular verification will be required to avoid incompatibilities with or duplication of JICA's Master Plan.
	Green Growth Tourism Agreement (2024–2027)	As a result of the past meetings with USAID, there are 18 sub-projects across 5 areas, including support activities for GSTC certification acquisition, which is proposed as DM-3, and the TIC development etc., which is proposed as DM-5. Other than the above, they seem to include priority projects proposed in the Master Plan, or similar activities. Therefore, relevant documents[23] must be obtained from the JICA Jordan Office to verify whether there is duplication of content or areas of possible collaboration.
GIZ	Solid Waste Management Project	As JICA is considering providing grant aid (provision of equipment) for the waste treatment sector in the Petra region, verification is necessary to ensure there are no incompatibilities with or duplication of JICA projects.
UNESCO	Integrated Territorial Plan (scheduled for launch in 2025)	Project for formulating a cultural heritage tourism master plan for the Petra region's six communities. In addition to updating the Integrated Management Plan (2019) formulated by UNESCO, it plans to incorporate elements of community-based tourism (CBT). The project team has proposed collaboration with the Master Plan's priority projects, such as the redefining of the World Heritage zone in relation to the preservation of terraced fields (DM-14), accessible tourism (RD-5), and cooperation with the museum in relation to the conservation of cultural heritage (RD-12).

[22] https://www.facebook.com/PRAPDTRA

[23] Unlike the World Bank and other multi-donors, the donors in bilateral cooperation normally do not publish Project Appraisal Documents (PAD) or Project Information Documents (PID) online.

Donor Name	Project Name	Details of cooperation/coordination required after this project
		Procurement (bidding) for consultants for preparing the master plan was done end-December 2024, and the projects are scheduled to commence in 2025. At the point where UNESCO's procurement procedures are completed (at the conclusion of the contract with consultants to engage in the preparation of the master plan), TOR must be obtained from the JICA Jordan Office to verify whether there is duplication of content or areas of possible collaboration.

Furthermore, this cooperation with USAID can be seen as a successful example of donor coordination. A same statement was made by USAID at the final Joint Coordinating Committee (JCC), which took place in December 2024. In order to implement as many priority projects of the Master Plan as possible, it may also be effective to introduce the achievements of donor coordination to others.

11-2-2 Effective use of outputs of the pilot project

As stated in Chapter 3, the pilot project of this Master Plan included publications and productions: the "Made in Petra" brochure which features Petra handicrafts for DM; two booklets for the Petra Museum for RD; a promotional video for SP; and a "Dos & Don'ts" video and a tourism brochure for SH.

Of the aforementioned items, it is thought the "Dos & Don'ts" video can be used as educational material for the development of tourism personnel for technical cooperation projects in the tourism sector.

As for other outputs of the pilot projects, some of them have already been published and distributed to visitors at the ITB Berlin and WTM London in 2024. Additionally, the tourism brochure has been reprinted on the budget of the JICA Jordan Office and distributed to the Ministry of Tourism and Antiquities (MoTA), JTB, and other stakeholders in the tourism sector in Jordan.

In particular, considering that the World Expo 2025 Osaka, Kansai, Japan (Expo 2025) will take place in Japan from April 13th to October 13th, 2025, and Jordan will have its own pavilion, it is thought that utilizing the outputs of the pilot projects, distributing them at the Jordanian pavilion and relevant side events, and actively promoting Petra's tourism to visitors from all over the world will be effective.

11-2-3 Future direction of JICA's support in response to the priority projects in the Master Plan

In this project, as support in the areas of community development and human resource development, such as support provided to associations in the Petra region that produce handicrafts included in the priority projects of DM-10, the technical support related to enhancing the product development skills of community-level tourism personnel included in PD-3, and the support related to improving the quality of various services and developing tourism personnel of SH have been particularly well appreciated by local stakeholders, it is advisable for JICA to continue to support these areas in future assistance, taking into account the priority projects of the Master Plan.

In addition, as introduced in some priority projects for RD-11 and RD-12, the support for strengthening the function of the Petra Museum, which was constructed through Japanese ODA grant, will be an area of JICA's continual supports with a clear indication of JICA's commitment.

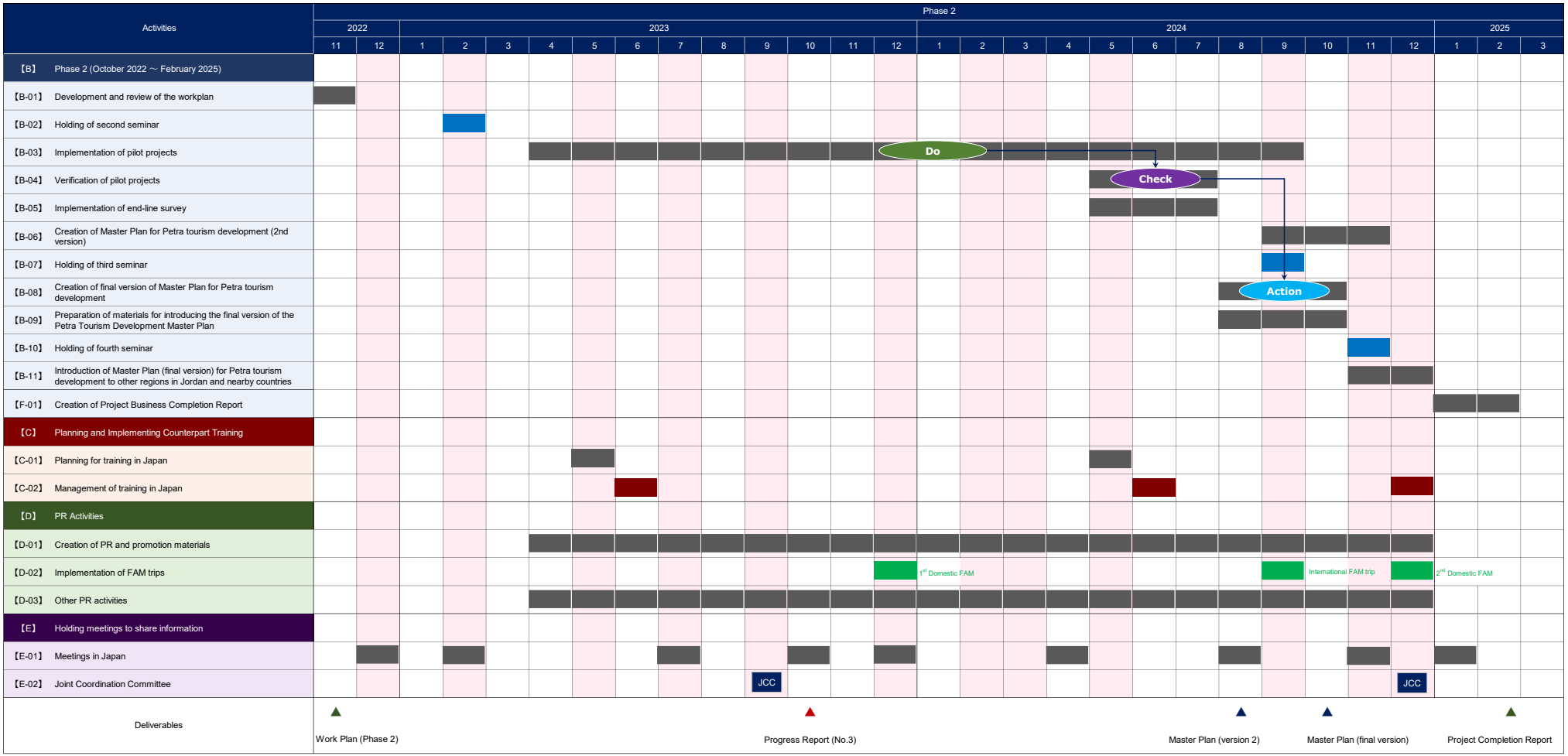
It is also possible to differentiate JICA's support from that of other donors as a future strategic approach by packaging some priority projects, such as accessible tourism for PD-5 and SH-6 and Digital Transformation (DX) for DM-4, DM-7, DM-17, RD-1, RD-3, and RD-6 as well as SP-3 to SP-7, into a thematic project.

The above two areas are new areas of support for the tourism domain supported by JICA and are expected to have significant public relations effect externally.

Annex 1: Workflow chart

Annex 1

The Workflow Chart of the Project for Formulating Tourism Development Master Plan in the Petra Region, Jordan (Phase 2)



Timing of field work by JICA Experts

Annex 2: Monthly work schedule

Annex 2

The Monthly Work Schedule of JICA Experts for the Project for Formulating Tourism Development Master Plan in the Petra Region, Jordan (Phase 2)

	Assignment	Name	Organization	Phase 2	Total (persons/month)	
				2022: 10 11 12 / 2023: 1 2 3 4 5 6 7 8 9 10 11 12 / 2024: 1 2 3 4 5 6 7 8 9 10 11 12 / 2025: 1 2 3	Jordan	Japan
Work in Jordan	Team Leader / Tourism Development Planning	Junichi Kumada	JTB Tourism Research & Consulting Co.	(7) (17) (22) (14) (14)	2.47	
	Sub-Leader / Destination Management	Akira Ohara	INGÉROSEC Corporation	(21) (23) (27) (23) (15) (27) (3) (29) (27) (18)	7.10	
	Tourism Human Resource Development Strategy	Shoko Usui	Individual (Backup for JTB Global Marketing & Travel Inc.)	(21) (14) (27) (30) (23) (30) (23) (15)	6.10	
	Tourism Product Development / Branding	Hiroshi Tanimura	JTB Global Marketing & Travel Inc.	(21) (23) (23) (30) (23) (23) (24) (18) (18)	6.77	
	Tourism Business Development	Shunsuke Amano	JTB Global Marketing & Travel Inc.	(21) (23) (23) (30) (15)	3.73	
	Marketing & Promotion	Assefa Temesgen	JTB Tourism Research & Consulting Co.	(20) (23) (21) (21) (22) (16) (23) (27) (18)	6.37	
	Archaeology & Museum Management	Koji Oyama	Individual (Backup for JTB Tourism Research & Consulting Co.)	(21) (23) (21) (12) (15) (13) (18) (18)	4.70	
	Community Development / Gender	Nazuna Osawa	INGÉROSEC Corporation	(21) (23) (23) (15) (23) (17) (18)	4.67	
	GIS	Takahiro Koide	Kokusai Kogyo (Backup for INGÉROSEC Corporation.)	(23) (21) (12) (15) (23)	3.13	
	Marketing & Promotion 2	Nami Hamaji	JTB Tourism Research & Consulting Co.	(27)	0.90	
					45.94	
Work in Japan	Team Leader / Tourism Development Planning	Junichi Kumada	JTB Tourism Research & Consulting Co.	(2) (8) (23)		1.65
	Sub-Leader / Destination Management	Akira Ohara	INGÉROSEC Corporation	(2) (4) (6) (2) (6) (5) (1)		1.30
	Tourism Human Resource Development Strategy	Shoko Usui	Individual (Backup for JTB Global Marketing & Travel Inc.)	(1) (4) (12)		0.85
	Tourism Product Development / Branding	Hiroshi Tanimura	JTB Global Marketing & Travel Inc.	(1) (4) (4) (2) (6)		0.85
	Tourism Business Development	Shunsuke Amano	JTB Global Marketing & Travel Inc.	(1) (4) (0.6) (3.4)		0.45
	Marketing & Promotion	Assefa Temesgen	JTB Tourism Research & Consulting Co.	(1) (6) (4)		0.55
	Community Development / Gender	Nazuna Osawa	INGÉROSEC Corporation	(1) (2) (0.6) (6)		0.48
	GIS	Takahiro Koide	Kokusai Kogyo (Backup for INGÉROSEC Corporation.)	(1.3)		0.07
	Tourism Crisis Management	Mayuko Kono	JTB Tourism Research & Consulting Co.	(4) (8) (4)		0.80
						7.00
		Report submission timing		▲ Work Plan (Phase 2); ▲ Progress Report (No.3); ▲ Master Plan (version 2); ▲ Project Completion Report / Master Plan (final version)		
					45.94	7.00
				Phase 2 Total	52.94	

<Legend> Work in Jordan : ■ Work in Japan : □

Annex 3: Itineraries for tourism products

(a) Beidha

(b) Wadi Musa

(c) Taybeh

(d) Rajif

Traditional Bedouin Dinner and Star Gazing Experience

In Baidha, one of the community adjacent to the Petra Archaeological Park, there is a camp called "Ammarin Bedouin Camp" operated by the local tribe in the middle of mountains surrounded by the sand dune. This tour offers an authentic experience of enjoying Bedouin dish ("Zarb" with local lamb for the group of 10 persons and more, or "Vegetable Sanija" for the group of less than 10 persons. See the back for the details).
Please enjoy the tasty meal while enjoying the performance of traditional Rababah (one stringed instrument) and Shababah (Jordanian flute).
After dinner please enjoy star gazing from the sand dune outside of the camp with the guide. As there is no light around the camp, you can enjoy the beautiful stars in a complete darkness.
This program is supported by Baidha Toursim Association and the revenue will help the activities of the Association and the community.



Program date:	**Daily**
Minimum number of materialization:	**from 2 person(s) booked**
Maximum number of booking:	**up to 40 persons**

■ Sample Itinerary

5:00 PM	Assemble at the hotel lobby. Meet the local guide and transfer to Ammarin Bedouin Camp (Vehicle will be arranged by the tour operator)
5:30 PM	Upon arrive at the camp relax in the camp with a cup of Bedouin tea. You can visit small folklore museum in the camp which exhibits the traditional equipment, costumes and make-up of ladies. The camp staff will prepare traditional Bedouin dish cooked in a oven with the local people from the community.
6:30 PM	Enjoy Traditional Bedouin dinner at the restaurant while enjoy the performance of Rababah or Shababah.
8:00 PM	After dinner walk outside of the camp and proceed to the sand dune through the small trail lit with candles
8:30 PM	Enjoy the star gazing at the sand dune
9:30 PM	Leave the camp and transfer to the hotel
10:00 PM	Return to the hotel, end of the tour

■ Remarks

* If there is any food restriction please inform at the time of booking with details.
* Please prepare a long sleeve shirts as the evening time gets cold even in summer.
* To access the camp, we go through an unpaved bumpy road from the main road to the entrance. Basically bus or car can go to the camp but if you would like to arrange a transfer by pick up truck please book it in advance with fee. (Please refer to "PROGRAM DETAILS".) Advanced booking with the program is recommended.

■ **Conditions** (included in the program fee)

Bedouin dinner at the camp
Instrument player (Rababah and Shababah)
Program fee for star gazing
*NO transportation is included. Please arrange a vehicle at your side.

◆ PROGRAM DETAILS

5:00 PM Assemble at the hotel lobby. Meet the local guide and transfer to **Ammarin Bedouin Camp**.











※The road from the main road to the camp is unpaved as above. The bus or car can go inside the camp (see the photo), but if you feel uncomfortable a pick up transfer is also available with fee. The local community will arrange a pick up truck whose capacity is up to 4 persons. They will send the group from the main road to the camp (it takes about 5-10 minutes one way). Please ask your tour operator for details

5:30 PM Upon arrival proceed to the reception and enjoy **welcome Bedouin tea** with the music of Shababah (flute instrument)









Then visit the **Folklore museum in the camp** which exhibits the traditional equipments, costumes and make-up of ladies.

* The local guide (from Petra Guide Association) will explain the life of Ammarin tribe





Then **watch camp staff preparing traditional Bedouin dish cooked in a oven** with the local people from the community.



6:30 PM Enjoy **Bedouin dinner** at the restaurant while **enjoying the performance of Rababah**.

■ Sample Menu for **small group for 2-9 persons**

Vegetable Sanija (eggplant and potato) cooked in an oven

- White rice
- Grilled chicken
- Babaganut (mixed vegetable)
- Lentil soup
- Dessert
- Soft drinks and water



Example of vegetable Sanija dish

■ Sample Menu for **10 and more persons**

Zarb with local lamb cooked in an oven

- White rice
- Grilled lamb & chicken
- Beef kofta
- Babaganut (mixed vegetable)
- Lentil soup
- Dessert
- Soft drinks and water



Enjoy dinner



8:00 PM After dinner walk outside of the camp and proceed to the sand dune through the small trail lit with candles.



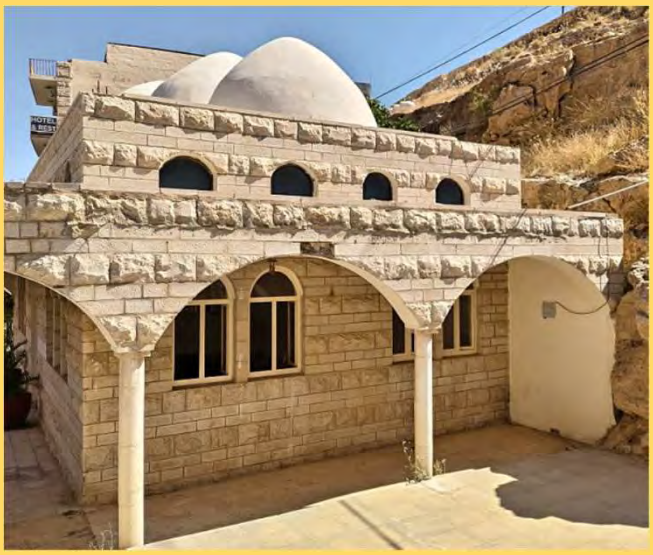
8:30 PM Enjoy **the star gazing at the sand dune** with the guide

9:00 PM Leave the camp and transfer to the hotel

10:00 PM Return to the hotel, end of the tour

Nabatean Water Management System Tour
in collaboration with the Petra Museum

Nabateans have established a water management system to draw water from the springs surrounding the capital, which was quite advanced and breakthrough system.
This tour provides the information of water management system by the curator pf Petra Museum before walking through the remains of their system with the experienced local guide.
We would recommend this tour before visiting the Siq so that your guests can have deeper knowledge of the water system. This tour is organized by "Wadi Musa Widow's Association and Families" and it will help the activities of the lady members of the association and the community.



Program date:	**Daily**
Minimum number of materialization:	**from 1 person(s) booked**
Maximum number of booking:	**up to 30 persons**

■ Sample Itinerary

1:00 PM	Meet the local guide at the hotel lobby and transfer to Petra Museum (Vehicle is arranged by tour operator)
1:15 PM	Explanation by the curater regarding Nabatean Water System and visit the water reservoir of Nabatean period
1:45 PM	Transfer to Mose's spring by vehicle
2:00 PM	Start the tour to explore remains of Nabatean Water System *Mose's spring *Remains of water mill in Ottoman period and enjoy the tea break overlooking a Olive terrace field Enjoy Bedouin tea and sweets provided by local association *Old Village Resort (Nabatean water reservoir and water pipeline, Ayyubid-Mamluk olive press) *"Ain-Al Sarab (Dar al-Birka)" water spring (in a besement) *Zurabba water reservoir next to Movenpick Hotel
5:30 PM	Return to the hotel

■ Remarks (information to be announced to the customers at the time of booking)

*Casual clothing and shoes will be recommended.
*If you would like to customize the program (e.g. make it shorter) please contact the travel agent.
*Morning program is also available starting from 8:00 am till 12:30 pm. However, we would recommend to the combination the afternoon program and the visit to the Treasury on the following morning with the same guide to give more knowledge or Nabataean's water management system before visiting the Treasury.

■ Services included in the program

*Licensed local guide during the program
*Tea and traditional sweets during the tour
*Small gift for the participants
Please note that NO transportation is included. Pleaes arrange the coach or van at your side.

■ Cancellation policy

Cut Off Date:
Booking is required at 1 week before at the latest (early booking is required)

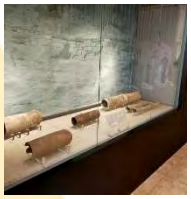
Payment:
Please pay for the program fee by 1 week before (cash or cheques, no bank transfer is available)

Cancellation Policy:
*Cancellation by 1 week before the tour date: No charge
*Cancellation 6-2 days before the tour date: 50% of the tour fee
*Cancellation 1 day before or on the tour date: 100% of the tour fee

◆ PROGRAM DETAILS

1:00 PM Meet the local guide at the hotel lobby and transfer to Petra Museum (Vehicle is arranged by tour operator)

1:15 PM Explanation by the curator regarding Nabatean Water Management System at Petra Museum
The curator of the museum will explain the overview of Nabatean's water management system looking at the exhibition.

Exhibition of Petra Museum about Nabataean and Water

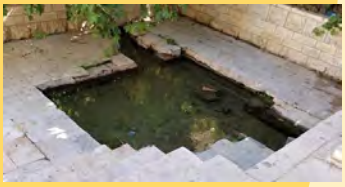
1:45 PM Transfer to Mose's fountain by vehicle

2:00 PM Start the tour to explore remains of Nabatean Water Management System

1. Ain Musa (Mose's spring)

The tour will visit the "Ain Musa" (Mose's spring), which is one of the five springs used in Nabataean times and is still used for the daily life of local people. The guide will explain about the spring and how the water is carried to the farms from the spring showing the water channel next to Muse's spring.





Ain Musa (Mose's Spring)

2. Remains of water mill

After the visit to Ain Musa the tour will visit the remains of water mill. It was constructed in the Ottman period but inherts the skills and techniques of Nabataean Water Management system. On the way back the guest will enjoy the nice view of traditional Olive terrace field while enjoying tea and snacks prepared by the local association.




Enjoy the tea and snacks from the local association!

3. Old Village Resort (Nabatean water reservoir and water pipeline in Khirbat an-Nawafla)

This hotel rehabilitates the old local homes of the village for the hotel rooms and there are some archaeological remains of the Nabataean period (. Khirbat an-Nawafla archaeological site) The tour will visit those ruins in the hotel and the guide will explain how they are used.



Water reservoir


Ayyubid-mamluk Olive press


inRemas of Nabataean water pipeline

4. "Ain Al-Sarab (Dar al-Birka)" Water Spring in Wadi Musa

There is a unique underground water spring in Wadi Musa, which is called "Ain Al Sarab (Dar al-Birka)". This place is usually closed and managed by the local people, but this tour will visit this place as a special occasion. The tour will visit this water spring and the water reservoir on the other side of the road in which water is collected in this rservoir and delivered to the farm, and it is still used.

5. The Zurraba Water Reservoir next to Movenpick Hotel

The guide will explain about the water tank all the water from the spring has been collected in the water reservoir before delivered to the water channel inside Petra. And the final goal of water cnannel is the Water reservoir in Palace tombs.



Ain Al-Sarab Waterspring



5:30 PM Return to the hotel

Nabataean Design Painting Experience at Petra Pottery Association

In Taybeh, one of the communities in the Petra Region, there is an association called "Petra Pottery Association" working on reviving pottery in the Nabataean period. Female potters are producing and selling various types of pottery with the historical Nabataean patterns and designs. This tour will give you the fun experience of Nabataean design painting on the pottery.
Optional lunch of local dishes is also available. It is prepared by a local association called Hamdoun Association.
This program is organized by local association and people in Taybeh. Therefore, the benefit from this tour will help the activities of these local associations.



Program date: **Daily**
Minimum number of materialization: **1 person**
Maximum number of booking: **12 persons**

■ **Itinerary** (description)
<Morning Program / Afternoon Program>

9:00 AM / 12:00 PM	Meet a tour guide at the hotel lobby Transfer to the workshop of Petra Pottery Association in Taybeh
9:30 AM / 12:30 PM	Meet and greet with the potters, and have a brief tour of the workshop
9;45 AM / 12:45 PM	Take a lecture on the making process and design of Nabatean pottery
10:00 AM / 1:00 PM	Experience painting of Nabatean pottery designs (1.5H)
11:30 AM / 2:30 PM	Enjoy tea and snacks Shopping at the attached pottery shop
12:00 PM / 3:00 PM	Leave the workshop and return to hotel

* The pottery painted by the participant(s) will be glazed and fired in the kiln, and delivered to the hotel where each participant stays in the next morning. In case of afternoon program the glazed pottery will be delivered on the morning of the day after tomorrow.
* Optional lunch is available with an advanced booking (see the back for the details). It will be prepared by an another local association. In this case return to the hotel at 1:30 PM.

■ **Remarks**

*Please join the program with a casual wear as it may become dirty by the clay. (Participants can wear a loaner apron for the experience.)
*Please inform the staying hotel of the guests for pottery's delivery.

■ **Conditions** (included in the program fee)

*Pottery making experience fee
*Local guide fee
*Delivery fee of glazed pottery to the hotel where the participants stay
*NO transportation is included. Please arrange a vehicle on your side.

■ **Cancellation policy**

Cut Off Date:
Booking is on request basis. It requires to be requested at least 1 week before the program. Early booking is recommended.Payment:

Payment:
Please pay for the program fee by at least 3 days before.
*If the booking is made 2 days before, immediate payment is required and 100% will be charged for the cancellation.Cancellation Policy:

Cancellation Policy:
Cancellation on 3 days before the program: No charge
Cancellation on 2 days before the program: 100%

◆ PROGRAM DETAILS (Example of morning program)




9:00 AM Meet a tour guide at the hotel lobby
Transfer to the workshop of Petra Pottery Association in Taybeh

9:30 AM Greetings by the potters, and have a brief tour of the workshop

9:45 AM Take a lecture on the making process and design of Nabataean pottery



1. Watch a short instruction video to learn about the making process
2. Learn about the Nabatean designs with a instruction sheet
3. See demonstrations by potters on how to paint the design

10:00 AM Experience painting of Nabatean pottery designs (1.5H)

1. Practice drawing the design on a flat plate





2. Draw the design on a plate or a cup






*The pottery painted by the participant(s) will be glazed and fired in the kiln, and delivered to the hotel where guests stay on the next morning.

11:30 AM Enjoy tea and snacks
Shopping at the pottery shop

12:00 PM Leave the workshop and return to hotel

<OPTIONAL> Lunch after the experience

If the guests would like to have lunch of local dishes after the experience, it is also available to arrange.
The meal will be prepared by Hamdoun Association in Taybeh.


Jareesh

<Sample menu> * It may be changed by the season

1. Jareesh (traditional Bedouin meal)
The yoghurt is boiled alone and the lentils with salt, it cooked together for one hour.
It's the most affordable and wanted dish all the time everyone like this dish and like to cook and eat it"

2. Shishibarak (traditional Bedouin meal)
The ingredients are Jameed (yogurt), chicken broth, pine nuts, spices, ground meat, onions, garlics, flour (for the dough), and rice. We can call it Arabic ravioli; they look like ravioli, excepting that the stuffing must be minced meat, and the sauce is cooked on yogurt-base. In most cases, ground beef or lamb, or mixture of ground meat is used to make this meal.

3. Maqlouba (Upside Down) (Common Jordanian dish)
Putting oil in a pot, and adding onions and garlics that cut into small pieces. Cleaning the chicken and put it in the pot after the onions and garlics get roasted. Adding spices and salt to the chicken and stirrig them together. Then, adding hot water to the pot and cover it until it is boiled and the taste changes. Meanwhile, cutting potatoes, eggplants and cauliflowers into equal pieces and frying them. In the end, putting the chicken on the bottom of a big pot, putting fried vegetables on the chicken, and putting rice on it. Finally, pouring the sauce on the top and cooking them all together.


Maqlouba

4. Arabic salad

5. Lentil soup

6. Soft drink

*If you have any special request on the menu, please inform it when you make a booking.

Petra's Rural Life Experience in Rajif

Rajif, located on the south of Petra region, is the agricultural community which grows various kinds of fruits and vegetable. On the other hand the community remains the deep influence of Bedouine culture. Residents are now settled in the village and do farming, but at the same time many of them are still pasture goats.
In this program we will meet the family at the entrance of the village, and explore the old stone village which shows the old style houses and villages. Then walk through the village looking at the farm to the family's house. Enjoy some Bedouin culture experience while chatting with the family. The family will explain how is their daily lile, how Bedouin culture is alive in it. Before of after the visit to the family the tour will enjoy the sunset view of the village from the old stone village (depending on the season). This program is also supprted by "Rajif Special Needs Association" and the revenue will help their activities and community.
Please note that the program can be adjusted according to the request of the travel agents.

Program date:	**Mar 20 - Jun 31, Sep 1-Nov 15 2025**
Minimum number of materialization:	**from 2 person(s) booked**
Maximum number of booking:	**up to 20 persons**

■ Sample Itinerary (description)

15:00 PM	Assemble at the hotel lobby and meet the guide Transfer to the local community (Rajif)
15:30 PM	Upon arrival meet the local family and visit their home Greetings by the family and enjoy Bedouin tea and sweets, chat with the family Experience Bedouin culture *Men: Bedouin bread making *Women: Henna, traditional wedding costume wearing *Both: Traditional Costume wearing
16:30 PM	Visit the farm owned by the family *If it Is available enjoy harvesting the seasonal fruits (olive, grapes, lemon etc)
17:30 PM	Visit the view spot with the family. *Enjoy the view from the spot (in spring and autumn you can enjoy the sunset view) In spring and autumn enjoy the sunset from the spot *In case it is not possible to visit we will spend more time at local home.
19:30 PM	Depart the community
20:00 PM	Return to the hotel

■ Remarks (information to be announced to the customers at the time of booking)

*Mansaf is also available as a main dish. If you would like them to prepare please request at the time of booking.
*The visit to the view point and the farm depends on weather and seasonal conition . In case of bad weather we may skip the visit and take more time at home.
*View spot is sometimes wendy and cold in the evening (especially spring and autumn). Please prepare an long sleeve shirts or jacket.
*This is a custom that the men and women has to be separate when women experience Henna. Please respect their culture.
*The time for dinner at the view spot may be changed due to the season as the sunset time changes. It will be announced on the spot.

■ Conditions (included in the program fee)

Dinner
Local culture experience
Local guide
No transportation is included. Please arrange a vehile at your side

■ Contact for booking

Booking and contact to travel agent:
Ms. Ekhlas Hussein (Rajif Association of Special Needs):
besoorawajfih@gmail.com

■ Cancellation policy

Cut Off Date:
Pleae book 1 week before at the latest. Early booking is recommended.
Payment:
Please pay for the tour fee by 1 week before by cheque or cash. No bank transfer is available.
Cancellation policy:
Cancellation by 1 week before the tour date: No charge
Cancelaltion 6-2 days before the tour date: 50% of the tour fee
Cancellation 1 day before or on the tour date: 100% of the tour fee

◆ PROGRAM DETAILS

15:00 PM Assemble at the hotel lobby and meet the guide
Transfer to the local community (Rajif)

15:30 PM Upon arrival meet the family and enjoy exploring the old stone village.
Then walk through the village looking at the farms and visit the family's house.
Greetings by the family and enjoy Bedouin tea and sweets, chat with the family

Experience Bedouin culture (in a separate place)
*Men: **Bedouin bread making** (Shrak)
*Women: **Henna** (it is done inside the house with female family)
*Both: **Traditional Costume wearing** (Outside the house)


Enjoy exploring the Old stone village


Traditional costume wearing→


Henna


Chat with the family

17:00 PM Enjoy home cooking dinner with the family

■ Sample Menu

- Maqlouba
- Karaih Bandura (cooked tomate)
- Rashouf
- Shrak (Bedouin bread)


(Example) Maqlouba


(Example) Maqlouba


(Example) Rashouf

After dinner please enjoy communicating with the family until departure time!





19:00 PM Depart the community

20:00 PM Return to the hotel

Annex 4: Endline survey report

ENDLINE SURVEY ON THE TOURISM MASTERPLAN PROJECT FOR PETRA REGION IN JORDAN
FINAL REPORT



Alraqeem for Logistics and Training

19/11/2024

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1. Executive Summary

This report is the result of an independent study conducted by Alraqeem for Services and Training for the JICA Study Team. It aims to examine the basic information of the current situation of the tourism sector in the Petra region, to evaluate the experience of visitors in Petra Park and compare the data collected to those collected in 2022 during the baseline survey.

The endline survey was implemented by submitting a questionnaire prepared by the JICA Study Team (in English and in Arabic – Appendix 1) to visitors 18+ years old. It was administered to visitors holding valid tickets on a voluntary basis and in an unintrusive manner as they exited the archaeological park.

One project manager, four data collectors and one data analyst from the host communities living around Petra were involved in the survey implementation. The questionnaires were submitted both online (self-administered) and in person (semi-structured interview) and were designed to collect data about the demographics, the level of satisfaction and the challenges encountered during the visit to the Petra Archaeological Park.

Fieldwork began on September 8th and a total of 2451 valid questionnaires were collected and entered online. All data was digitised using Google Forms (Appendix 2) and was then downloaded into Microsoft Excel, cleaned (major word misspellings, typos, punctuation were corrected in order to make the data readable to data analysis software, such as SPSS) and exported in SPSS (Appendix 3). Frequency tables, cross-tabulations and charts were generated to show frequency and percentages of variables (Appendix 4).

The results on the nationality and country of residence of the respondents shows the diversity of Petra's tourist market. The UK dominates arrivals to Petra with over 12%, followed by the USA (10.2%) and France (9.1%) It is also interesting noting that out of 213 domestic tourists, 56% were Jordanians and 44% indicated 29 different nationalities.

The results suggest that the overall tourist perception of the site is positive, even if there is space for improvement.

The two main reasons for visiting Jordan are leisure (>65%) and adventure (>20%).

Most visitors reach Jordan by plane (>90%) and travel with a partner or friends (>55%).

In 2024, visitors spent an average of 1.74 nights, a decrease from the 2022 average of 1.89 nights. The tourists spending 1 to 3 nights in Petra accounted for 66.7% of respondents in 2024, slightly down from 67% in 2022. Notably, the proportion of respondents who did not spend a night in Petra rose from 27.5% in 2022 to 32.7% in 2024, indicating a shift in tourist behaviour.

Tourists in Petra spent an average of 120.4 JOD in 2024, reflecting a 38% decrease from 2022's average of 195.25 JOD. Daily spending also dropped by 30% to 44% across various lengths of stay. Inflation and

shifting priorities likely contributed to this decline, with tourists focusing more on essentials like food and accommodation while cutting back on extras such as souvenirs and activities.

Tourists reported variability in entrance fee costs despite fixed rates, often due to group or package deals, with 58% indicating no direct ticket cost. Tour guide services, although optional, saw limited use; 87.6% reported zero spending on guides, and only 18% of users spent an average of 47.57 JOD for this service, which is consistent with the price for the standard tour cost of 50JOD.

The average daily expenditure on consumable services also decreased significantly across categories:

- Souvenirs: 47% decrease (from 17.5 JOD to 9.2 JOD).
- Food and beverages: 44% decrease (from 19.1 JOD to 10.7 JOD).
- Accommodation: 39% decrease (from 33.3 JOD to 20.3 JOD).
- Transportation: 57% decrease (from 10.3 JOD to 4.4 JOD).
- Attractions and activities: 63% decrease (from 6.6 JOD to 2.4 JOD).

Ticket pricing was seen as reasonable by 50.1% of respondents, though perceptions varied significantly by nationality. Jordanians benefitted from highly discounted tickets, while South Korean and Pakistani tourists frequently rated prices as very expensive. This diversity underscores the need for tailored approaches to enhance accessibility and satisfaction for a wide range of visitors.

The 2024 survey underscores a noticeable shift in tourist behaviour in Petra. Visitors are staying for slightly shorter durations and spending less overall, reflecting broader economic trends and a re-prioritization of budgets toward essential services. These trends emphasize the need for targeted strategies to enhance the value and experience offered to visitors in Petra, ensuring sustainability in both tourism and the local economy.

2. Introduction

2.1. A brief overview of the project

Alraqeem for Services and Training (hereafter Alraqeem) has been tasked by the JICA STUDY TEAM to implement the endline survey for the Tourism Masterplan Project for Petra Region in Jordan aiming at examining basic information of the current condition of the tourism sector in the Petra Region and assess the visitors' experience of the Petra Park.
The data collection for the endline survey was conducted between September and October 2024.
The purpose of the survey was to identify the current condition of the tourism sector through conducting a visitor survey in the Petra region and compare the collected data with those collected during the baseline survey in 2022.
The specific objectives of the endline survey were:

- 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.)
- To improve the understanding of the level of satisfaction and the challenges faced during the visit.
- To assess the perceived sense of safety during the visit.

3. Methodology

3.1. Brief overview

The endline survey was implemented by submitting a questionnaire prepared by the JICA STUDY TEAM (in English and in Arabic language – Appendix 1) to visitors 18+ years old with a valid ticket on a voluntary basis and in an unintrusive manner as they exited the archaeological park. Alraqeem received the questionnaires in Arabic and in English from the JICA Study Team in word format and converted it into an online Google Form (Appendix 2). Less than 10% of the questionnaires were distributed in hard copy.

3.2. Sampling and data collection

Alraqeem set a main collection point at the Visitors Centre. Questionnaires were also distributed at hotels and restaurants and to the tourists queuing to enter Petra by night.
The collection point was equipped with free Wi-Fi connection and several tablets for the visitors to use. Arabic coffee and dates were distributed to participants to encourage their participation.
Visitors could fill in the questionnaires themselves by scanning a QR code to access the online form or by filling in the hard copy or be assisted by the data collection staff through a semi-structured interview.

3.3. Project timeline and implementation

The implementation of the survey was particularly challenging due to the current political situation in Palestine and South Lebanon: tourist flows were unpredictable due to the continuous changes in the travel regulations and the closure of the air space due to airstrikes. Alraqeem prepared and submitted a detailed work plan in September 2024 (Click here).

A project manager, four data collectors and one data analyst from the host communities living around Petra were involved in the survey implementation. Fieldwork began on September 9th and a total of 3451 valid questionnaires were collected and entered online. All data was digitised using Google Forms and was then downloaded into Microsoft Excel, cleaned and exported in SPSS (Appendix 3). Frequency tables, cross-tabulations and charts were generated to show frequency and percentages of variables (Appendix 4).

4. Key Findings

4.1. Visitors' demographics

Q1. Please indicate your gender (SA[1])

The survey results indicated that 55.2% of respondents were female and 44.3% were male. Approximately 0.4% of the respondents chose "Others".

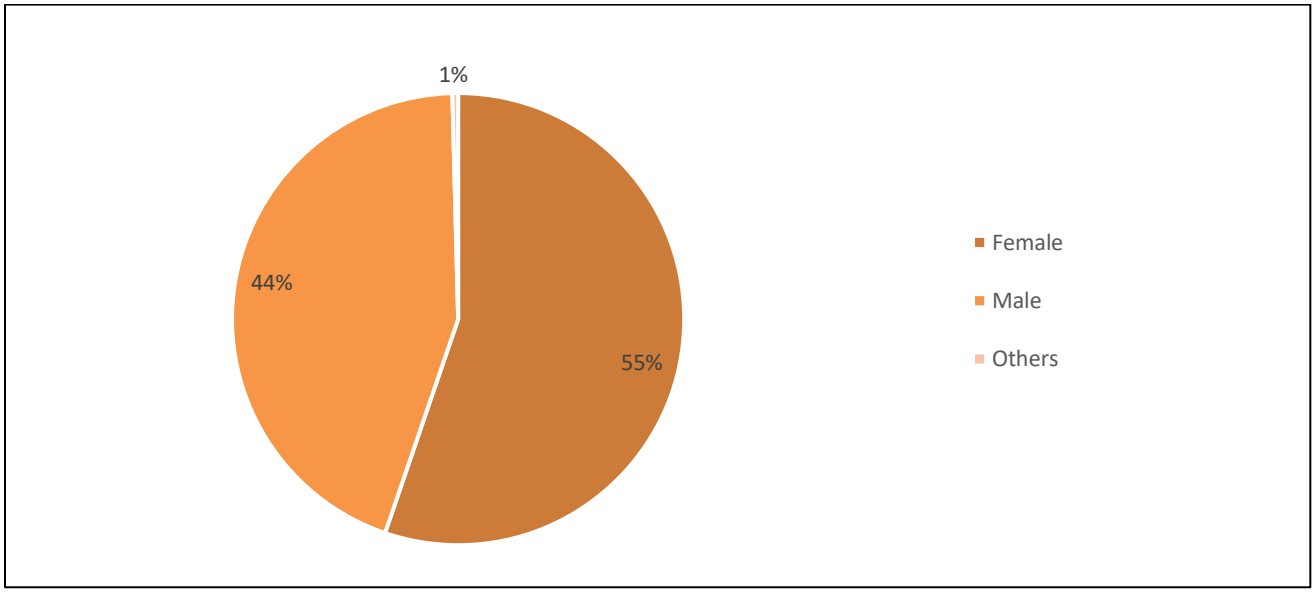


Figure 1. Gender distribution (N=2,451).

Responses	2022	2024
Female	52.80%	55.24%
Male	46.60%	44.34%
Others	0.30%	0.40%

Figure 2. Comparison between baseline and endline survey in gender distribution.

Q2. Please indicate your age group (SA)

58.3% of the respondents were between 18 and 40 years of age and 41.7% above 40 years of age. These percentages do not differ much from those registered in 2024.

[1] SA = Single answer question
MA = Multiple answer question
OA = Open answer question
N = Sample size

Responses	2022	2024
18-20	4.22%	3.10%
20-30	27.24%	26.07%
31-40	26.44%	29.17%
41-50	16.20%	16.89%
51-60	13.29%	13.62%
61-70	8.50%	8.11%
Above 70	3.84%	3.01%

Figure 3. Comparison between baseline and endline survey in age distribution.

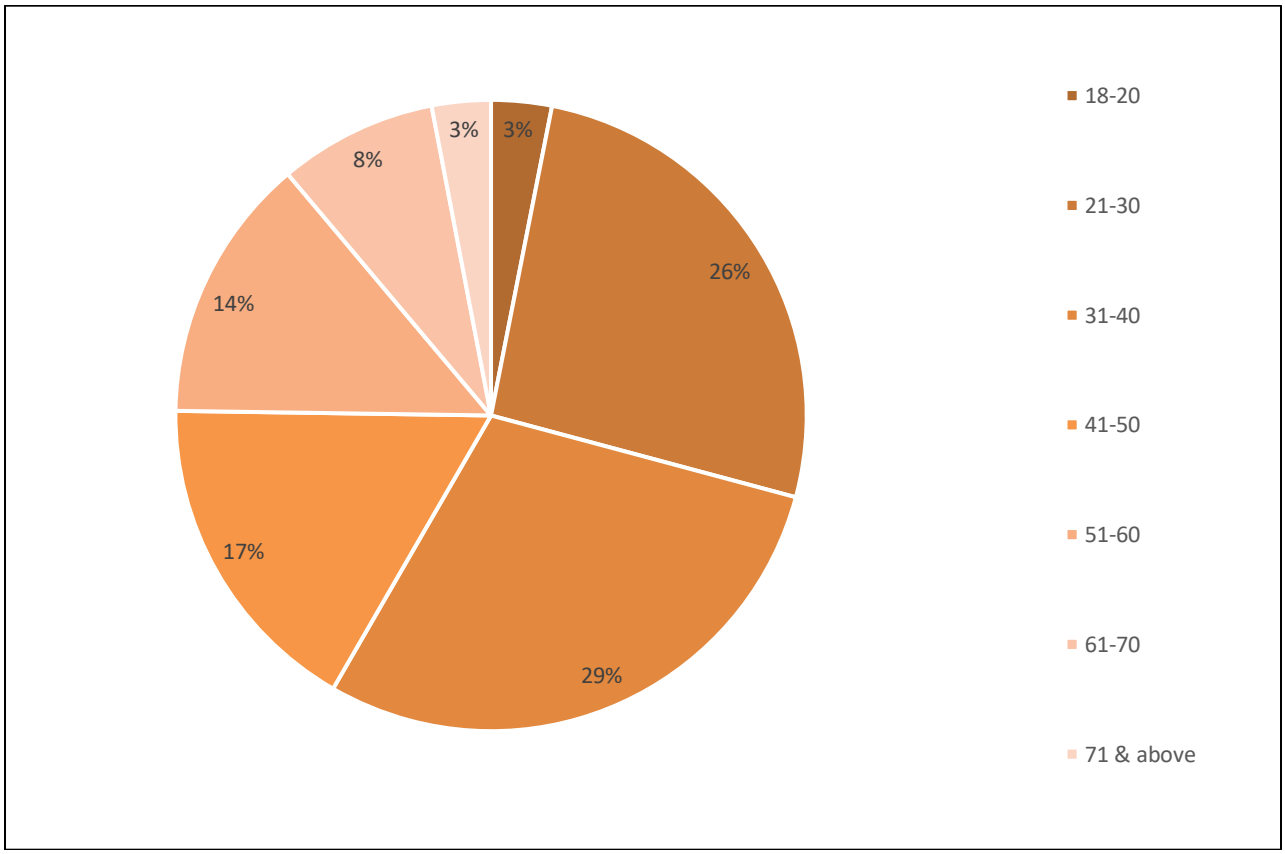


Figure 4. Age distribution (N=2,451)

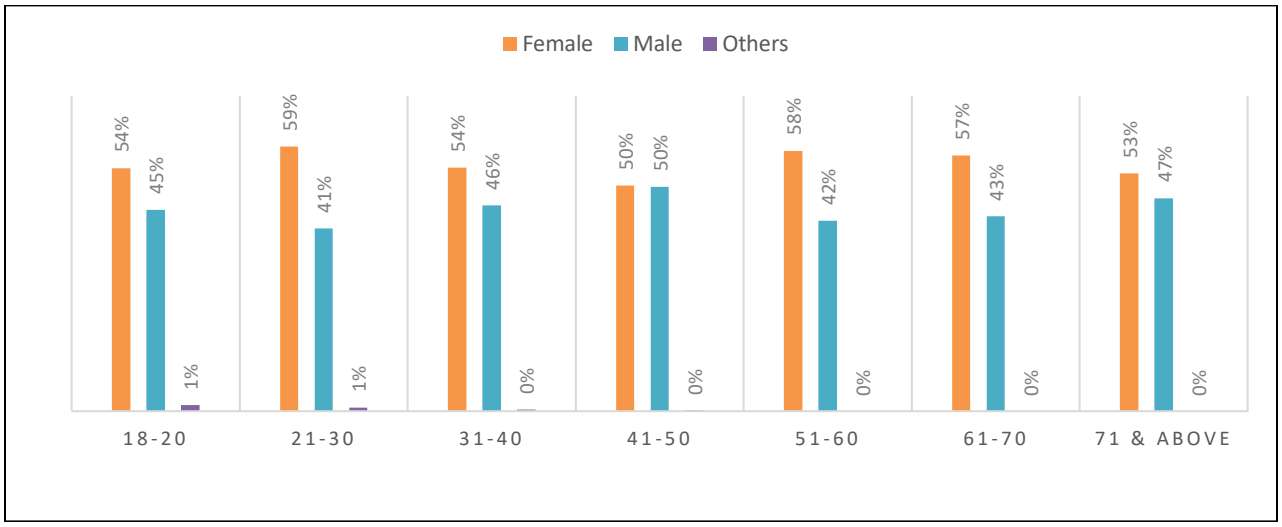


Figure 5. Cross-tabulation age/gender (N=2,451)

Q3. What is your marital status (SA)

Over 90% of respondents are either married (42.7%) or single (48.6%) with the highest percentage of singles among the younger generations (75% of the respondents who are single are between 21 and 40 years old) and 88% of the married respondents are 30 years old and above (Figure 6).

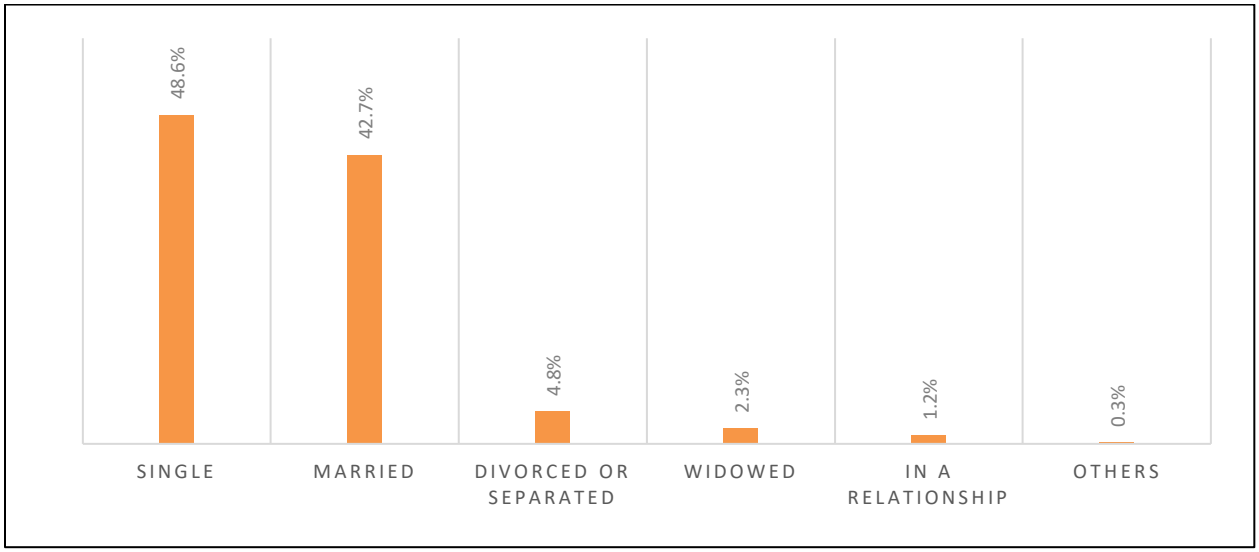


Figure 6. Marital status (N=2,450[2])

[2] One invalid answer excluded

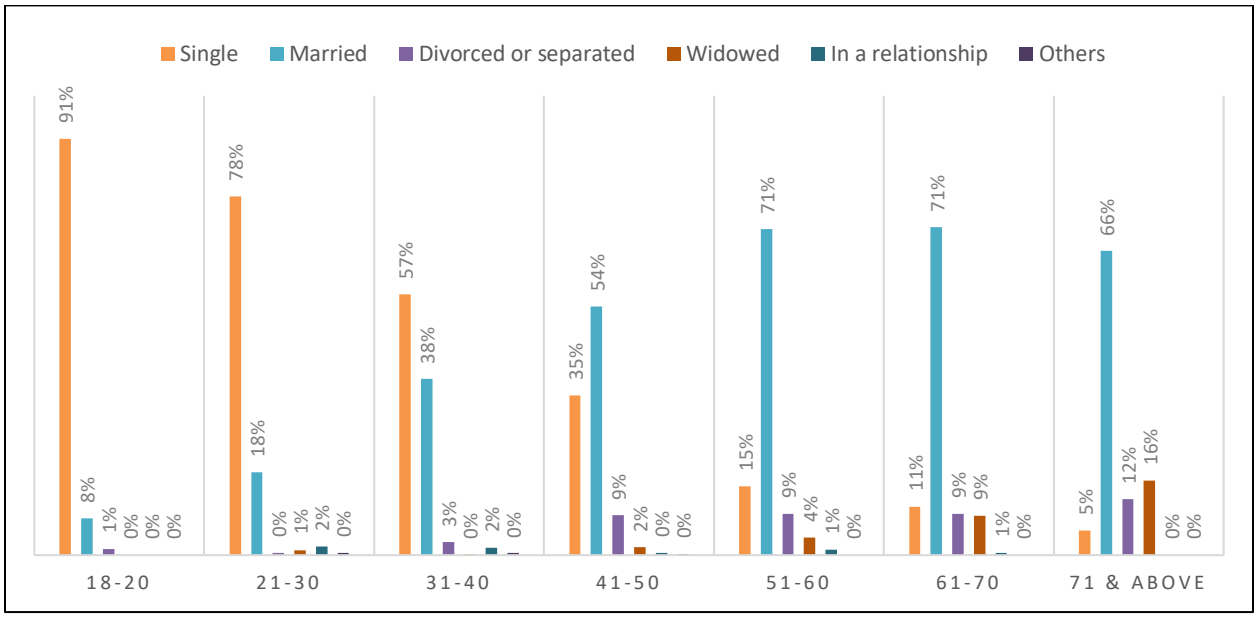


Figure 7. Cross-tabulation marital status/age (N=2,450)

Q4. What nationality did you use when you entered Petra?

Q5. Country of residence

The wide dispersion of results on the nationality and country of residence of the respondents shows the diversity of Petra's tourist market. The first 8 countries in terms of arrivals did not change since 2022, even if the percentages of visitors have slightly changed. In 2024, UK nationals dominated arrivals to Petra with over 12%, followed by the USA (10.2%) and France (8.9%).

Responses	2022	2024
United Kingdom	9.0%	12.6%
United States	11.9%	10.1%
France	9.9%	9.0%
Italy	7.5%	6.8%
Germany	5.1%	6.3%
Jordan	5.7%	5.7%
Spain	6.5%	4.9%
Australia	2.4%	3.4%

Figure 7. Comparison between 2022 and 2024 arrivals.

For this report, only nationalities representing over 1% of the arrivals in Jordan have been considered.

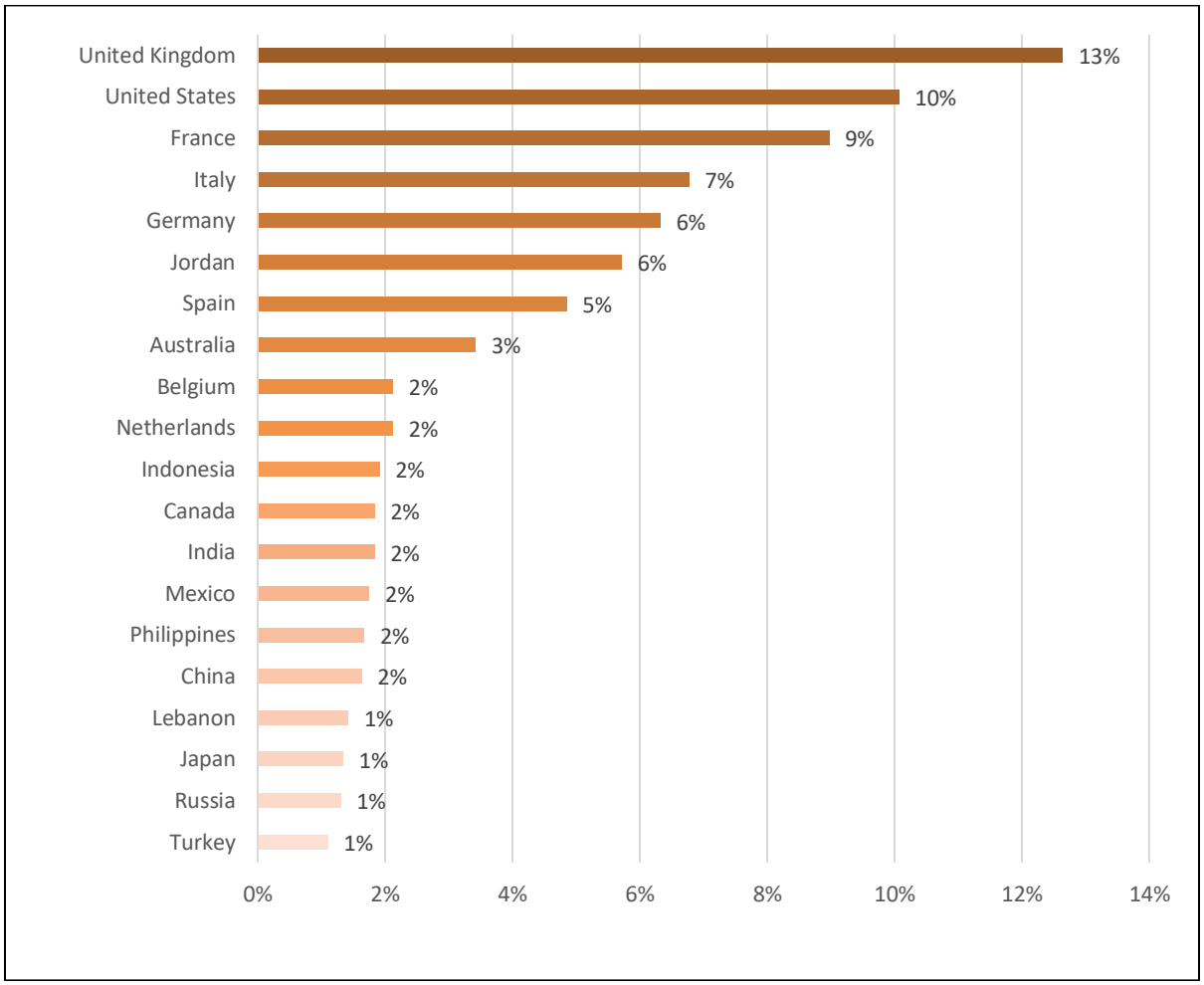


Figure 9. Top 20 visiting nationalities (N=2,451) in 2024. Other nationalities represent 21.1% of the arrivals.

Cross-tabulation of the nationalities with the countries of residence do not show major discrepancies between nationalities and countries of residence. Approximately 10% (9.8%) are residents of Arab countries (Western Asia, Jordan and Northern Africa), of which 53.1% are domestic travellers and 50.6% are Jordanians. It is also interesting noting that out of 213 domestic tourists, 56% were Jordanians and 44% indicated 29 different nationalities. On a final note, it is important to mention that no Israelis participated in the survey, likely due to the current political situation. However, 0.4% of respondents were Palestinians, with 90% indicating their country of residence as either Palestine (80%) or Israel (10%). Additionally, 1.4% of respondents were Lebanese, 63% of whom reside in Lebanon.

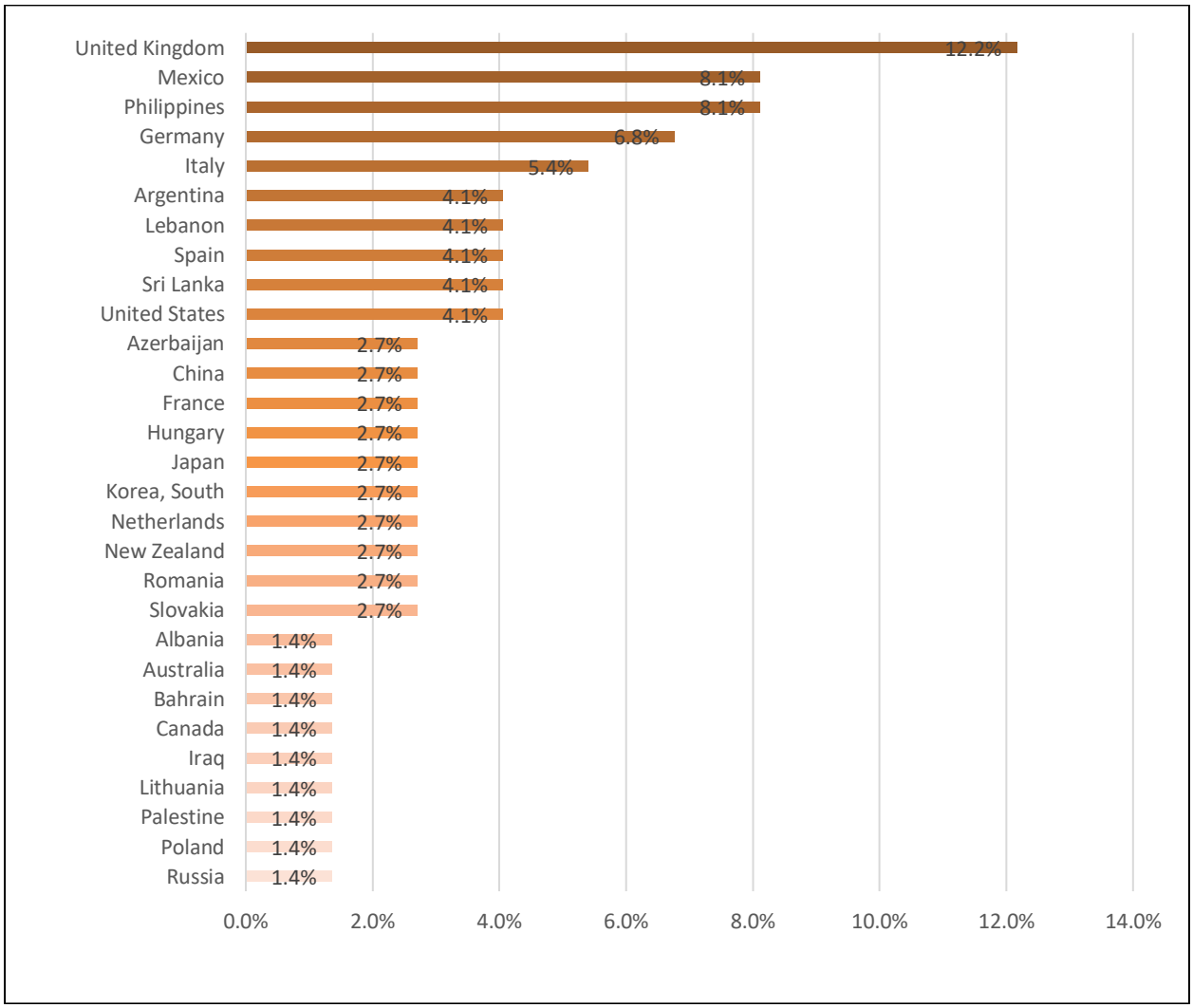


Figure 10. The 29 nationalities indicated by non-Jordanian domestic travellers (N=74)

Q6. What is your total household income? (SA)

Over 35% of the respondents (36.2%) did not reply to the question about their household income. This result is not unexpected, since in many countries it is considered inappropriate to inquire about income. Cross-tabulation of nationality with level of income shows an average of 39% across the different nationalities of respondents that chose not to disclose their household income.

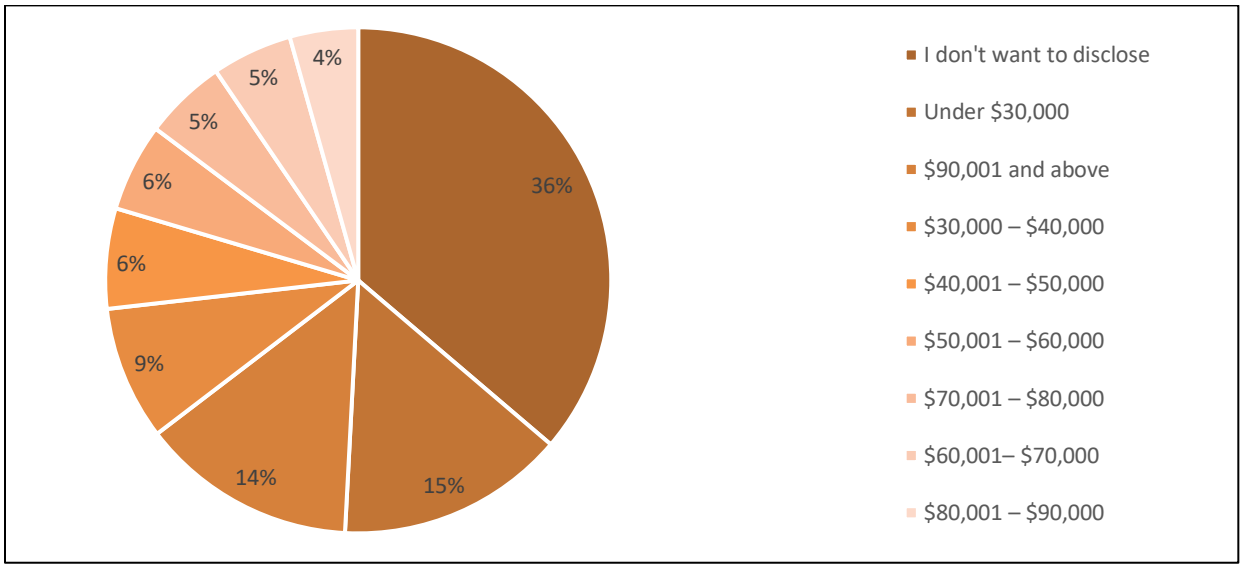


Figure 11. Income distribution (N=2,451)

3.1. Leading source markets and ways of travel to Jordan and Petra

3.1.1. Purpose of visit

Q8. What was the primary purpose of your visit to Jordan? (SA)

This question was answered only by international travellers (not by domestic travellers), which represent 91.3% of the respondents. The top two reasons for visiting Jordan indicated by the respondents (Figure 13) are *Leisure/Vacation* (66%) and *Adventure* (21%). Cross-tabulation of the responses about the purpose of the visit with age, household income and nationality confirm that Leisure/Vacation is the top reason. Respondents over 40 years old (which represent 39.5% of the international travellers) account for the highest percentage of respondents (15%) who indicated *religious or pilgrimage* as the purpose of their visit. Also 49% of Indonesian visitors (which represent 21% of the international travellers) indicated *religious or pilgrimage* as the purpose of their visit.

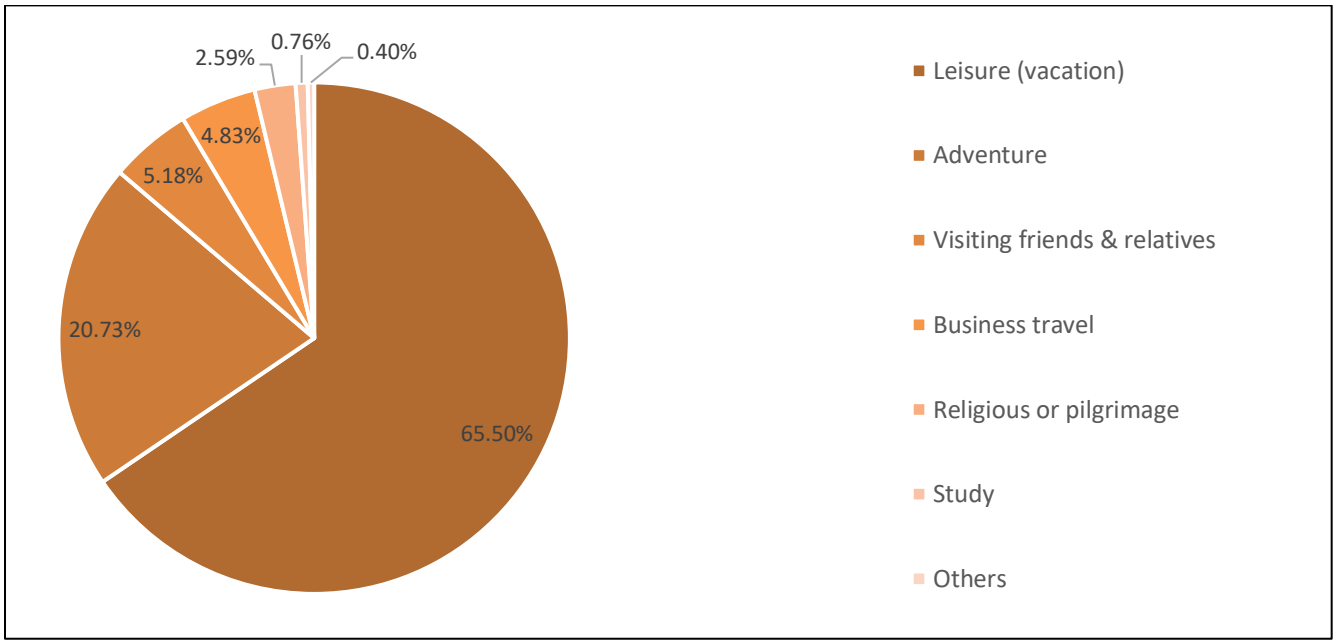


Figure 12. Purpose of visiting Jordan (N=2,237)

3.1.2. Travel itinerary and travel duration (ONLY international travellers)

Q9. How many days is your trip in Jordan? (OA)
Q10. Is Jordan the ONLY country you are visiting on this trip? (SA)
Q11. Please indicate the other countries that are part of your current trip. (MA)

The average number of days spent in Jordan by international travellers (91.3% of the respondents) is 6.9 days. Over a quarter (27.5%) of the international travellers indicated that Jordan is not the only destination on their itinerary and the average number of days spent in countries other than Jordan is 8.3 days.

Figure 13 shows the most mentioned countries. It is worth noting that Egypt is the most mentioned country both as sole destination and within multi countries itineraries. Egypt is combined with Turkey in 4.5% of the mentioned itineraries and in combination with the UAE in 5% of the itineraries. Many itineraries (23.8%) include countries from the Arabian Peninsula (Saudi Arabia, UAE, Oman, Dubai, Abu Dhabi, Bahrain etc…) and 10.8% include only countries from The Arabian Peninsula. Four of those countries (UAE, Saudi Arabia, Qatar and Oman) are in the top 10. Several itineraries include European countries (13.1%) and two countries (Italy and Greece) are in the top 10 countries.

Itineraries			
2022		2024	
Israel	47.88%	Egypt	65.94%
Egypt	39.42%	UAE	12.85%
Palestine Territory	16.09%	Israel	12.69%
United Arab Emirates	12.20%	Turkey	11.02%
Saudi Arabia	5.95%	Saudi Arabia	8.35%
Oman	5.71%	Palestinian Territory	7.68%
Qatar	5.46%	Qatar	5.68%
Turkey	4.77%	Oman	4.01%
Italy	2.26%	Greece	3.67%
Cyprus	2.07%	Italy	3.67%

Figure 13. Top 10 mentioned countries within itineraries in 2024 (N=616) and in 2022 (N=2032)

Comparing these results with the baseline survey results, it is possible to make few observations:
1 - In 2022, 52% of the respondents included either the Palestinian Territory and/or Israel in their itineraries. The percentage dropped to 15% in 2024, very likely due to the war on Gaza.
2 - Egypt is one of the most popular destinations combined with Jordan, both in itineraries including only the two countries, Jordan and Egypt (40% in 2024 and 17.9% in 2022), or in multi-country itineraries (25% in 2024 and 21.4% in 2022).

3.1.3. Mode of transportation

Q13. Which of the following modes of transportation did you take to get to Jordan (MA)
Over 90% of the respondents (93.3%) choose aeroplanes as means of transportation to reach Jordan, of which almost 70% chose a full-service carrier and 23.5% chose a low-cost carrier.

Responses	Percent
Full-service carrier flight (e.g. Royal Jordanian, United, Qatar Airways, Emirates, etc.)	69.66%
Low-cost carrier flight (e.g. Wizz Air, Ryanair etc.)	23.50%
Land (Bus, car, etc...)	5.05%
Cruise	1.30%
Others	0.49%

Figure 14. Summarise the main results at question 13 (N=2,238).

Cross-tabulation of the responses about the mode of transportation with age, household income and nationality are consistent with these results (Figure 15-16).

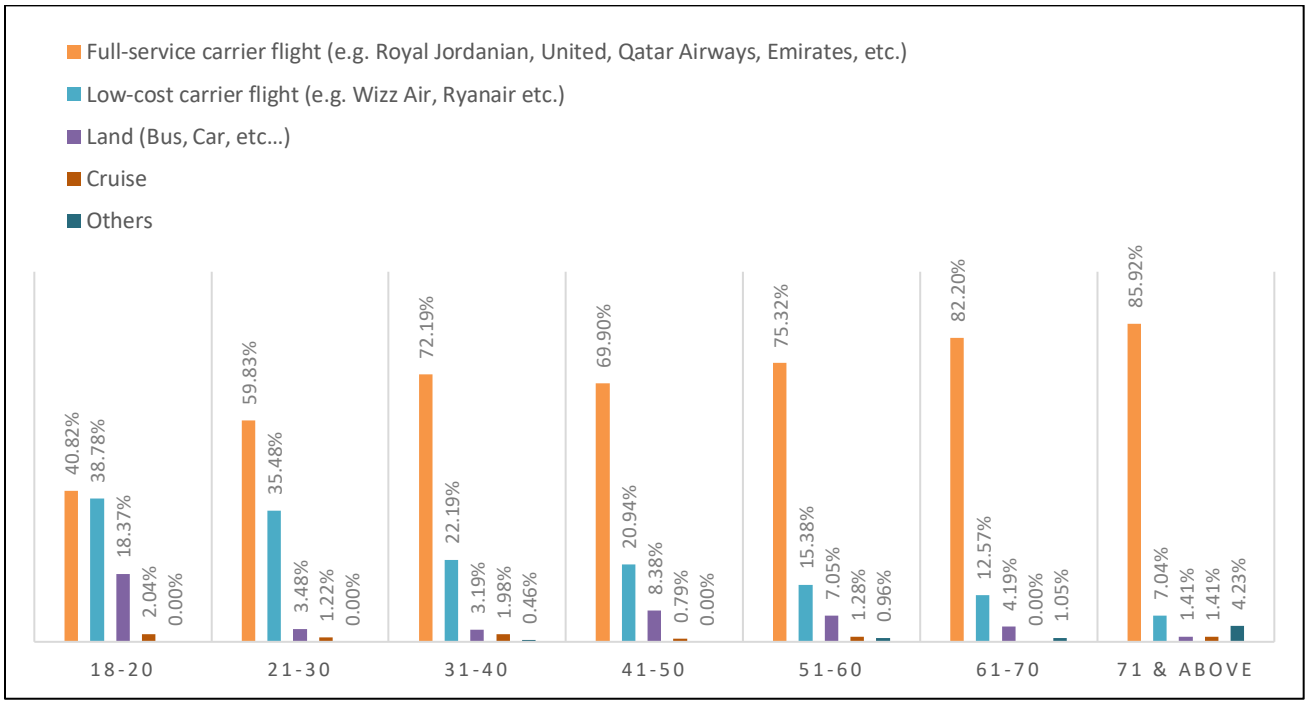


Figure 15. Cross-tabulation of mode of transportation/age (N=2,238)

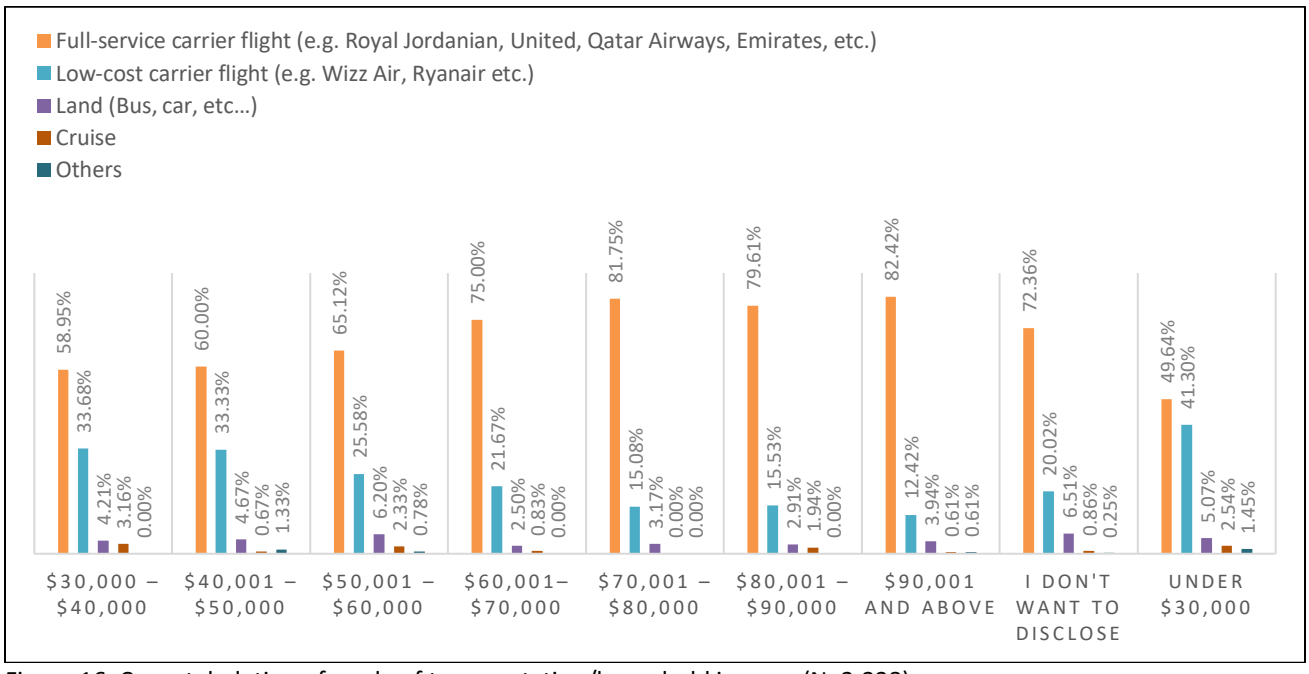


Figure 16. Cross-tabulation of mode of transportation/household income (N=2,238)

Comparing the current results with the baseline survey, we can observe the following:
In 2022 as in 2024, the majority of respondents (over 75%) chose aeroplanes as their primary mode of transportation. However, the percentage of travellers using full-service carriers versus low-cost carriers in 2022 was not as distinct as in 2024. Additionally, both land access and cruise travel declined in 2024. Notably, due to the current political situation in Palestine and Lebanon, many low-cost flights have been cancelled and only a few cruises are currently operating. Furthermore, most neighbouring countries are experiencing challenging times, which may have impacted the use of land transportation.

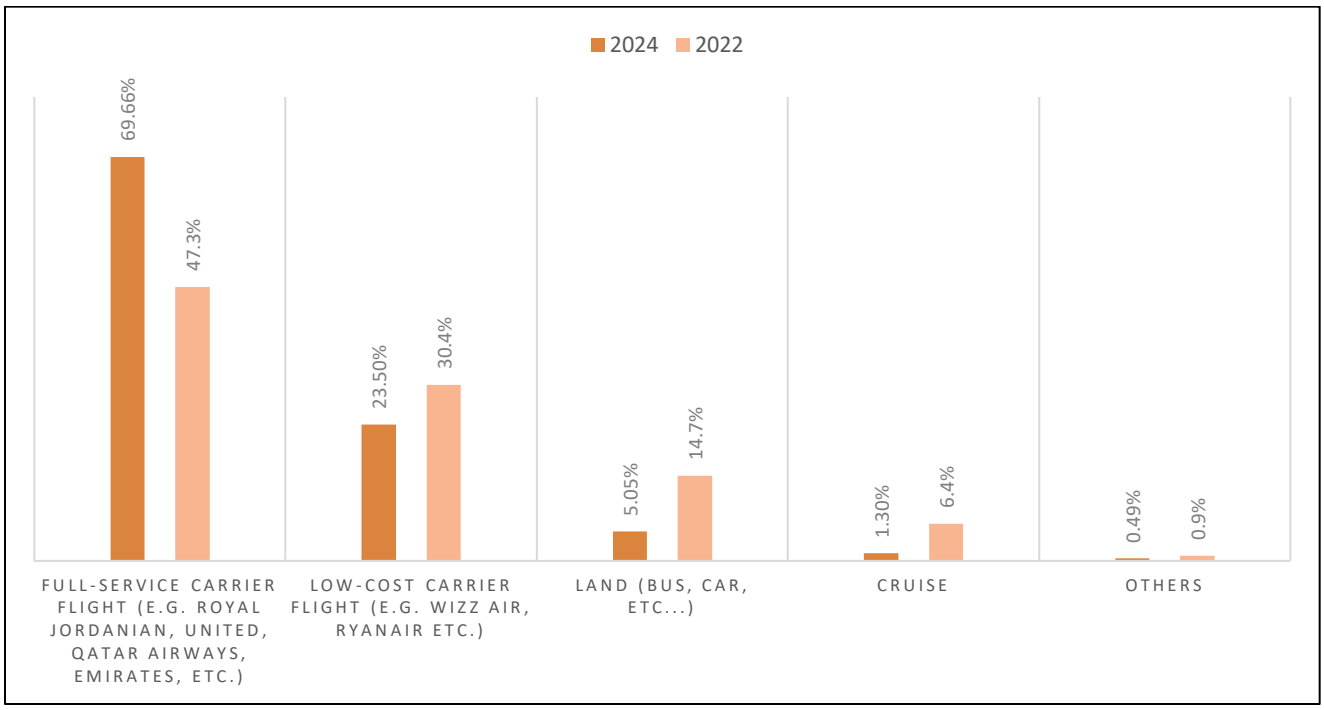


Figure 17. Comparison between data collected in 2022 and 2024 about transportation modes (2022 – N=7,715 and 2024 -N=2,238)

3.1.4. Travel companion

Q14. Whom are you travelling with? (MA)
Approximately 28% (27.9%) of the respondents travelled with friends, 27.6% with their spouse/partner and 17.4% travelled with relatives/family. 17.5% chose an organised group and only 1.31% travelled with an unorganised group. Approximately 8% (7.79%) of the respondents were travelling solo.

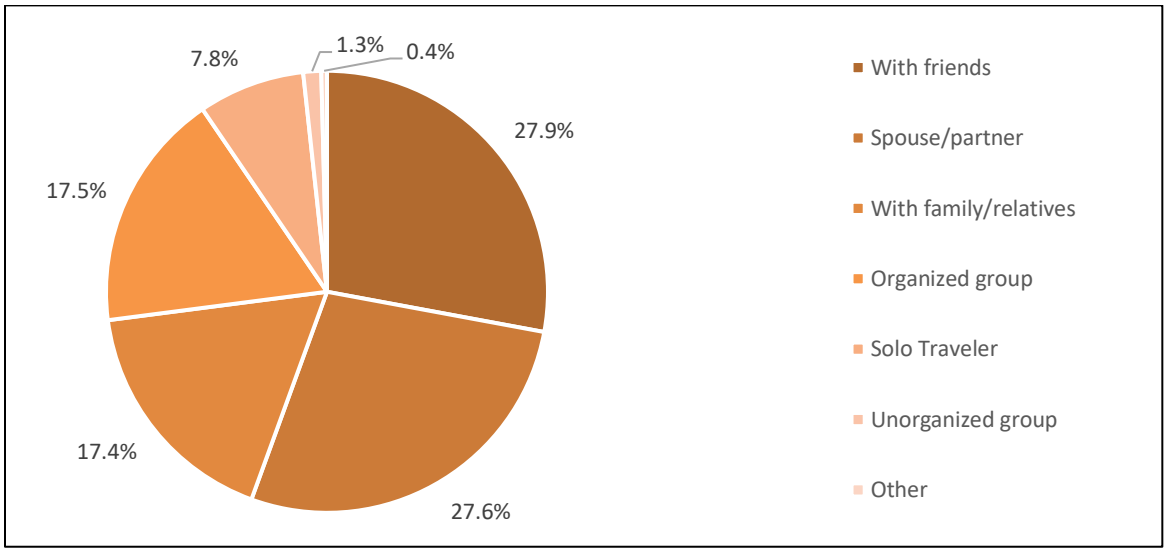


Figure 18. Travel companion (N=2,451)

Comparing these data with the baseline survey, there are no major discrepancies (Figure 19).

Responses	2022	2024
With friends	25.36%	27.90%
Spouse/partner	23.68%	27.62%
With family/relatives	20.48%	17.38%
Organized group	17.97%	17.52%
Solo Traveler	9.92%	7.79%
Unorganized group	2.11%	1.31%
Other	0.44%	0.41%

Figure 19. Comparison between data from 2022 and 2024

It is worth noting that there are no major discrepancies also when collected data are cross-tabulated with age, gender and nationalities:
1) Over 47% of the respondents aged between 18 and 20 travelled with their families. In 2022, the percentage was 37.7%.
2) Those aged between 20 and 30 mostly travel with friends (31.5% in 2024 and 29.9% in 2022) or their partner (23.54% in 2024 and 23.07% in 2022). The preference for travelling with organised groups increases with age. In fact, the percentage of respondents that prefer an organised group increase with the age range from 14% (9.47% in 2022) of the respondents in their 20s choosing an organised group up to 34% (29.97% in 2022) of the respondents above 70 years of age that chose an organised group. This trend is confirmed by analysing the responses to Q15 (see Figure 22).
Approximately 60% (62.83% in 2024 and 58.9% in 2022) of the solo travellers aged between 20 and 40 and 54% (54.5% in 2022) were male.

3.1.5. Travel arrangement

Q15. How did you arrange your travel to the Petra region (SA)

In 2024, the top two choices for travel arrangements remain organised groups and individually arranged tours (with 37.8% and 43.5% respectively), as recorded in 2022. In 2022, the majority of respondents joined an organised group, though. The majority of those who did not join a group tour (58.83%), individually arranged their trip (37.8%) rather than purchasing a tour package for individual trips (15.34%).

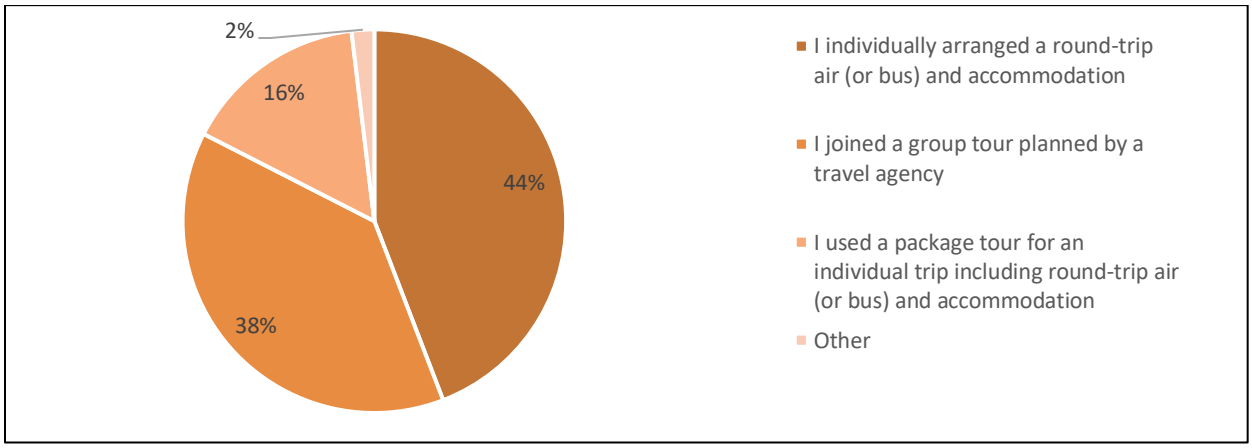


Figure 20. Travel arrangements (N=2,451)

Cross-tabulation with age shows that individually arranged travel decreases as age of respondents increases and the choice to join a tour group is increasingly more popular.

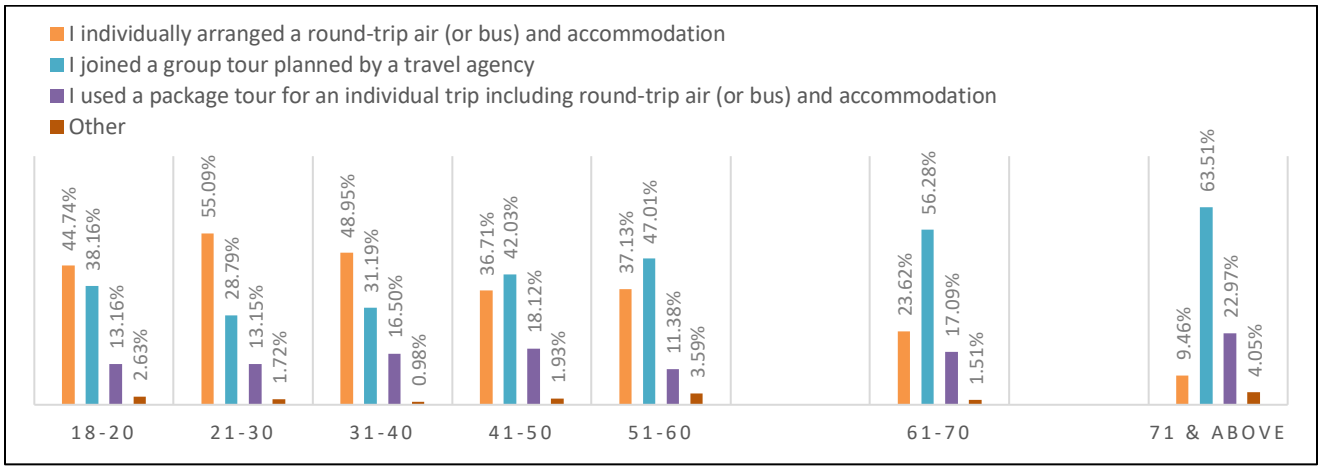


Figure 21. Cross-tabulation of travel arrangements/age (N=2,414)

Cross-tabulation with income shows that individually arranged travels are preferred across all income

categories, with the exception of those with an income ranging between 70K and 80K who prefer group tours (41.9%) to individually arranged travels (31.8%). Package tours for individuals yielded the highest percentages among those with an income ranging between 70K and 90K (>25% in both categories).

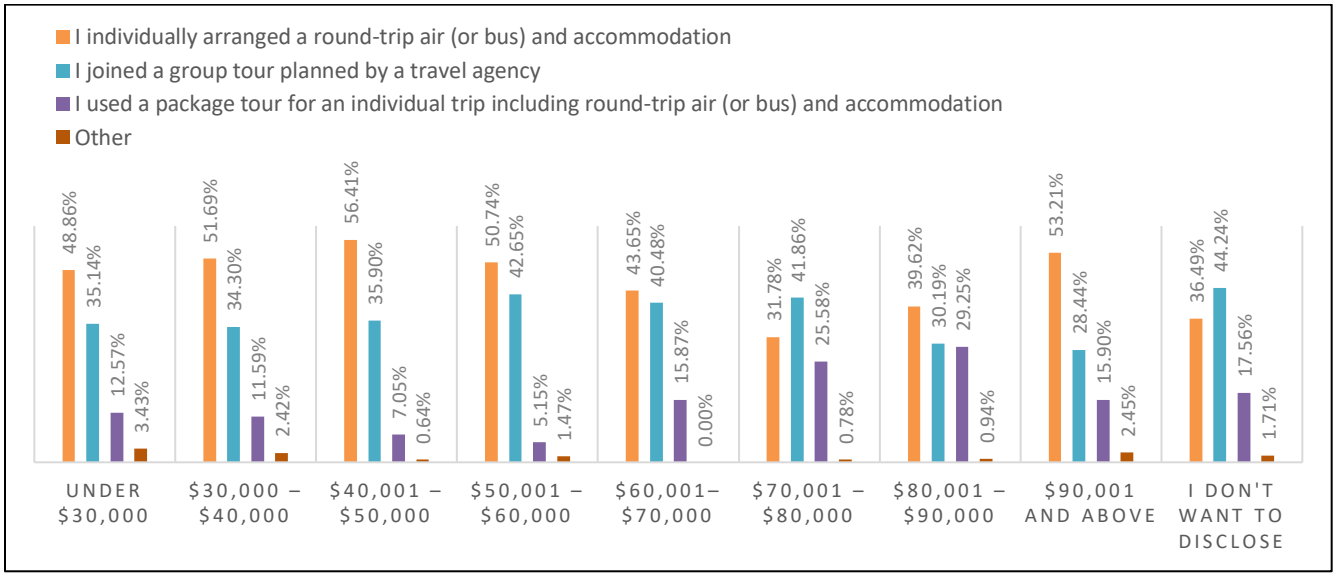


Figure 22. Cross-tabulation of travel arrangements/income (N=2,414)

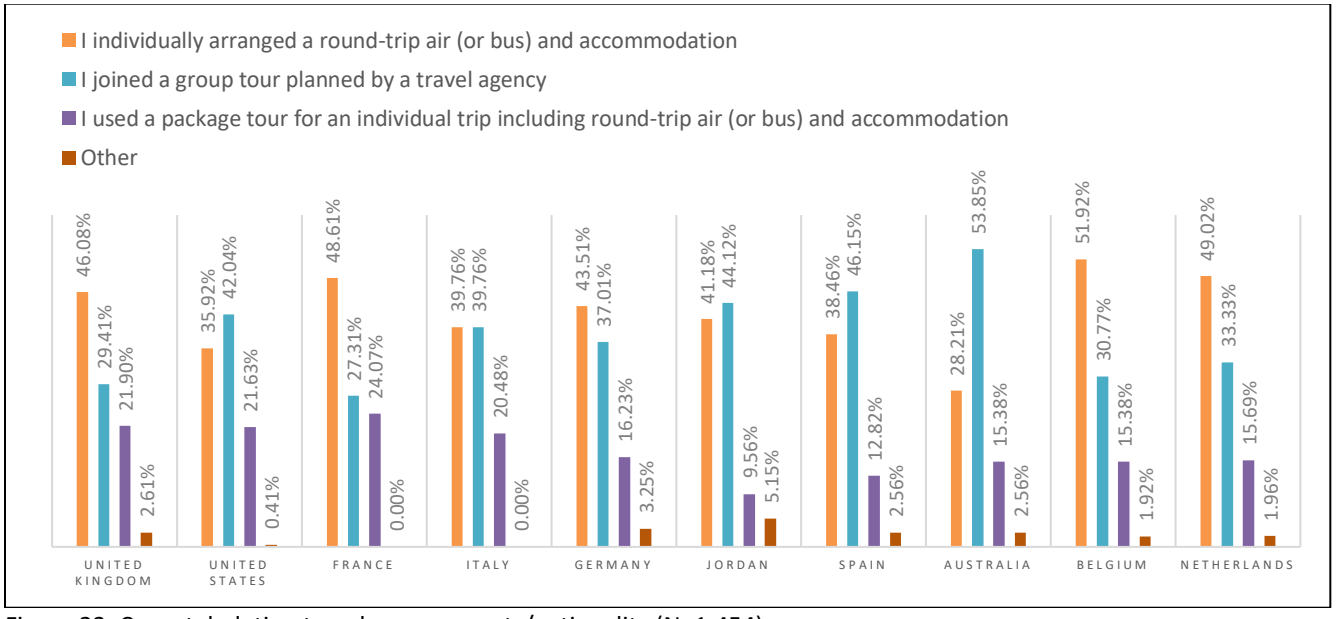


Figure 23. Cross-tabulation travel arrangements/nationality (N=1,454)

Cross-tabulation with nationality shows very different results as outlined in Figure 23. For the purpose of

this report only the top 10 visiting nationalities have been considered here. They represent 63% of the respondents.

It is worth noting that question **Q15 (How did you arrange your travel to the Petra region)** yielded unclear results from 1.4% of the respondents, who indicated the mode of transportation instead of the travel arrangements in their responses (e.g., they responded "by car" or "by bus"). The same confusion occurred in 2022 with 1.9% of the respondents indicating modes of transportation in their responses.

Q16. Where did you book your travel to the Petra region? (MA)

Almost 50% (49.8%) of the respondents booked their travel through a website. In 2022, over 40% (43.5%) booked through a website.

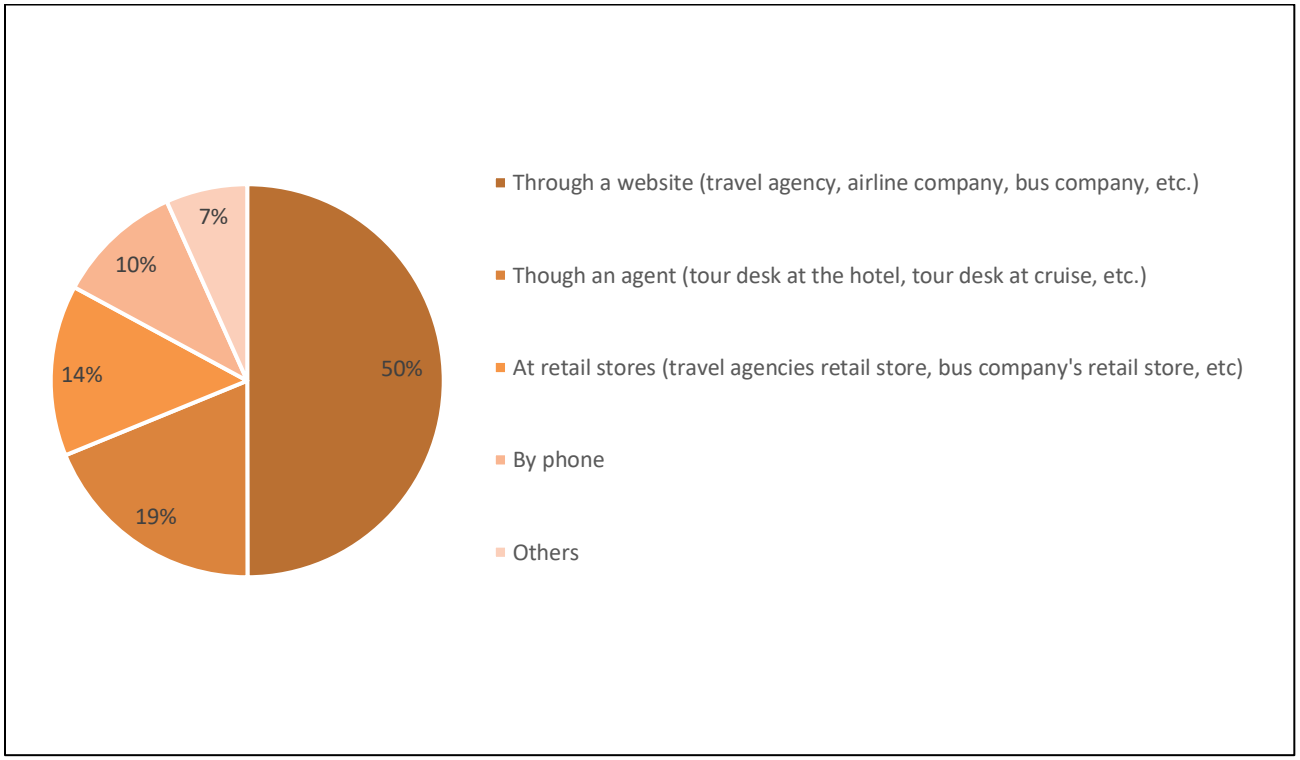


Figure 24. Booking modalities (N=2,443)

Cross-tabulation with age confirms the trends with the exception of the younger generations (below 30 years old) who indicated the phone as the second preferred booking modality.

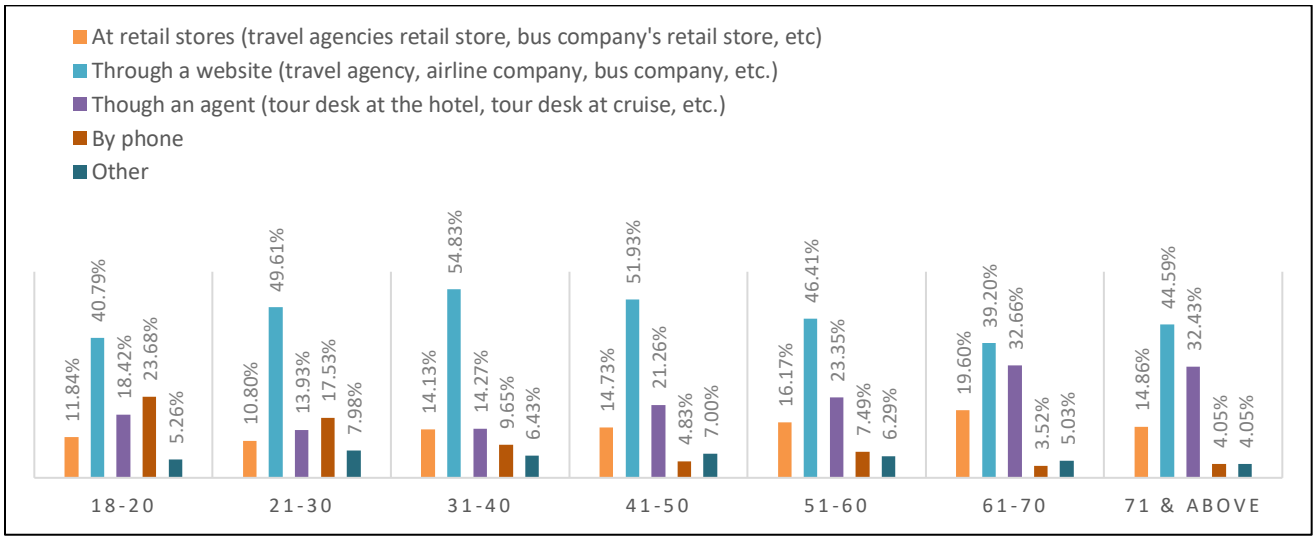


Figure 25. Cross-tabulation of booking modalities/age (N=2,443)

Cross-tabulation with nationalities confirms that the most popular booking modality by far is through a website, with the exception of Jordanians who prefer booking through an agent (25.55%) or by phone (23.36%). For the purpose of this report only the top 10 visiting nationalities have been considered here. They represent 63% of the respondents.

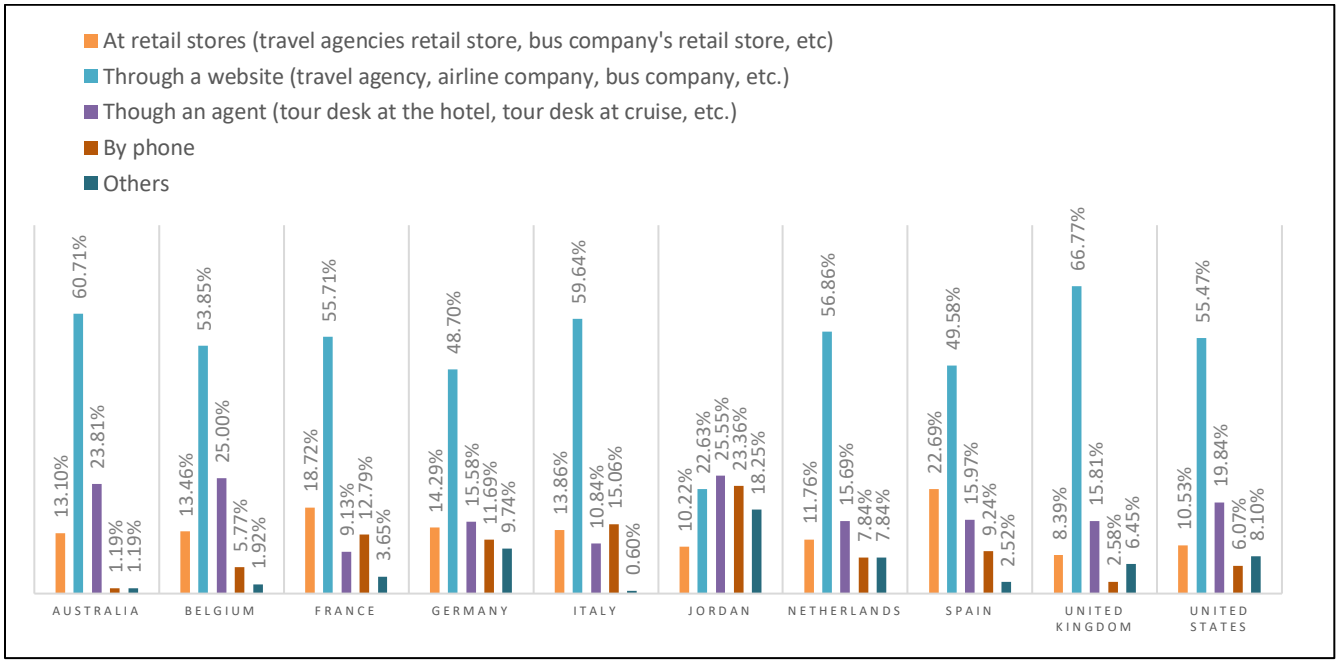


Figure 26. Cross-tabulation of booking modalities/nationality (N=2,443)

3.1.6. Site visit

Q21.Which gate did you use to enter the Petra archaeological park? (SA)

Over 90% (90.5%) of the respondents entered the Petra Archaeological Park from the Visitors Centre and 26.6% purchased their tickets there from the Visitors Centre. The least used gate is the Um Sayhoun gate.

These data confirm the trends observed in 2022.

Responses	2022	2024
Visitor Centre	85.76%	90.50%
Back Gate (Little Petra to Monastery Trail)	5.29%	8.80%
Um Sayhoun Gate	2.67%	0.70%

Fig. 27. Comparison between the data collected in 2022 and in 2024

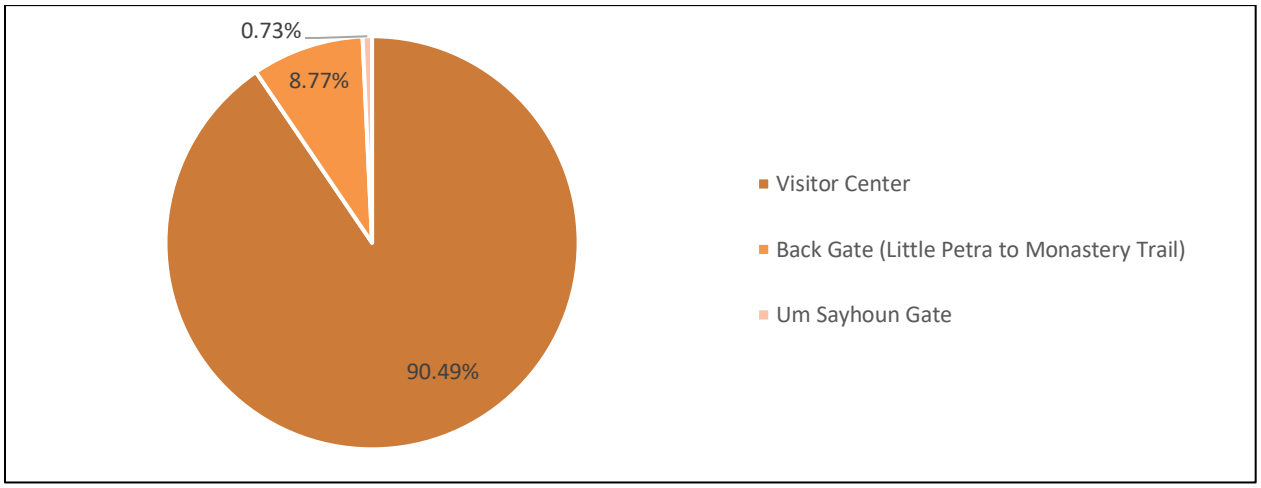


Figure 28. Entry gate (N=2,451)

Q17. How did you buy the entrance ticket to the Petra Archaeological Park? (SA)

Over 40% (43.7%) of the respondents purchased a Jordan pass. The Jordan pass remains the most popular modality to purchase the ticket, as was also observed in 2022 (36.3%).

4.5% of the respondents did not know how they obtained their tickets. Approximately 1.5% of the respondents did not know how they obtained their tickets. This is not surprising since it might have been included in a tourist package.

In 2022, data showed that the percentage of tickets purchased through travel agents increased with age, aligning with trends as might be anticipated looking at Figures 21 and 25. However, in 2024, cross-tabulation of purchase methods with age confirmed these patterns (Figure 24).

Notably, some countries overwhelmingly favoured the Jordan Pass as their preferred ticket purchasing method. For instance, 90.91% of respondents from Brazil, 85% from Switzerland, and 78.95% from Hungary opted for it. These countries also had over 50% of respondents who individually arranged their

travel, which aligns with the convenience and appeal of the Jordan Pass.

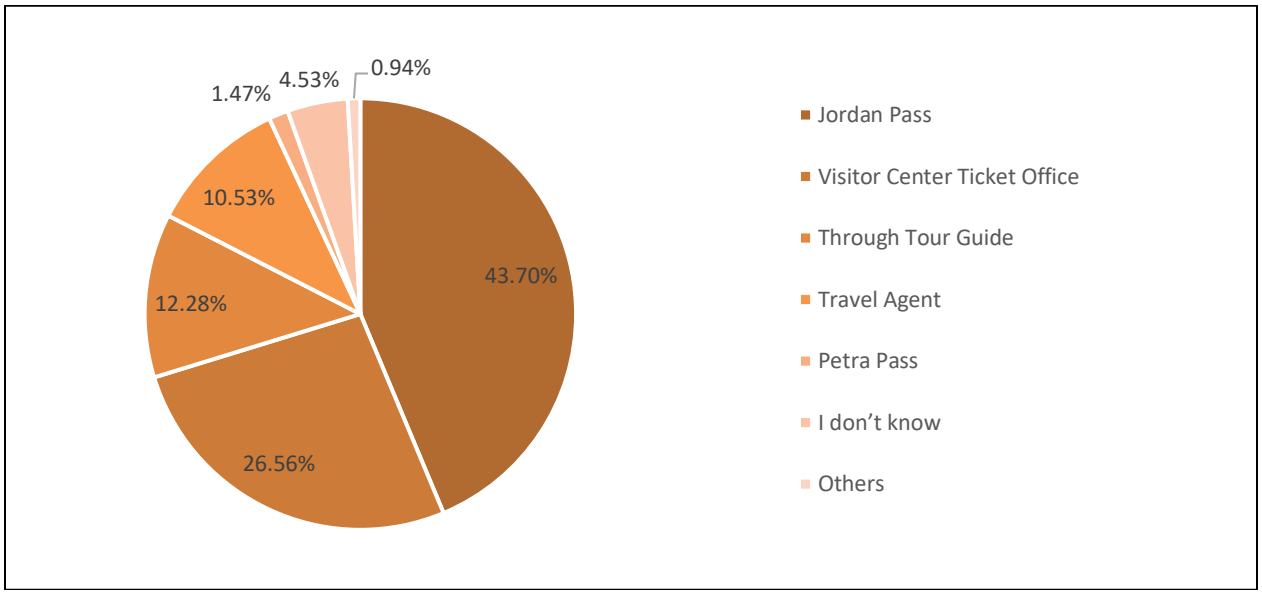


Figure 29. Ticket purchase modality (N=2,451)

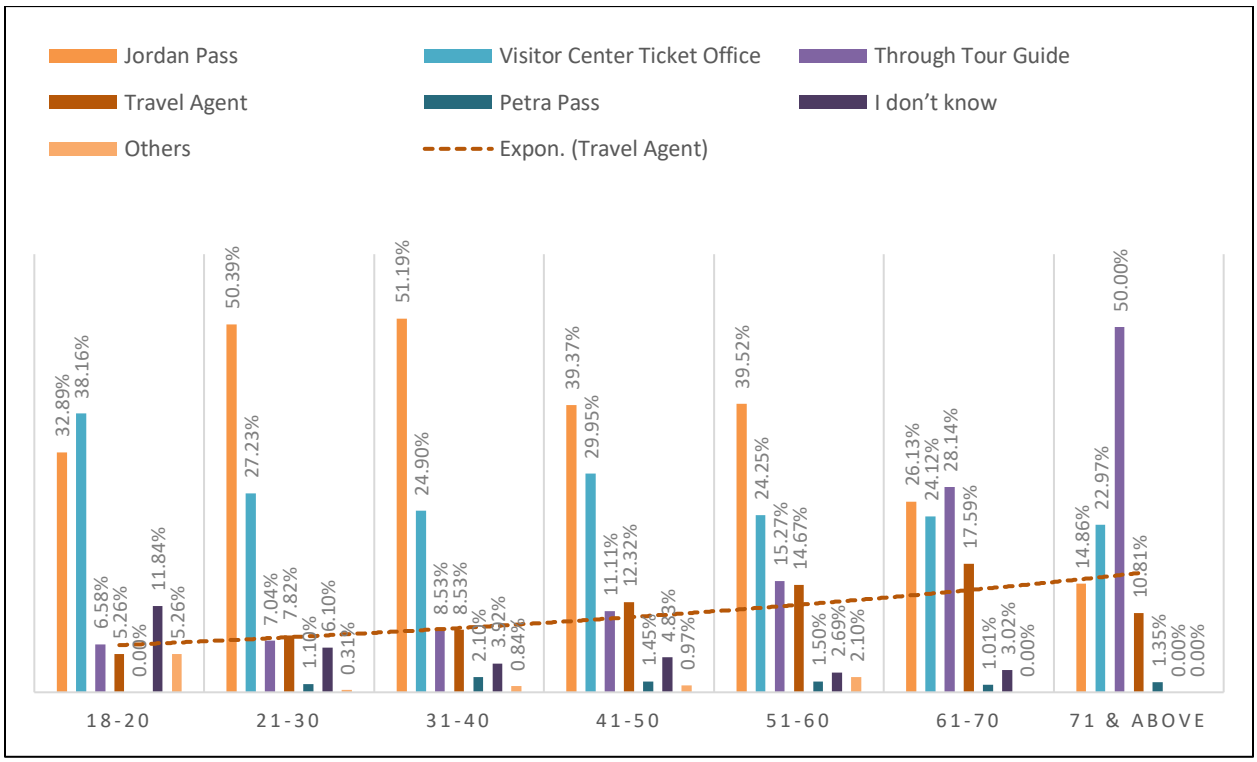


Figure 30. Cross-tabulation ticket purchase modality/age (N=2,451)

The Jordan Pass is the preferred ticket purchasing option among various nationalities, with some exceptions[3]:

1) Jordanians do not require a visa to enter the country and pay only 1 JOD to visit Petra. For them, the Jordan Pass is unnecessary. It is most convenient for those who need a visa to enter Jordan, as the visa fee for most nationalities is 40 JOD, and the Petra ticket costs 50 JOD, totalling 90 JOD. In contrast, the Jordan Pass costs 70 JOD, making it a cost-effective option for international visitors.
2) Similarly, many nationals of Arab countries, such as Iraqis, Lebanese, and Egyptians, prefer purchasing tickets directly at the ticket office. This preference is likely due to the lower price of Petra tickets for Arab nationals and the visa exemption available to many of them, which makes the Jordan Pass less advantageous for this group.
3) Respondents from the Philippines (58.54%), Japan (66.67%), Austria (50%), and Greece (46.67%) showed a preference for purchasing their tickets directly at the ticket office.
4) The majority of Indonesians and Bolivians purchased their tickets through a travel agent, which is consistent with the data collected from question Q15 showing that the majority of Indonesian (93.62%) and Bolivian (83.33%) nationals joined a tour group.
5) The Petra Pass is not very popular, with only 1.5% of respondents selecting it. Colombians, Turks, and Filipinos have the highest percentage of interest in it.
6) The majority of Romanians (50%) and Turks (29.63%) purchased their tickets through the tour guide.

Figure 31 below only reports data concerning the top 10 visiting nationalities. They represent 63% of the respondents. The percentages in the Figure refer to the entire sample (N=2451).

[3] Only countries representing 4% and above of the respondents have been considered.

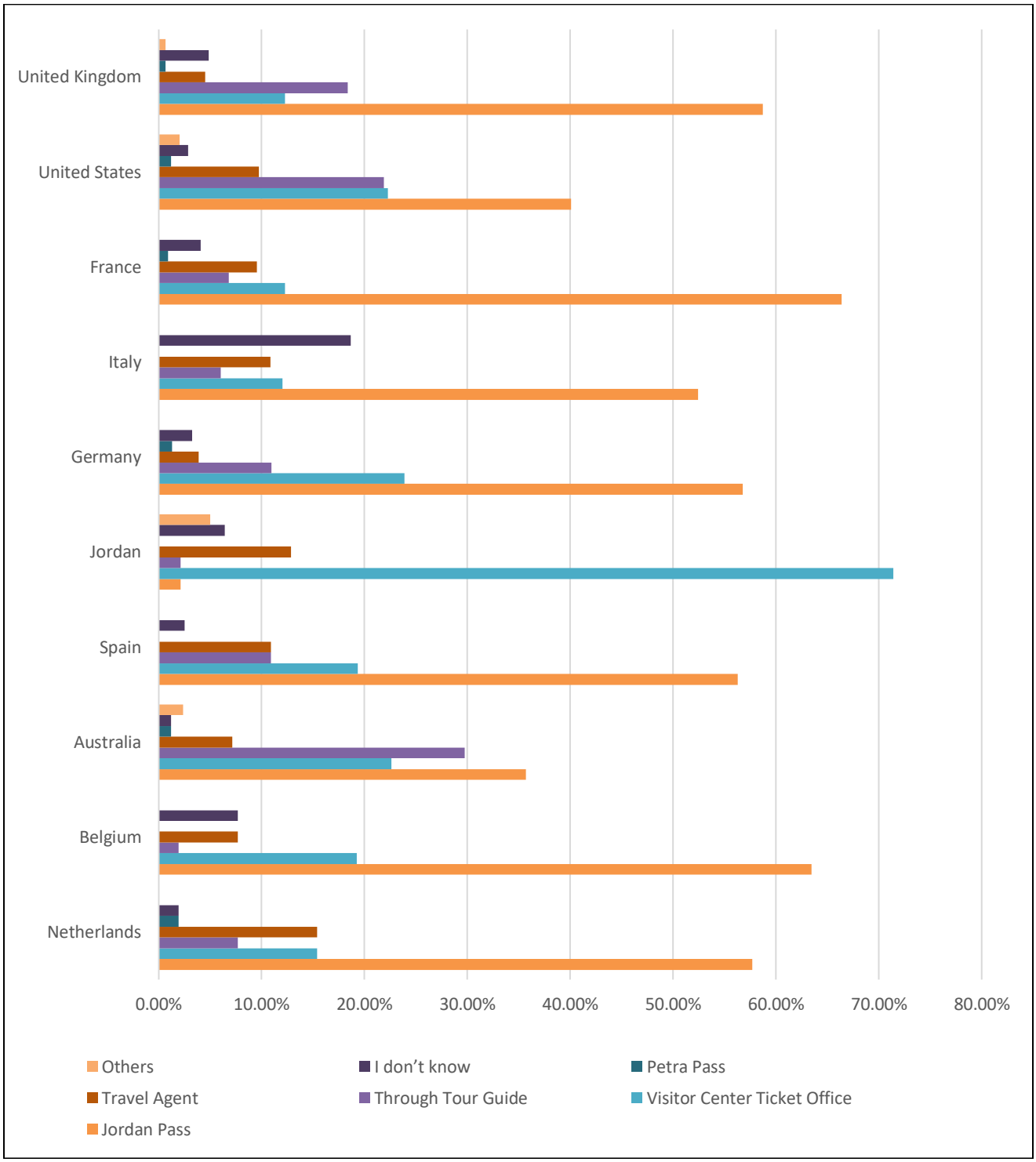


Figure 31. Cross-tabulation ticket purchase modality/nationality (N=2,451)

Q23. Where did you or your group hire the tour guide in Petra? (SA)

Over a quarter of respondents (26.6%) purchased their tickets at the ticket office, but only 8.4% hired a tour guide from the visitor centre. Three-quarters of respondents (67.75%) chose not to hire a tour guide for their visit. However, 14% of those who did not hire a guide expressed dissatisfaction with the available on-site information.

Among those who hired a tour guide (33.3%), 65.8% did so through a travel agent or tour operator, aligning with the results of Q15. Cross-tabulating the results of Q22 ("Did you or your group hire a tour guide in Petra?") and Q15 ("Which of the following best describes your travel arrangement to the Petra Region?") reveals that 64.54% of those who hired a tour guide were part of a group tour organised by a travel agency.

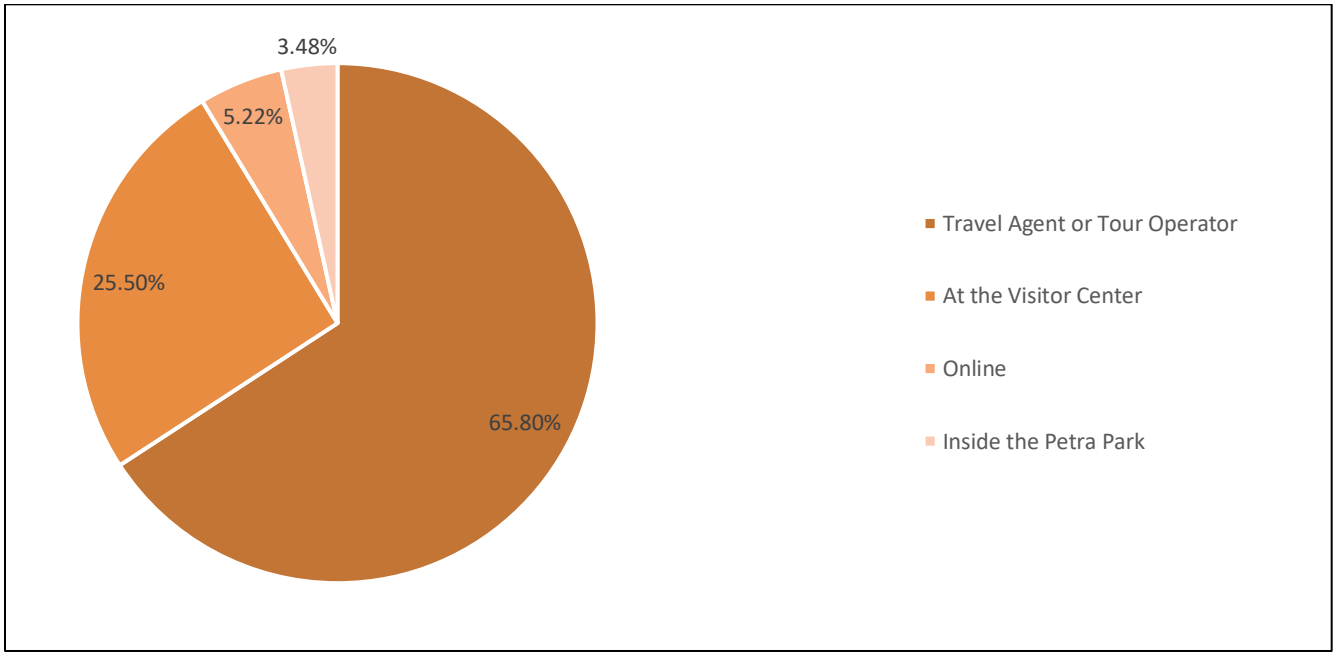


Figure 33. Tour guide hiring location (N=804)

Q29. In addition to the main trail of Petra Archaeological Park, which of the following sites or activities have you visited or experienced? (MA)

The majority of the respondents (58.5%) just visited the main trail.

Inside the archaeological park, the top visited sites are the Monastery (78.76%), Little Petra (56.24%), the High Place of Sacrifice (45.23%) and Aaron Tomb (15.83%).

Outside the park, the main activity is Petra by night (17.01%) and the Petra Cultural Village (6.69%).

In 2022, the Monastery was also one of the top visited spots (8%).

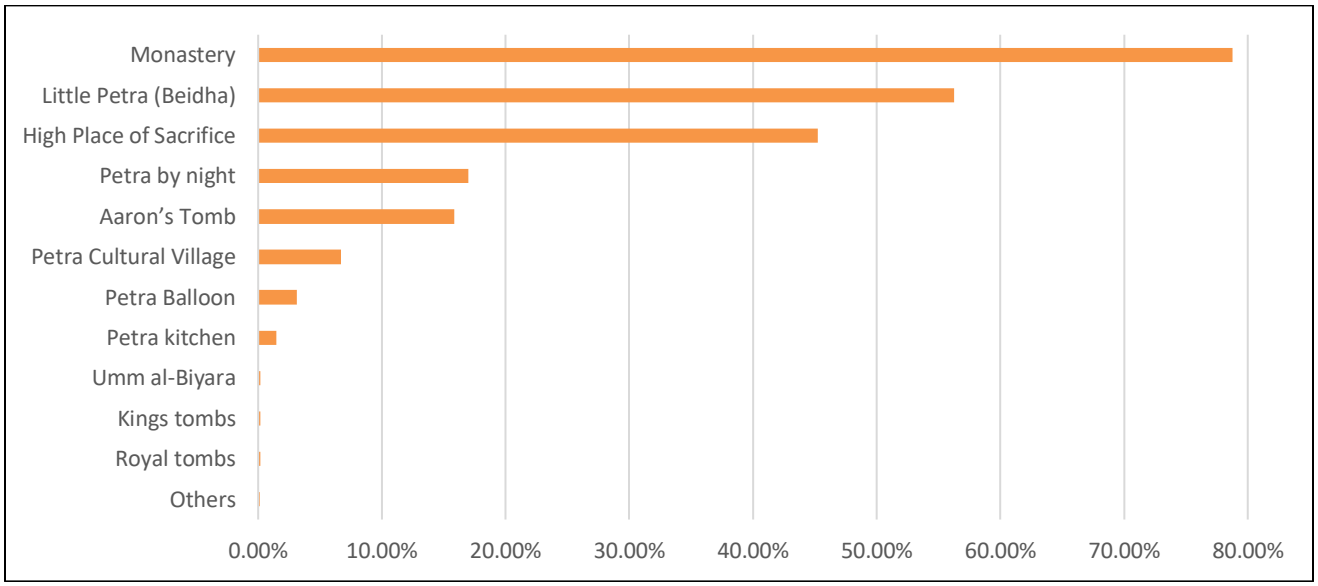


Figure 34. Top visited spots in Petra and activities(N=1,017)

Q25. Did you visit the Petra Museum? (SA)

One third of the respondents (33.1%) visited the Petra Museum. In 2022, over 50% of the respondents visited the museum. The older the respondent the keener they are to visit the museum (Figure 35). The percentage of museum visitors varies widely from one country to another (Figure 35).

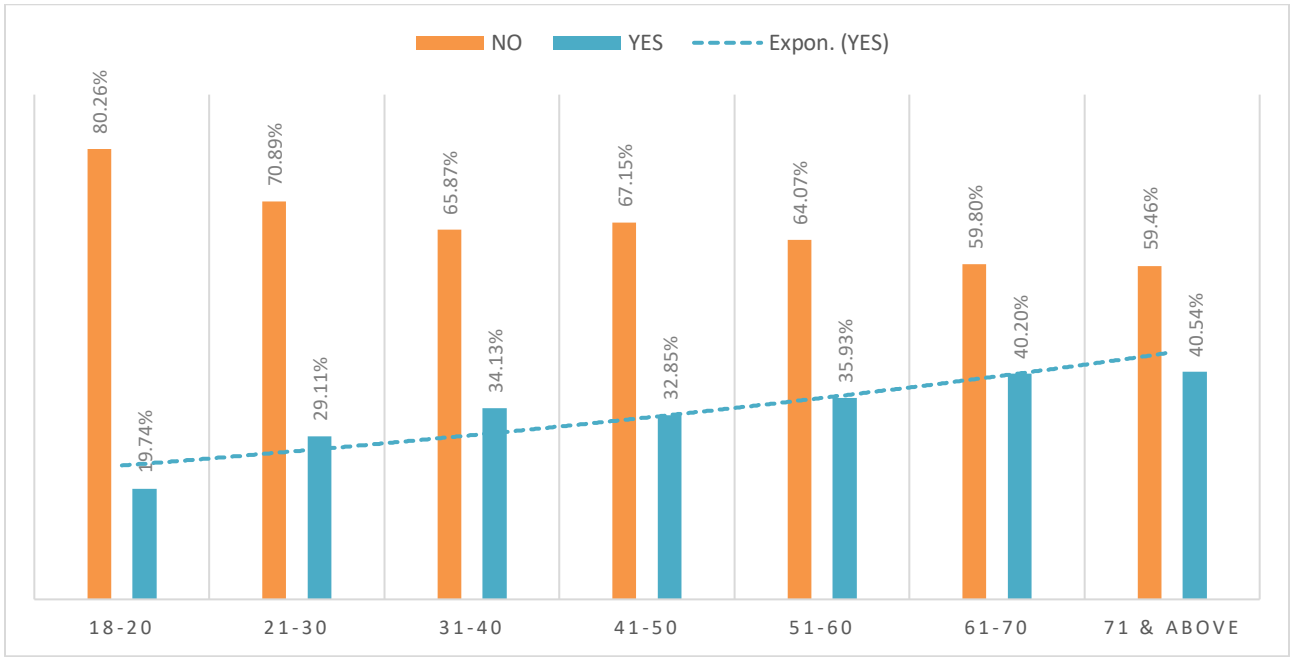


Figure 35. Cross-tabulation of visit to Petra Museum/age (N=2,451)

Figure 31 below presents data on the top 10 visiting nationalities, which together account for 63% of the respondents. The percentages in the figure are based on the entire sample (N=2451).

Across all nationalities, the majority response (over 60%) is "no," except for Bolivians, of whom 83% visited the museum. Nationals from Japan (45%), the Netherlands (44%), Austria (44%), Germany (41%), and Malaysia (40%) also show relatively high percentages of museum visits.
For the purpose of this report only the top 10 visiting nationalities have been considered here. They represent 63% of the respondents.

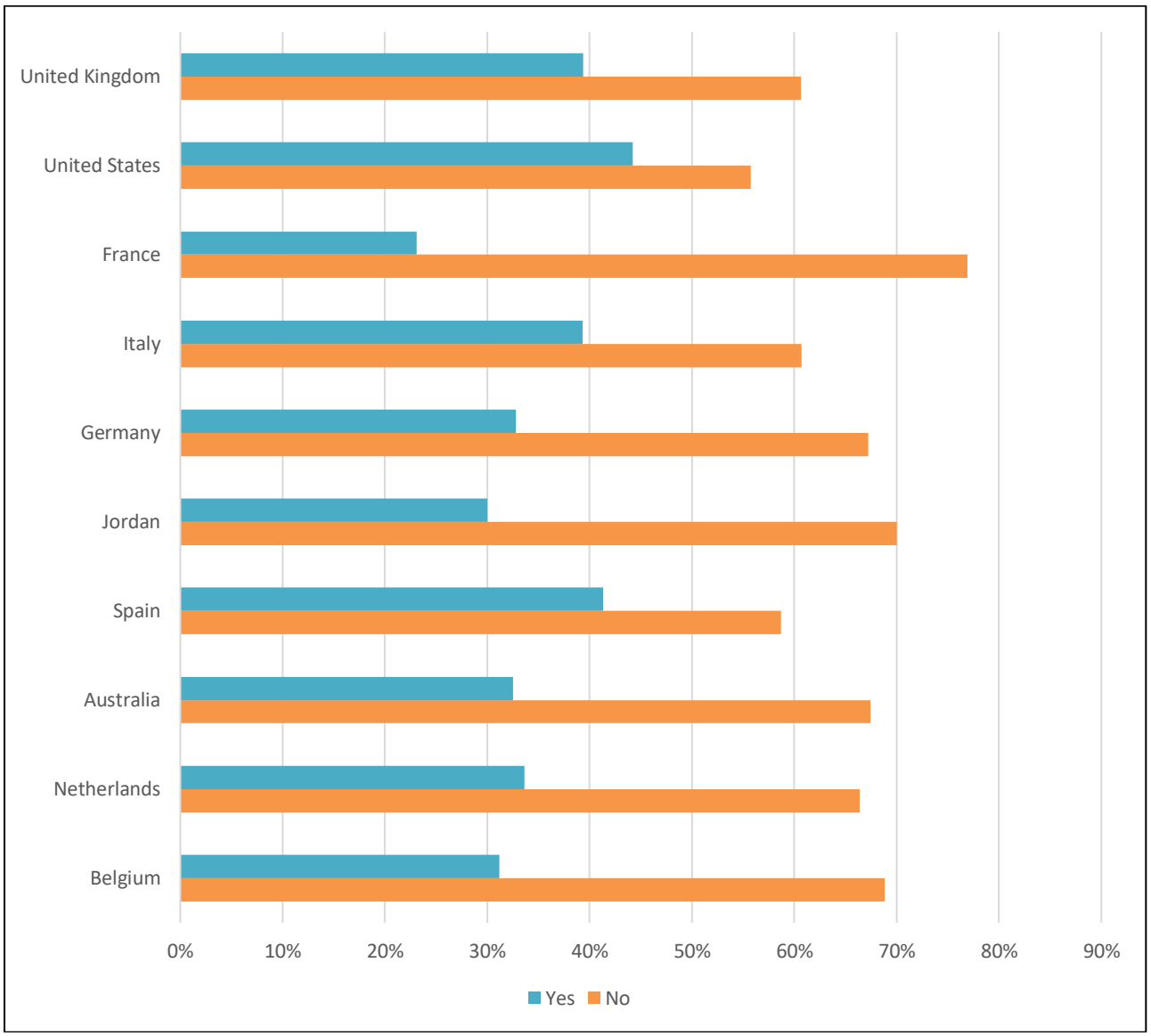


Figure 36. Cross-tabulation of visit to Petra Museum/nationality (N=1,454)

Q26. Please indicate the time you visited the Petra Museum:

Over 70% (71%) of respondents visited the museum between noon and afternoon, aligning with the time typically required to walk the main trail (round trip) when entering the site early in the morning. This trend is consistent with data collected in 2022.

For comparison purposes (Figure 38), the following time adaptations were applied:

8.30am to 11.29am = Between morning and noon

11.30am – 2.29pm = Between noon and afternoon

2.30pm – 5.29pm = Between noon and afternoon

5.230pm – 8.30pm = Between late afternoon and evening

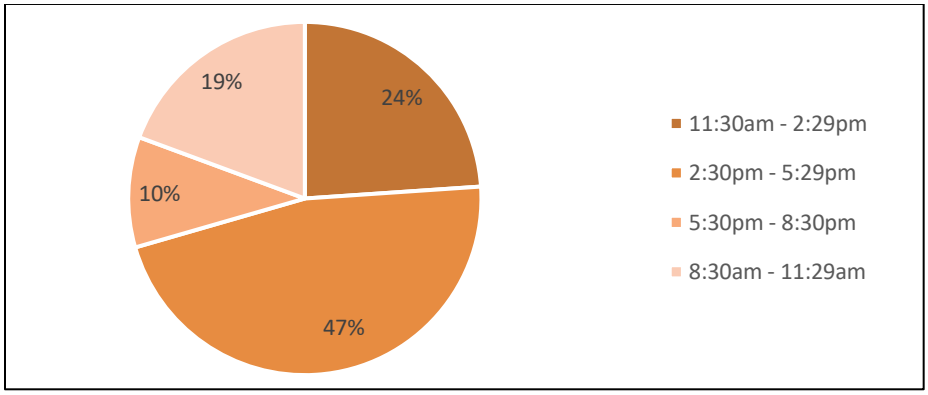


Figure 37. Time of museum visit (N=811)

Responses	2022	2024
Between noon and afternoon	39%	71%
Between late afternoon and evening	30%	10%
Between morning and noon	31%	19%

Figure 38. Comparison between the data collected in 2022 and in 2024

Q28. Which of the following social media platforms have you used, or do you plan to use? (MA)

Almost 60% (57.6%) of respondents used or planned to use social media during their visit to Petra. The most popular platform was Instagram, cited by 63% of users.

Cross-tabulation of responses regarding social media usage in Petra by age confirms existing trends. The use of Facebook and WhatsApp increases with age, while Instagram and TikTok are more favoured by younger generations (Figure 40).

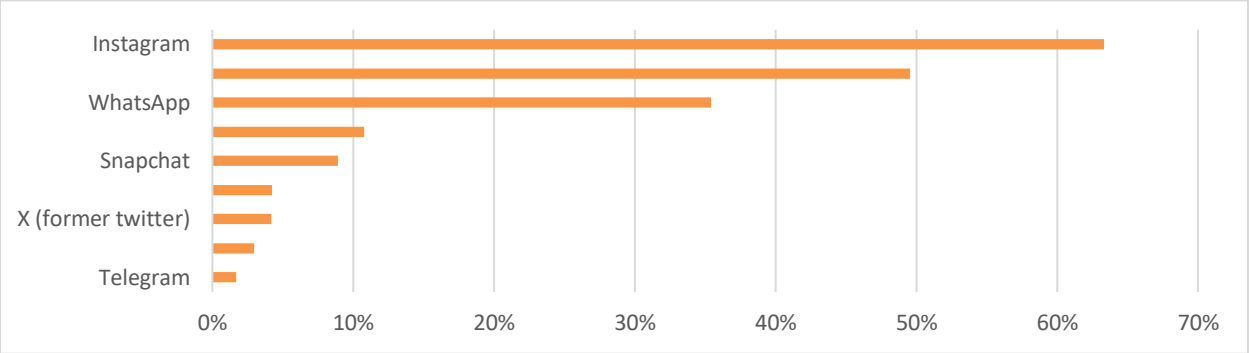


Figure 39. Social media use (N=1,412)

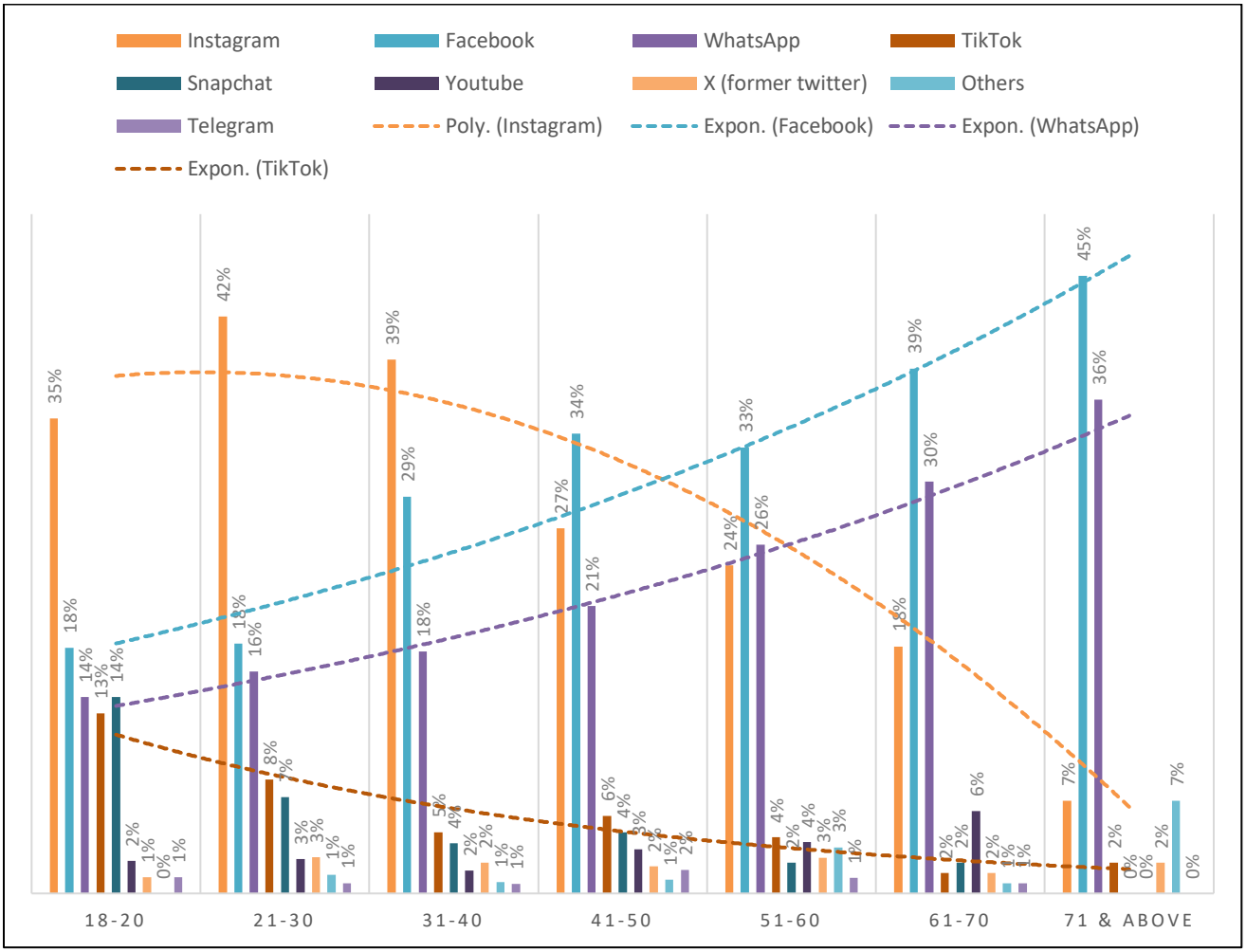


Figure 40. Cross-tabulation of age/social media use (N=1,412)

3.1.7. Accommodation

Q20. Please indicate the type/class of accommodation in the Petra region where you are staying/have stayed:
In terms of level of accommodation, the most popular choices are 4-stars and 3-stars hotels. It is worth noting that 11.74% of the sample chose a hostel.

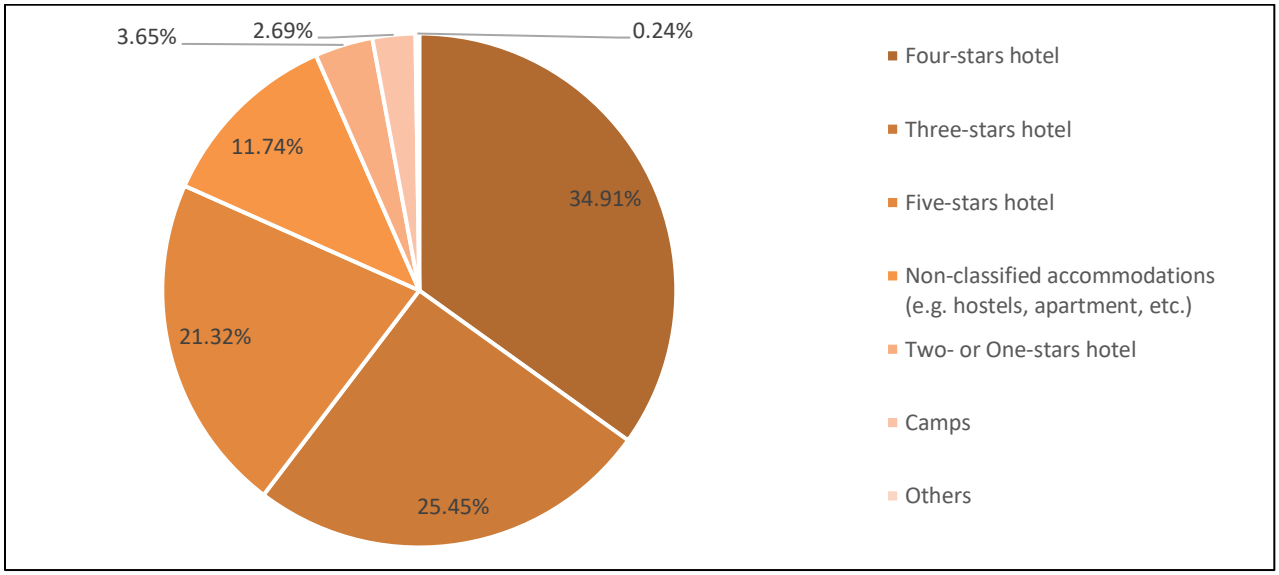


Figure 41. Level of accommodation (N=1,670)



Figure 42. Cross-tabulation of the level of accommodation and household income (N=1,670)

3.2. Overview of the number of nights stay in Petra

3.2.1. The average number of nights' stay in Petra

The tables below include data exclusively from tourists who spent one to three nights in the region, representing 66.7% of the respondents. These tourists spent an average of 1.74 nights in the region. In comparison, in 2022, tourists spending one to three nights in Petra made up slightly over 67% of respondents, with an average stay of 1.89 nights.

19. How many nights are you/did you spend in Petra?		
Number of nights spent in Petra	**2022**	**2024**
Spent between 1 and 3 nights in Petra	67%	66.7%
Spent 4 nights or more in Petra	5.5%	1.6%
Did not spend the night in Petra	27.5%	31.7%
Average	**1.89**	**1.74**

Figure 43. Average number of nights in Petra (In 2022, N=7715; in 2024, N=2,451)

Figures 44 to 46 below show the cross-tabulation between the number of nights spent in Petra with gender, age, and household income.



Figure 44. Cross-tabulation of number of nights/gender (N=1,633)

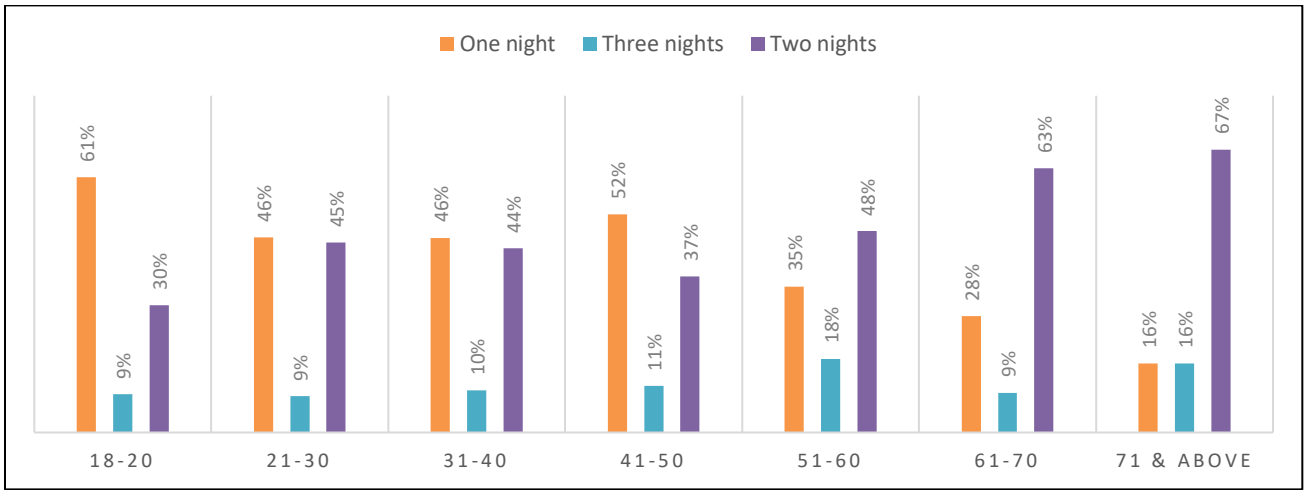


Figure 45. Cross-tabulation number of nights/age (N=1,633)

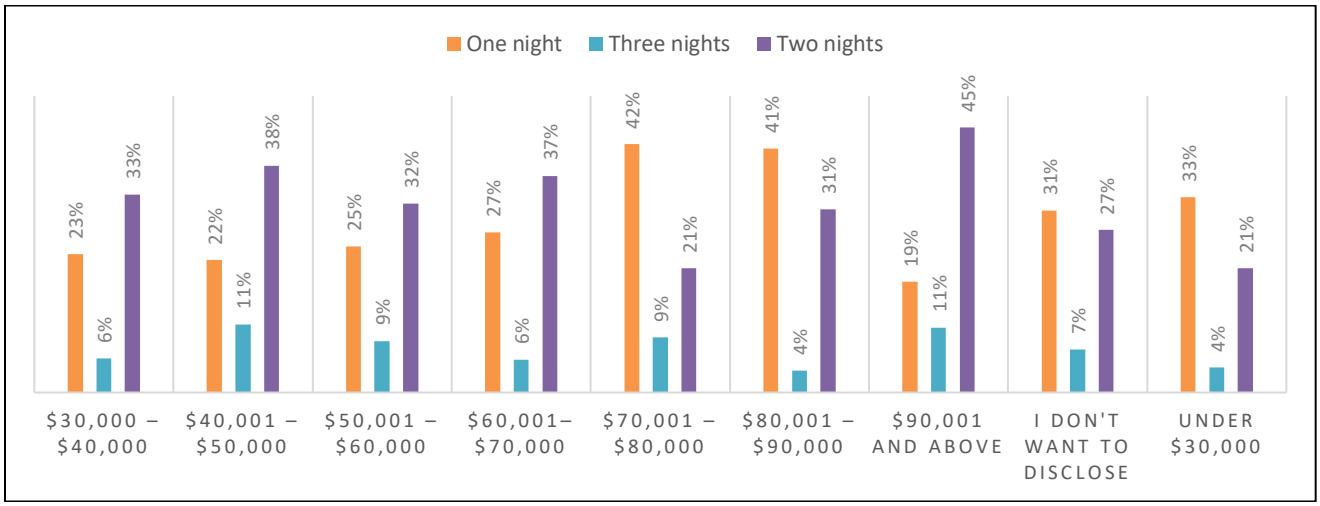


Figure 46. Cross-tabulation of number of nights/household income (N=1,633)

3.3. Overview of visitors' spending

3.3.1. Average expenditure per tourist in Petra

Tourists in the Petra Region spend an average of JOD 120.4[4] regardless of how many nights they spent in Petra, marking a 38% decrease from the 2022 average of JOD 195.25[5].

[4] For this analysis, a total of 2,012 responses were considered, focusing on those with total expenses ranging from 1 JOD to 1,000 JOD. This approach ensures the data reflects realistic spending patterns within the Petra region.
[5] For this analysis, a total of 6,145 responses were considered, focusing on those with total expenses ranging from 1 JOD to 1,000 JOD. This approach ensures the data reflects realistic spending patterns within the Petra region.

Despite the fixed rates for entrance tickets, responses showed a wide range of reported prices, even though the fixed rates made up the majority. This variability is likely because some tourists reported the total amount spent for their families or groups, a trend also observed in 2022.

Additionally, the rates associated with the Jordan Pass (70 JOD, 75 JOD, and 80 JOD) were frequently mentioned in responses. Notably, 58% of respondents indicated "0" as their cost for the entrance fee, likely because tickets were included in their tourist packages. The inclusion of entrance tickets in packages makes it challenging to assess the standalone cost perception of the entrance fee. The latter was also observed in 2022.
The tendency to report expenses for groups or families introduces variability in the data, necessitating cautious interpretation of averages. For this analysis, only prices ranging from 1 JOD to 100 JOD were considered. Responses within this range account for 61% of the total respondents. Unless otherwise specified, all percentages in this section of the report refer exclusively to this subset of respondents.

About the tour guide, the average expenditure is 50 JOD. Over 85% (87.6%) of the respondents replied with "0" to the question about the cost of the tour guide. While each visitor must have purchased a ticket, the service of a tour guide is optional and, in fact, 66.75% out of the 2451 respondents did not hire a tour guide. Approximately 24.2% of the respondents hire their guide through a travel agent. Of those 82% responded with "0" to the question about the cost of the services of a tour guide. The remaining 18% spent an average of 47.57 JOD for this service.
In 2022, 44% of the respondents did not hire a tour guide.

Figure 47 shows the average daily expenditures based on the number of nights spent in Petra, comparing data from the baseline survey with the current survey. The results indicate that daily spending in 2024 has decreased by 30% to 44% compared to the baseline survey.

Number of nights	2022		2024		Decrease
	Percentage of respondents	Average spending	Percentage of respondents	Average spending	
Did not sleep in Petra	**28.65%**	**161.86 JOD**	**32.81%**	**91.25 JOD**	**- 43.62%**
One night	**23.19%**	**86.64 JOD**	**28.3%**	**57.51 JOD**	**- 33.62%**
Two nights	**36.64%**	**66.39 JOD**	**30.68%**	**46.49 JOD**	**- 29.97%**
Three nights	**11.51%**	**57.12 JOD**	**8.2%**	**40.1 JOD**	**- 29.8%**

Figure 47. Total average expenditures per day against number of nights spent in the Region (In 2022, N=5,786; In 2024, N=1,975[6]).

Inflation over the past two years may have impacted tourists' purchasing power, leading to reduced daily spending.
Results also show that tourists are allocating their budgets differently, focusing more on essentials like

[6] For this analysis, only total expenses ranging from 1 JOD to 1,000 JOD were considered. This approach ensures the data reflects realistic spending patterns within the Petra region.

accommodation and food while spending less on extras like souvenirs or guided tours (see Figure 48).

3.3.2. Average expenditure by service items

Figure 48 shows the average expenditure per daily-consumable service item per tourist per night for the sample here considered (for the 958 respondents spending 1-3 nights and totalling between 1 JOD and 1000 JOD in expenses in the Petra Region).

Average expenditure by service item per night in Petra	2022	2024	Decrease
Souvenirs	17.5 JOD	9.2 JOD	- 47%
Food and beverage	19.1 JOD	10.7 JOD	- 44%
Accommodation/ night	33.3 JOD	20.3 JOD	- 39%
Transportation service	10.3 JOD	4.4 JOD	- 57%
Attractions and Activities	6.6 JOD	2.4 JOD	- 63%
Other expenses	7.3 JOD	2.9 JOD	- 61%
Total Expenses	**94 JOD**	**64.1 JOD**	**- 32%**

Figure 48. Average expenditures per service item – Respondents who spent 1 to 3 nights in the Region (In 2022 N=5,171 - In 2024 N=958)

Q30. How would you rate the ticket price for entrance to Petra Archaeological Park
1=Very cheap, 2=Cheap, 3=Reasonable, 4= Expensive, 5= Very expensive

Over half of the respondents (50.1%) considered the ticket price reasonable, while almost a quarter (23.79%) found it expensive. Cross-tabulation with age, income, and nationality confirms these trends, with notable exceptions based on nationality:

1. Jordanians: Due to discounted tickets (1 JOD) for locals, 38% found the ticket price very cheap.
2. UK Nationals: A majority (56%) found the price reasonable, and 17% considered it cheap.
3. Indian Nationals: Over half (58%) found the ticket expensive (40%) or very expensive (18%), with only 31% rating it as reasonable.
4. Chinese and Lebanese Nationals: Both groups showed similar patterns, with 38% (Chinese) and 40% (Lebanese) finding the price expensive, and 20% (Chinese) and 25% (Lebanese) considering it very expensive.
5. South Korean and Pakistani Nationals: A significant proportion found the price very expensive, with 47% of South Korean respondents and 73% of Pakistani respondents expressing this view.

The analysis focuses on countries representing over 4% of respondents, accounting for 91% of the total sample. Figure 52 specifically highlights data for the top 10 visiting nationalities, comprising 63% of the respondents.

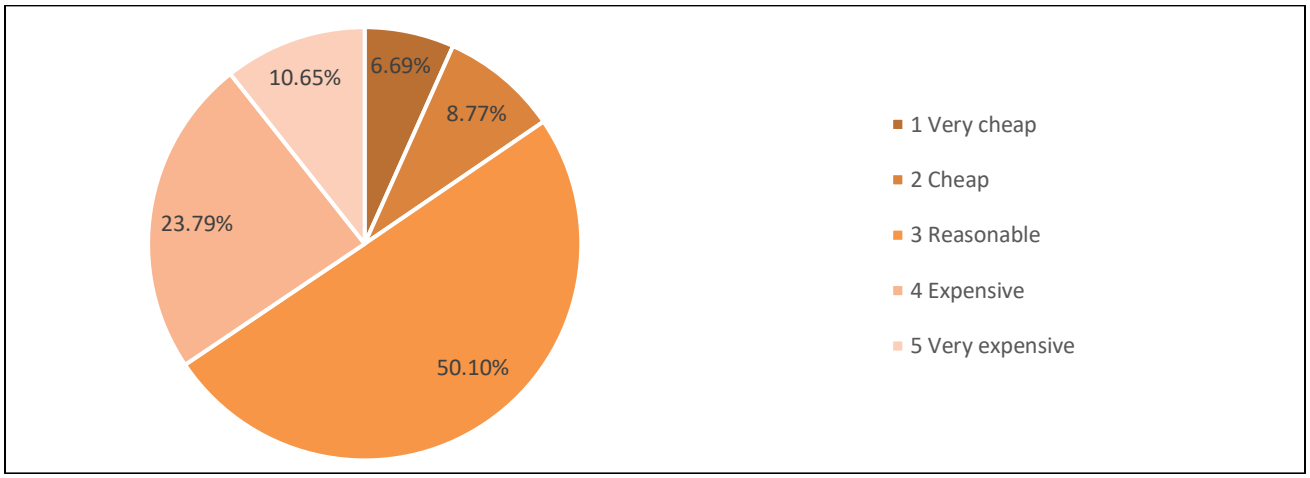


Figure 49. Rate the ticket price (N=2,451)

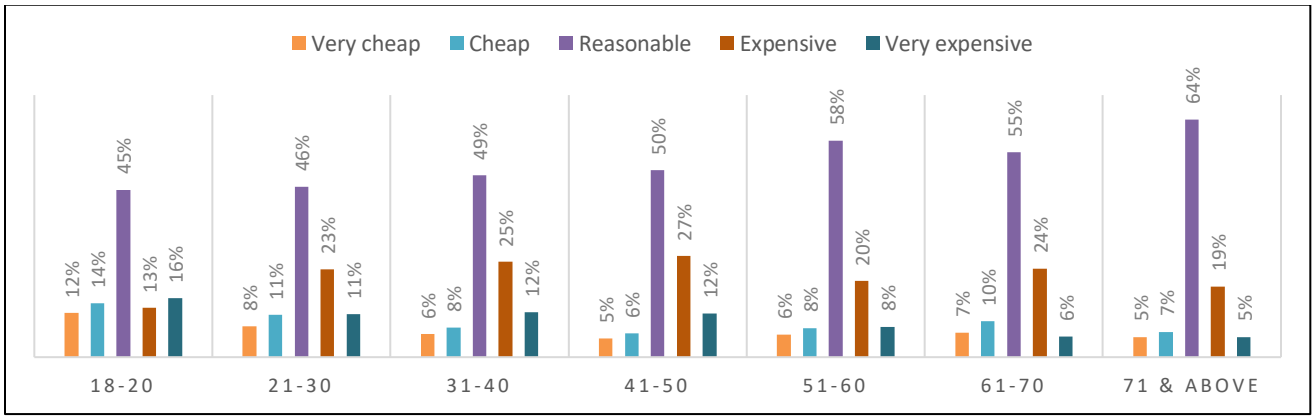


Figure 50. Cross-tabulation rate ticket price/age (N=2,451)

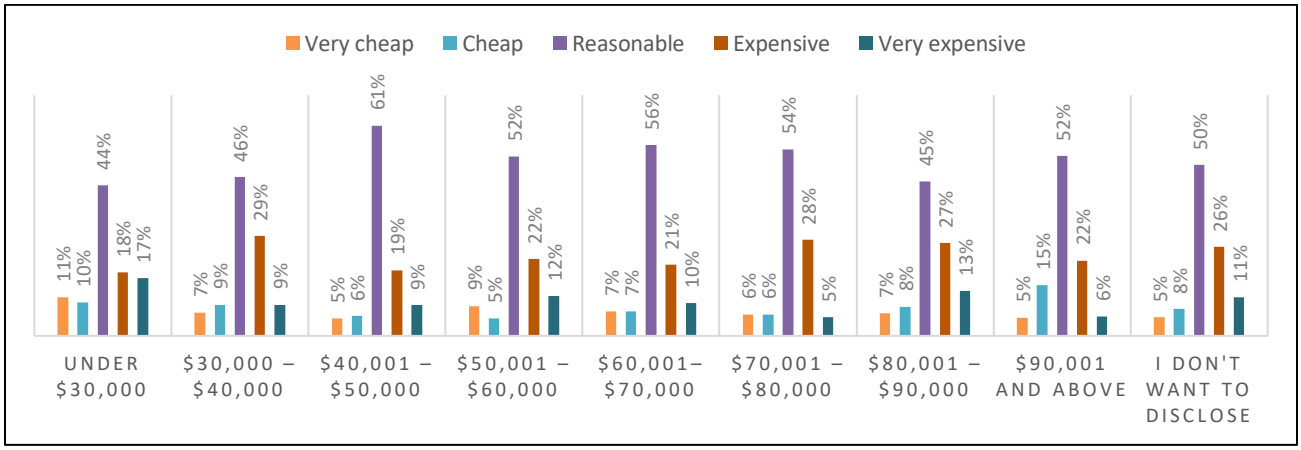


Figure 51. Cross-tabulation rate ticket price/income (N=2,451)

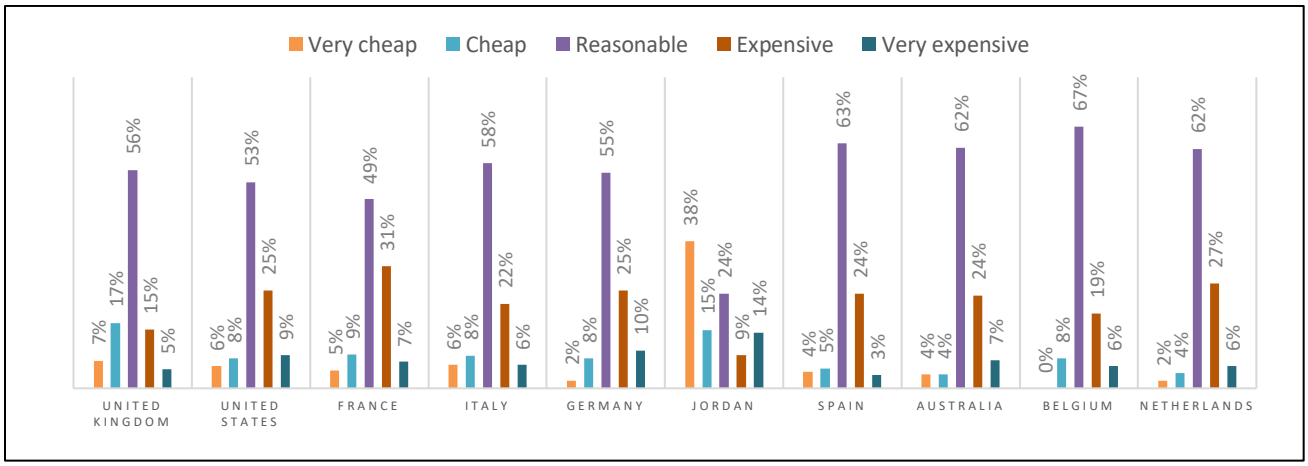


Figure 52. Cross-tabulation rate ticket price/nationality (N=1,545)

3.4. Visitors' satisfaction and challenges

The majority of respondents positively rated the services and the experiences inside and outside the site. Compared to 2022, the overall experience inside the site is improved: In 2022, the experience was rated as neutral. Most of the respondents were satisfied with services outside the site both in 2022 and in 2024.
An average of 11.4% negatively rates the experience. In 2022, the average was 15%.
Here below is a summary of the findings:

Q31. In your opinion, how would you rate the availability of night experiences in Petra:
1= Not enough at all, 2= Not enough, 3= Enough, 4= More than enough

Over 65% of the respondents found the offer of night experiences enough (52%) or even more than enough (16%).

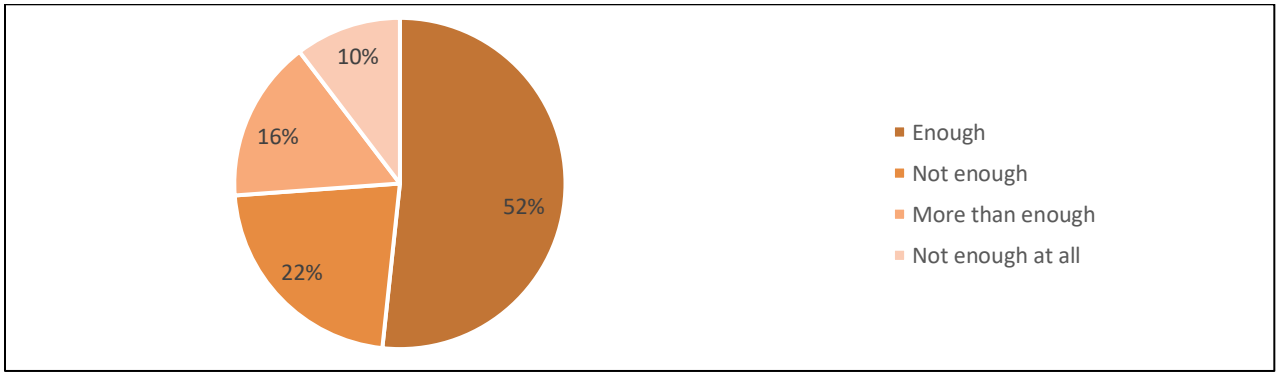


Figure 53. Availability of night experience (N=2,451)

34. Did you use any mode of transportation in Petra (e.g. taxi, free shuttle bus, animals, private pick-up etc.)
34.1. Which of the following modes of transportation did you use in Petra:
Q35. How would you rate the service quality of the modes of transportation you used in Petra on a scale of 1 to 5?

Approximately 28.3% of respondents used a mode of transportation within Petra. While taxis were the most popular choice, the percentages for other transportation modes were relatively similar, indicating no significant dominance by a single option.

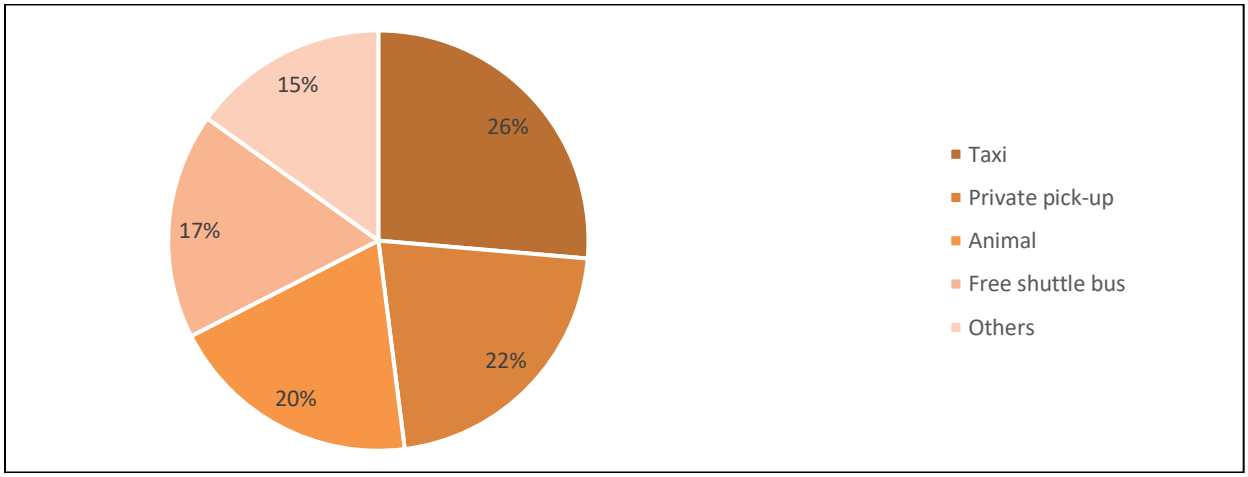


Figure 54. Transportation modes in Petra (N=846)

Only 11% negatively rated the transportation modes they used.

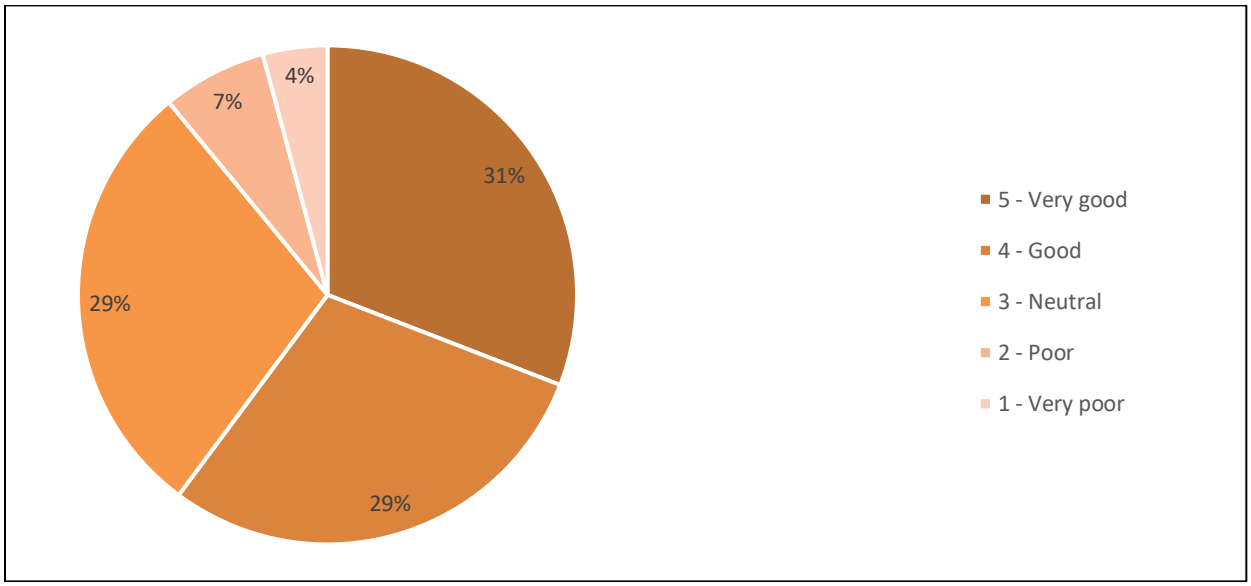


Figure 55. Rate transportation in Petra (N=693)

Q36. Please indicate your level of satisfaction with each of the following:

The table below highlights the levels of satisfaction with services both inside and outside the Petra Archaeological Park. Overall, the experiences received positive ratings, consistent with the results from 2022.

	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied
Availability of information about the archaeological site	**24.8%**	**42.8%**	**19.8%**	**7.6%**	**5%**
Cleanliness of the bathrooms inside the archaeological site	**24.8%**	**46.2%**	**20.5%**	**5%**	**3.5%**
Rangers' services inside the archaeological site	**18.4%**	**40.9%**	**30.5%**	**6.2%**	**4%**
Quality of staff service at the Visitor Centre	**24.4%**	**44.9%**	**22.4%**	**4.7%**	**3.6%**
Quality of staff service at the Museum	**20.5%**	**38.7%**	**33.8%**	**3.9%**	**3.1%**
Food and beverages inside the archaeological park	**18%**	**40%**	**29.9%**	**8.4%**	**3.8%**
Quality of services outside the archaeological park	**20.1%**	**43%**	**28.4%**	**5.2%**	**3.3%**

Figure 56. Level of satisfaction in Petra (N=2451)

37. How safe did you feel during your visit to Petra Archaeological Park?

An overwhelming majority of respondents (96%) reported feeling safe (37%) or very safe (58%) during their visit to Petra. Only a small minority (4%) felt unsafe (2%) or very unsafe (2%).
This high level of perceived safety reflects positively on the site's management and security measures.

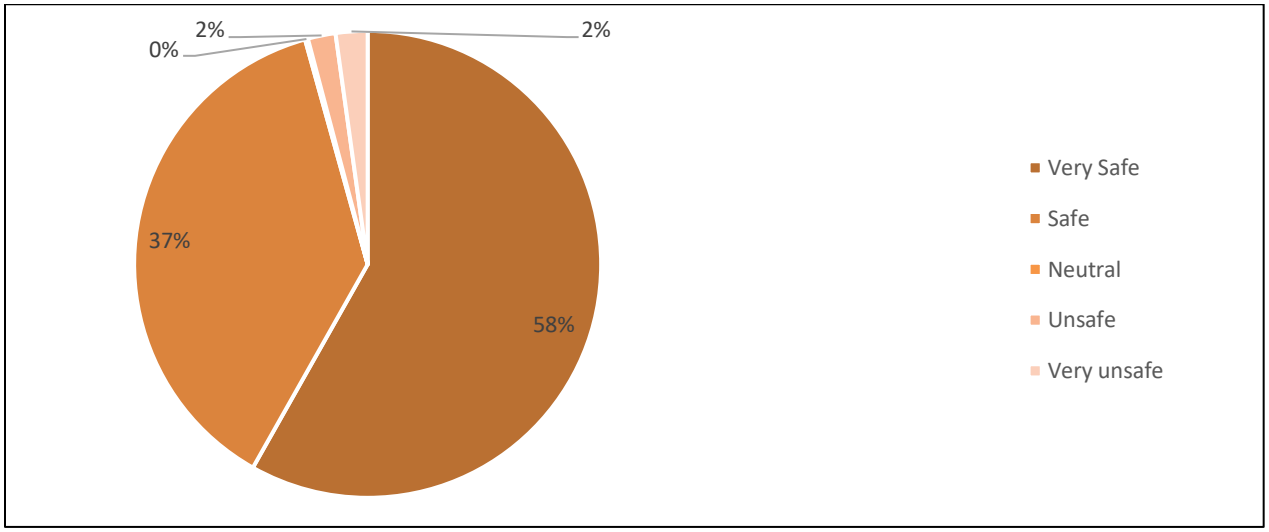


Figure 57. Safety in Petra (N=2451)

5. Recommendations

5.1. Recommendations

The recommendations provided here below emphasize a holistic and data-driven approach to enhancing tourism in Petra, ensuring adaptability to market trends, and fostering sustainable development.
A commitment to conducting follow-up surveys and engaging stakeholders—including host communities and tourism workers—reflects a forward-looking strategy that prioritizes understanding and responding to market dynamics.
The administrative recommendations focus on creating an integrated, dynamic, and inclusive tourism ecosystem. Designing tailored tourism programs and extending visitor stays through diverse activities can significantly enhance the visitor experience and economic benefits. Nighttime activities, affordable local tours, and community-driven initiatives promise to enrich the cultural value of Petra, providing visitors with authentic, immersive experiences.
Training programs targeting communication and service quality aim to elevate the overall tourist experience, ensuring consistency with global standards.
Finally, addressing seasonality through strategic promotions tailored to different markets and tourist motivations can help stabilize tourism flows throughout the year.

Recommendation for future studies:

- Conduct follow up surveys to closely monitor the change in the market and adjust tourist offerings.
- Interview stakeholders, host communities and workers of the tourism sector.

Recommendations to the administration in Petra:

- Design integrated tourism programs tailored to the needs and demands of the tourist market.
- Extend the visitor stays by offering a variety of activities and events, especially at night, and providing local tours outside the park at encouraging prices.
- Involve host communities in designing tourist offerings and in the decision-making process in order to provide a more authentic cultural experience and because they have the strongest interface with tourists. An active community engagement will also contribute to long-term sustainability.
- Design and implement training programs for tourism workers (private and public) to improve their communication skills and the quality and standard of the services, especially inside the park.
- Design promotional strategies to help overcome seasonality by targeting different markets at different periods of the years based on tourists' interests and motivations.

5.3. Research Limitations

- Several respondents did not complete the questionnaire due to its length.
- Language was a major limitation. Questionnaires were in Arabic and English.

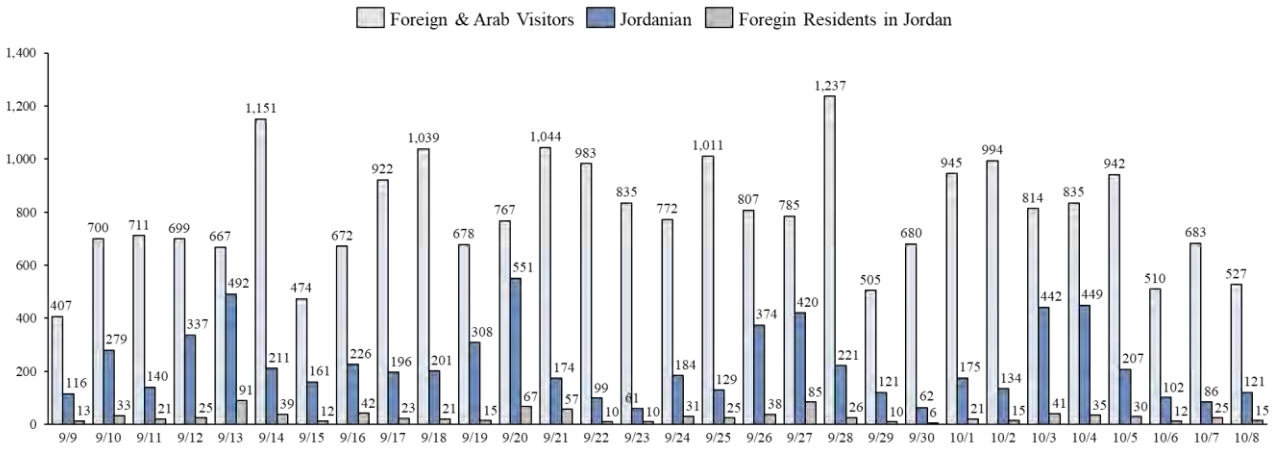
Temporal determinants:

The study covered the period from 08/09/2024 to 07/10/2024.

Spatial determinants:

- The study included the area around the Petra Visitor Centre, some hotels, camps and tourist restaurants.
- Variable weather conditions such as: extreme heat, dust, wind, etc.

Appendix: Number of visitors to Petra during the survey period (September 9 to October 8, 2024)



Source: PDTRA ticket database

Annex 5: Gender survey report

SURVEY
ON LOCAL WOMEN'S
INTEREST AND PARTICIPATION
IN TOURISM
IN THE PETRA REGION

SURVEY REPORT

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

JICA Project Team
and
Petra Development and Tourism
Region Authority (PDTRA)

April 2024







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1. Executive summary

According to official figures, women constituted approximately 10% of the labor force in the tourism sector in Jordan, which is considered quite modest when compared to other countries, especially given that Jordan is one of the most enriched countries in antiquities and touristic destinations.

With a high level of education in Jordan, even in tourist-related academic fields where 78% of unemployed women hold bachelor's degrees, this also glaring absence of tying educational outputs to the labor market.

There has always been a gender gap in Jordan in obtaining job opportunities since males are always a priority due to the nature of work in the tourism sector. The Jordanian government has also tried to work toward giving priority to women by creating motivations in technology and empowering them through microprojects. However, despite efforts made to increase the number of Jordanian women in the tourism sector, their participation in this dynamic domain is still below expectations.

It has also been recognized that the working environment in Jordan isn’t women-friendly, especially in the private sector, so the vast majority of women are trying to join the public sector, which is more secure and flexible.

Since more than 80% of visitors to Jordan are targeting Petra mainly, Petra has always been used as a reference or model to disseminate and accredit as the baseline of any tourism-related studies, research, or figures that would steer the overall Jordanian touristic trends and changes. For instance, the occupancy of hotels in Petra is currently used as a reference for hotel bookings, and the reservation rate is an official figure used to show the impact of the current situation in the area on the touristic sector.

Despite the high touristic opportunities in Petra, women's participation in tourism is below expectations, despite the fact that their academic level is also high. It was obvious that a data base is needed to translate voices that came out from higher levels in Jordan, asking about the importance of involving the women sector in tourism and admitting that there is still so much needed to empower women in training, capacity building, and rehabilitation.

This survey was conducted to explore how factors impede women’s economic participation in the tourism sector and how to break barriers that exclude women from obtaining equal job opportunities. eliminate obstacles hindering women's participation in the sector, identify the needs of women and their ability to overcome social stigma surrounding their work in tourism, encourage more women to enter the field, raise their participation in the sector, and see if a culture of shame is still prevalent in the tourism and hospitality sectors.

The survey found out the exact reasons for such a situation and definitely came out with recommendations that would also be applied to other districts in Jordan at a national level, it worth saying that the survey outcomes will be of high value, were selected in a very SMART way, and can be applied to eliminate obstacles hindering women’s participation in the sector and find out the best mechanisms to encourage more women to enter the sector.

This survey sheds light on the challenges that prevent women from participating actively in the tourism and hospitality workforce and from being economically empowered. It also includes recommendations for valuable input; advice, guidance, and support that will help efforts move forward to achieve the empowerment of women.

The survey was developed and implemented by the Japanese International Cooperation Agency (JICA) and the Petra Development and Tourism Region Authority (PDTRA).

April 2024
JICA Project Team
Petra Development and Tourism Region Authority

2. Overview of the survey

2-1. Background

The Hashemite Kingdom of Jordan (hereinafter “Jordan”) is rich in tourism resources such as cultural and natural heritage. In particular, Petra is one of the leading tourist destinations in Jordan registered as a UNESCO World Cultural Heritage site, which attracted more than 1 million visitors in 2019. On the other hand, the Petra Region has not sufficiently developed tourism resources other than the Petra Archaeological Park and is facing challenges such as infectious diseases and natural disasters as well as the risk of over tourism due to the increase of visitors.

Under these circumstances, Japan International Cooperation Agency (hereinafter “JICA”) launched the Project for Formulating a Tourism Development Master Plan in the Petra Region (hereinafter "the Project"), which aims to strengthen the capacity of the Petra Development and Tourism Region Authority (hereinafter “PDTRA”) for tourism development through the formulation of the Tourism Development Master Plan (hereinafter “the Master Plan”).

Gender considerations are one of the key perspectives in tourism development that are supposed to be included in the Master Plan. Especially, some people in Arab countries have clear values regarding the responsibilities and work of men and women. Therefore, it is extremely important to balance tourism development with gender, while respecting the traditions and customs.

2-2. Purpose

A community development and gender consideration consultant (hereinafter “the Consultant”) of the JICA Project Team and staff of PDTRA Directorate of Sustainable Development (hereinafter “the PDTRA staff”) jointly conducted a survey for the purpose of determining the current status of interest and engagement in tourism of local women in the Petra Region.

The objectives of the survey are:

- To identify the challenges that women in the Petra Region are facing in their engagement in tourism;
- To explore potential obstacles in the tourism sector that might prevent or discourage women from engaging in tourism;
- To create baseline data for monitoring and evaluation that can be used for

further assessment of future changes;

- - To analyze the opportunities for local women in the Petra Region to engage in tourism;
- To make suggestions on women's participation in tourism which is to be reflected in the Master Plan which is currently under formulation;
- To use the survey outcomes for any other relevant activities or discussions.

The survey was conducted among women aged 18 and older who are living in the six communities in the Petra Region: Wadi Musa, Taybeh, Umm Sayhoun, Baidha, Rajif, and Dlagha. It was conducted over a 45-day period from July 23 to September 5, 2023, receiving 411 valid responses.

2-3. Methodology

The survey was conducted in the form of questionnaire in Arabic using the Google Form, with quantitative and qualitative questions. The Consultant prepared questions in English and a local staff for the Project (hereinafter “the Project Coordinator”) translated them into Arabic after a revision by the PDTRA staff. In order to shorten the response time and to simplify the responses and tabulation works, all required questions were prepared with choices, and the supplementary information was submitted in an optional descriptive format.

The link of the survey form was posted on a Facebook page for the Project, as well as in a Facebook group for women in the Petra Region. It was also disseminated to local women in the six communities through the PDTRA staff and local female representatives.

All responses in Arabic were reflected in an online spreadsheet. The Consultant converted the spreadsheet into an Excel file and translated all responses into English with the Project Coordinator for tabulation and analysis work. After the tabulation, the Consultant and the PDTRA staff analyzed the results and made this report in English, including recommendations to be reflected in the Master Plan.

3. Basic information of the respondents

3-1. Residential community

Table 3-1: Number of responses from each community

(1) Community	(2) Valid responses	(3) Female population[*1]	(4) 2/3
Wadi Musa	195	7,500	2.6%
Taybeh	117	2,600	4.5%
Umm Sayhoun	21	900	2.3%
Baidha	6	170	3.5%
Rajif	46	700	6.6%
Dlagha	26	700	3.7%
Total	**411**	**12,570**	**3.3%**

The number of valid responses is shown in the **Table 3-1**. It ranges from 2.3 to 6.6% of the female population aged 18 and older in each community. The total number of valid responses accounted for 3.3% of the total female population in the whole Petra Region targeted in this survey.

*Note 1: It represents the female population aged 18 and older, the target population of this survey.

*Note 2: The total data collected in this survey includes the sampling error of 5% and the confidence interval (CI) of 95% as the total female population is the population parameter. On the other hand, when the analysis is done by community or by age group, the data get less reliable because of the smaller size of population parameter.

3-2. Age group

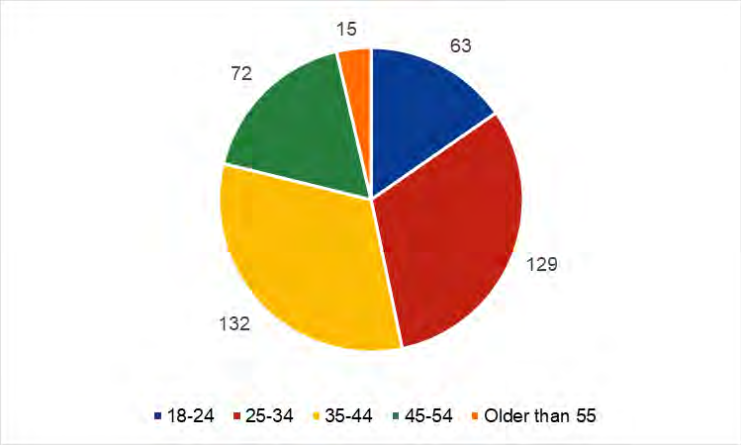


Figure 3-1: Age group of respondents

Among the respondents, 96.4% are within the working age groups between 18 to 55 years old.

3-3. Academic background

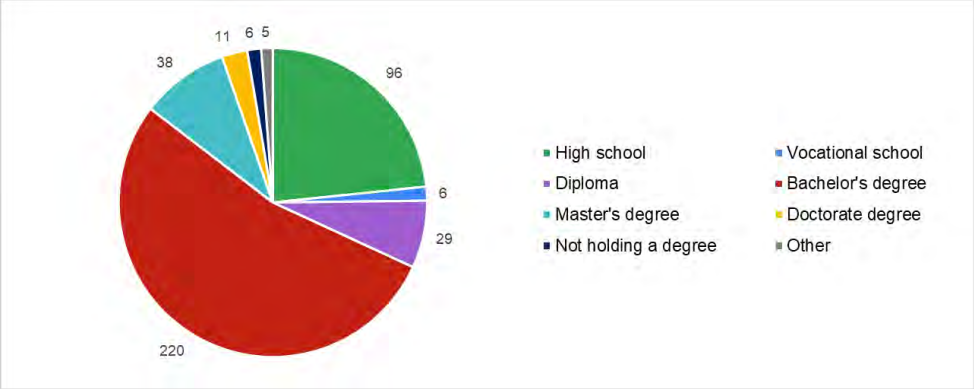


Figure 3-2: Academic background of respondents

More than half of the respondents have “bachelor's degrees.” The second most common latest education is “high school.” Respondents with either of “master's degree” or “doctorate degree” account for 11.9%.

3-4. Academic major

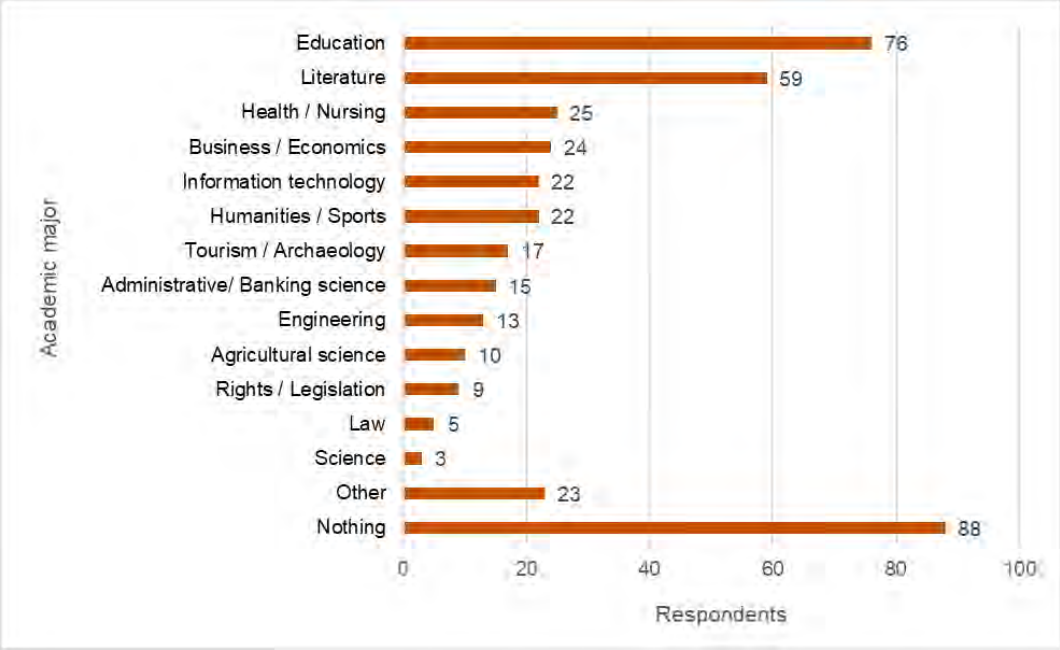


Figure 3-3: Academic major of respondents

“Education” is the most common field of study among the respondents, followed by “literature.” Respondents whose latest education is high school selected "Nothing."

3-5. Economic activity

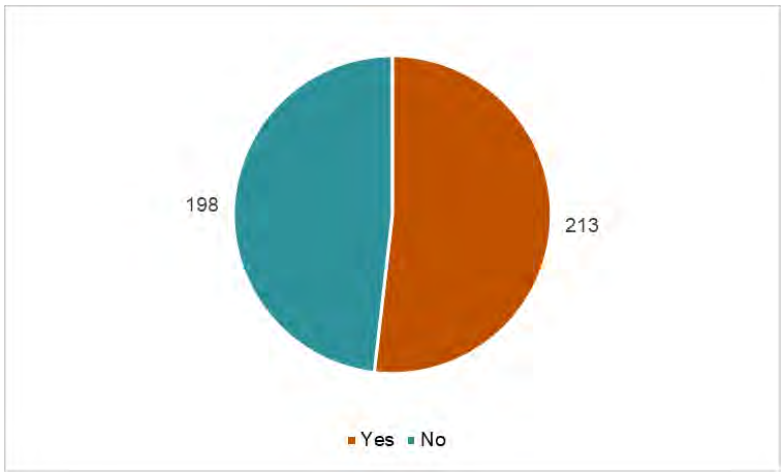


Figure 3-4: Engagement in economic activity

Among the respondents, 51.8% are engaging in some types of economic activities that give them economic income.

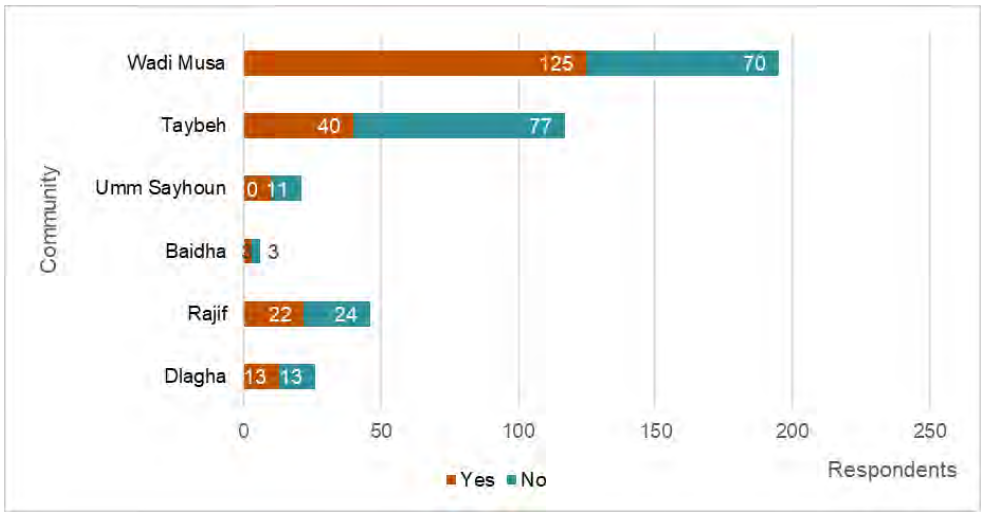


Figure 3-5: Engagement in economic activity by community

Comparing by community, Wadi Musa, the community closest to the center of tourism, has relatively higher rate of engagement in economic activities than the other five communities.

Umm Sayhoun, Baidha, Rajif, and Dlagha have similar rates, while Taybeh shows a relatively low rate of economic engagement.

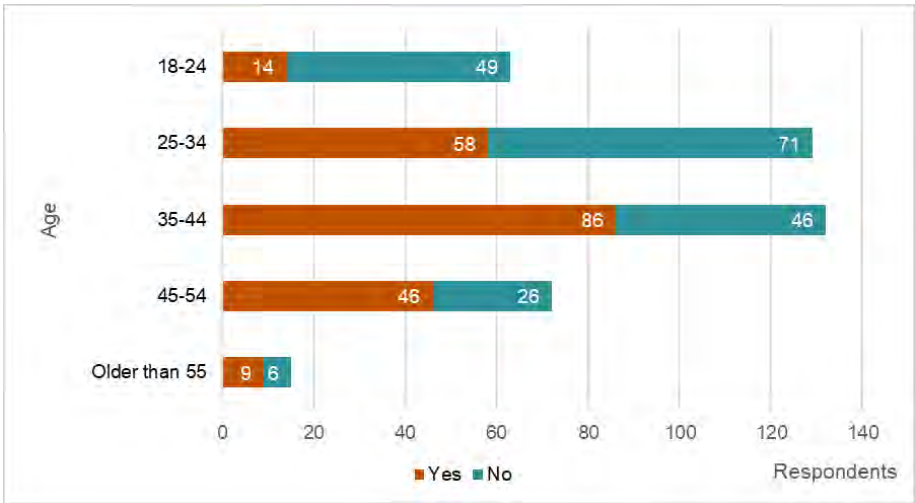


Figure 3-6: Engagement in economic activity by age group

Figure 3-6 shows a comparison of economic engagement by age group. More than 60% of respondents aged 35 and older are engaging in some economic activities, while the average rate for those under 35 is below 50%. In particular, only 22.2% of respondents aged between 18-24 are engaging in economic activities.

However, according to the result of this survey, more than 60% of the respondents aged 18-24 continue their study at college or graduate school, which could be a reason for their low economic engagement.

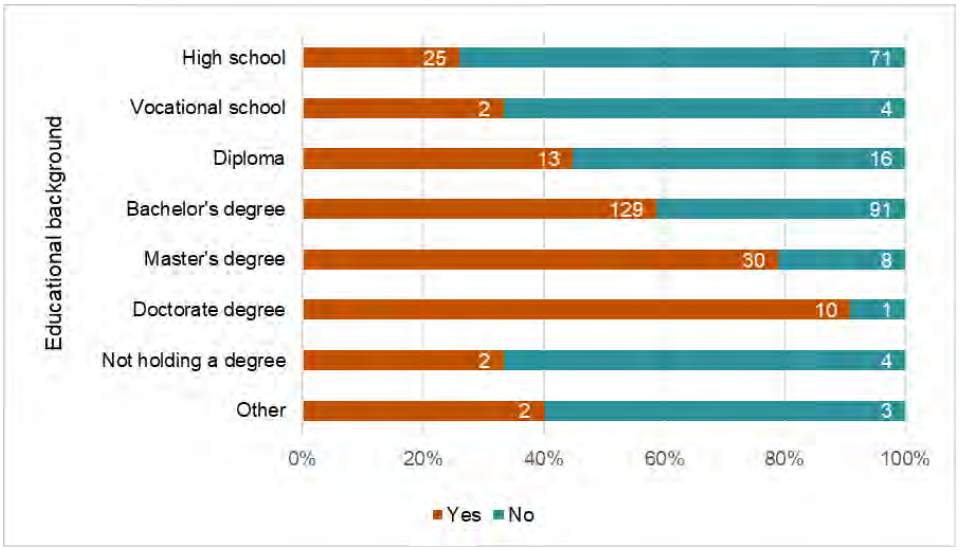


Figure 3-7: Economic activity by educational background

A comparison of the rates of economic engagement by educational background shows that the rate increases as their educational level gets higher. More than half of the respondents who have either of bachelor's degree, master’s degree or doctorate degree are engaging in economic activities.

4. Findings / Analysis

4-1. Current engagement in tourism

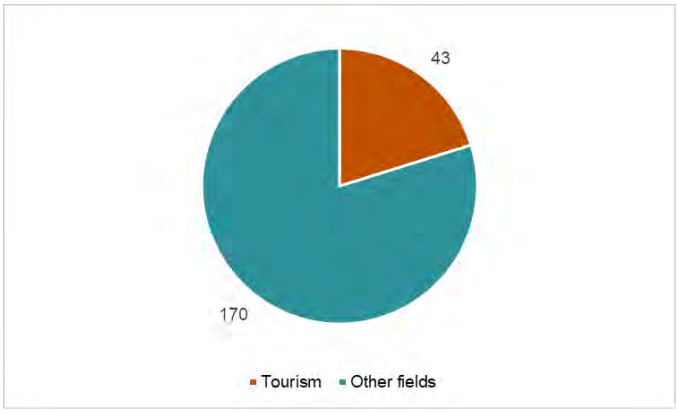


Figure 4-1: Current engagement in tourism

Among 213 respondents who are engaging in some economic activities, 20.2% are currently working in tourism[*3]. The remaining 79.8% are employed in other sectors.

Note 3: Here, the meaning of “tourism” includes jobs directly related to tourism such as hotel, restaurant, tour guide, accommodation, housekeeping, travel agency, tourist facility, transportation, souvenir shop, handicraft, and touristic entertainment show, as well as jobs indirectly related to tourism such as dry cleaning, food supplier, hospital or clinic especially for tourists, and academic.

4-2. Experience of engagement in tourism

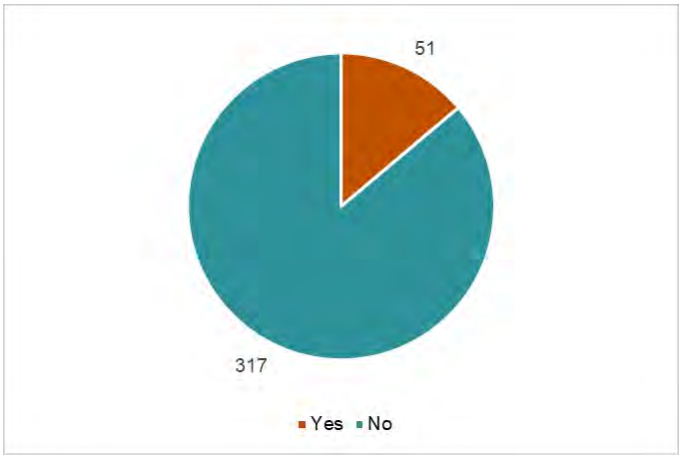


Figure 4-2: Experience of engagement in tourism

Among respondents who are not currently working in tourism, 13.9% have worked in tourism in the past.

4-3. Engagement in tourism by community

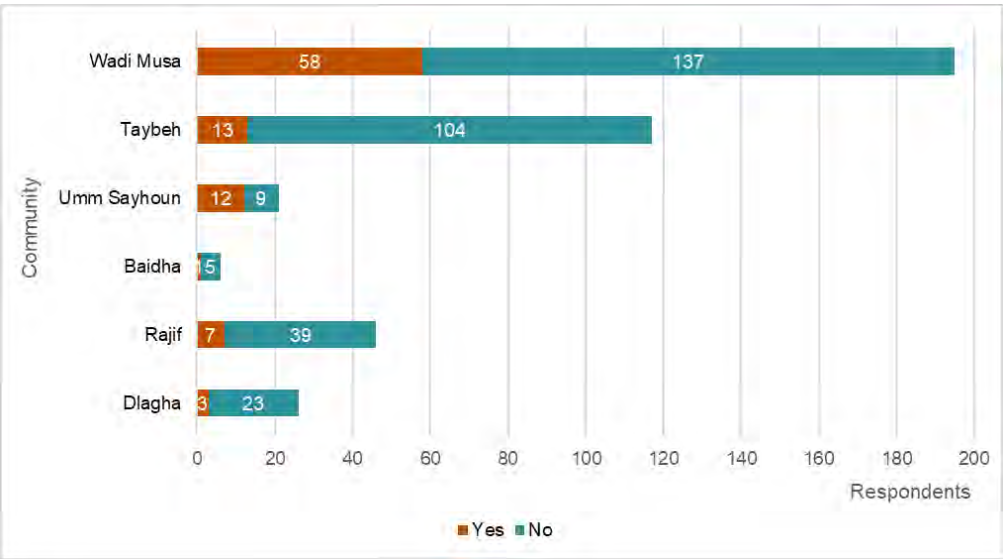


Figure 4-3: Engagement in tourism by community

Figure 4-3 shows the rate of women's engagement in tourism by community. "Yes" includes women who are currently working in tourism and who have worked in tourism in the past. "No" represents those who have never worked in tourism.

Comparing the percentage of engagement in tourism in each community, Umm Sayhoun, the closest community to the back gate of the archeological park, has the highest rate among the six communities. On the other hand, Taybeh, Baidha, Rajif and Dlagha shows relatively low rate of tourism engagement.

However, because of the difference of the community population, a comparison of the number of people engaged in tourism shows that Wadi Musa has the largest.

4-4. Engagement in tourism by community

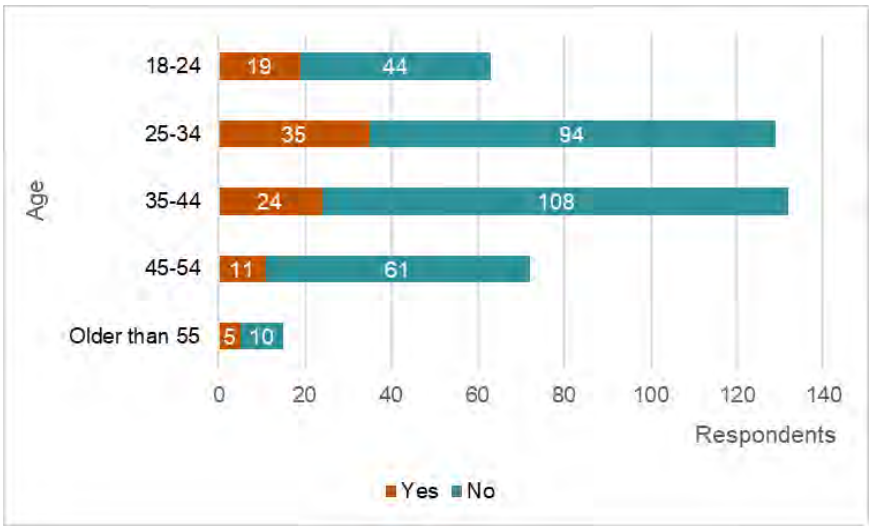


Figure 4-4: Engagement in tourism by age group

The rate of engagement in tourism by age group is shown in **Figure 4-4**. It shows that relatively many young women under the age of 35 have engaged in tourism.

4-5. Engagement in tourism by educational background

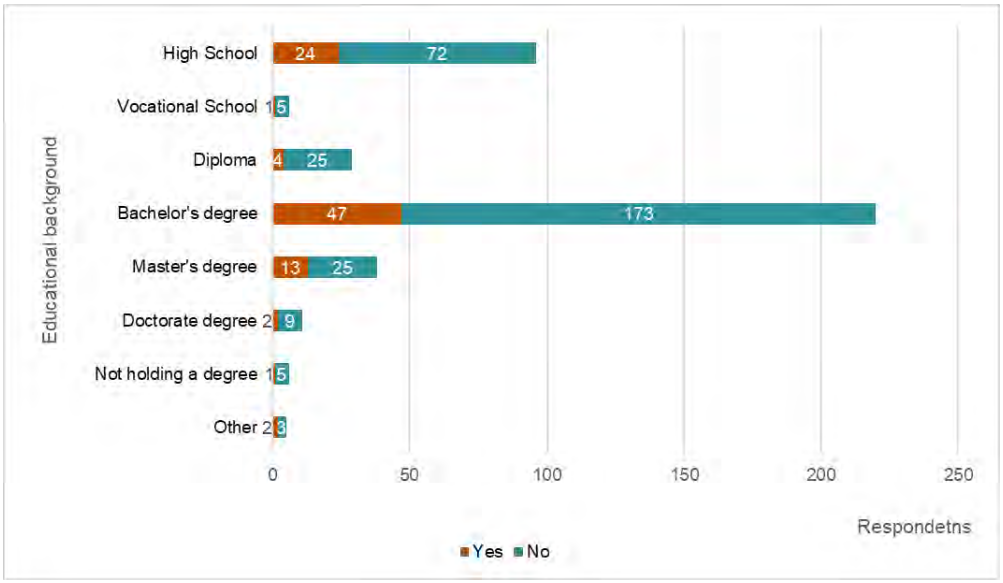
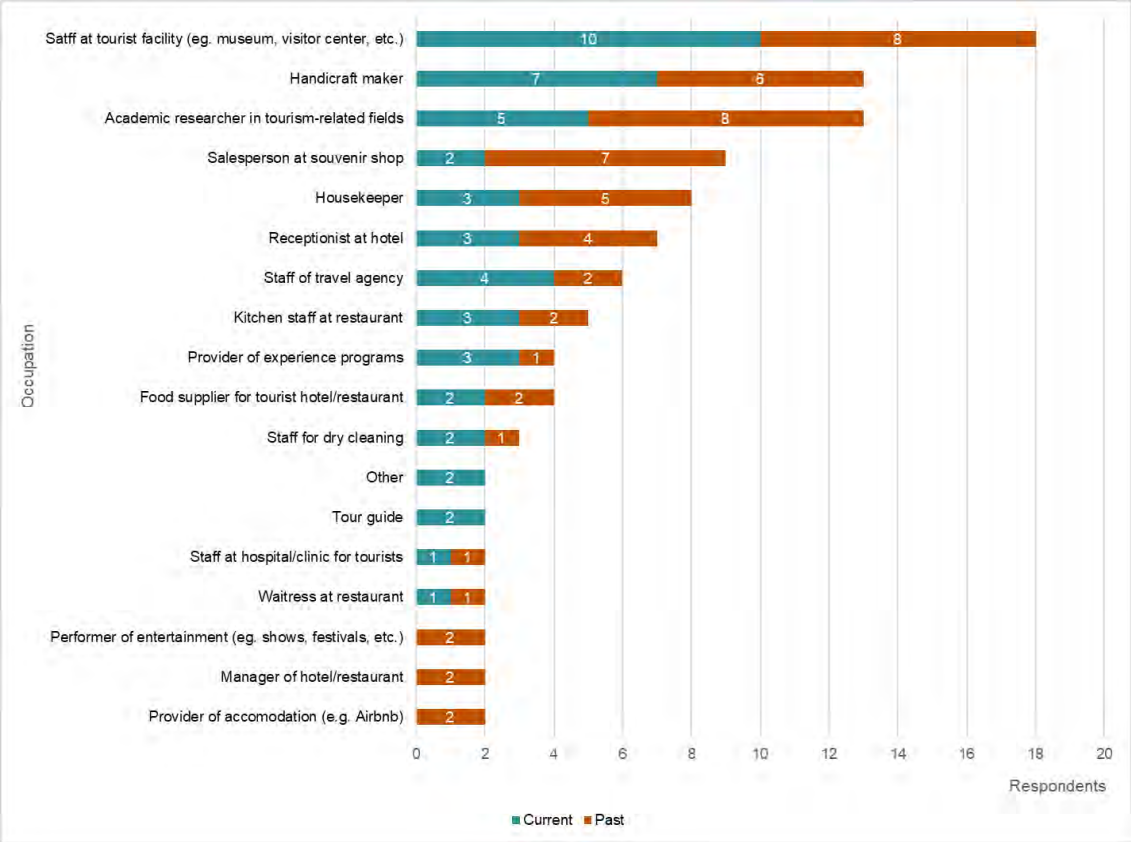


Figure 4-5: Engagement in tourism by educational background

A comparison of tourism engagement rates by educational background shows that women with "high school," "bachelor's degree," and "master's degree" as their last educational background have relatively high engagement rates.

4-6. Engagement in tourism by occupational category

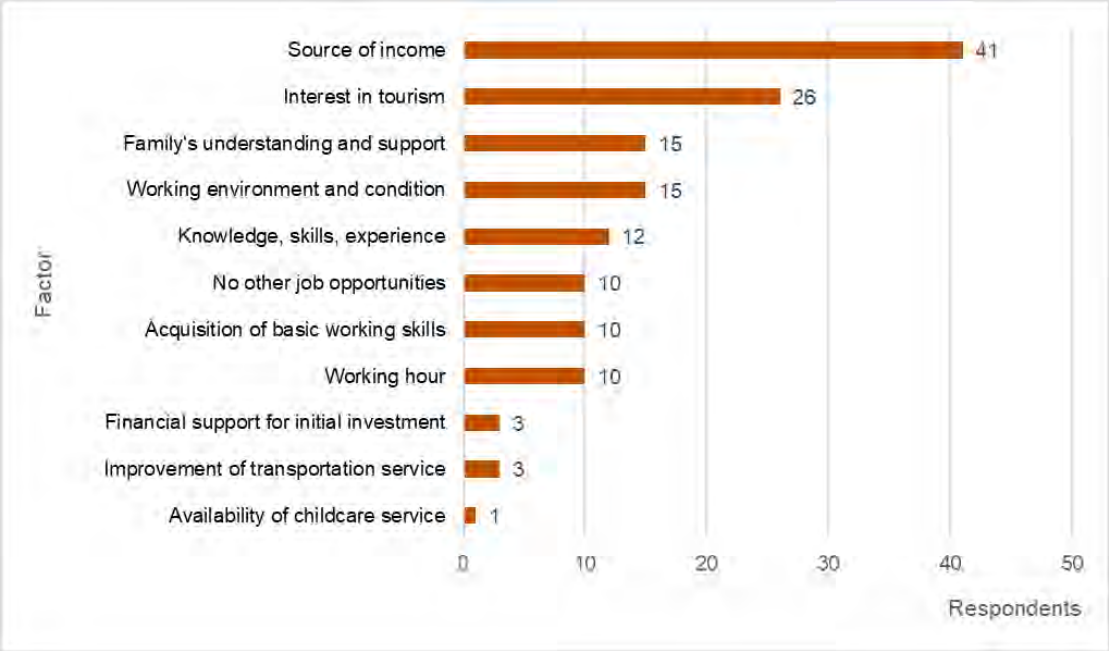


Number of applicable respondents: 94
Multiple answers allowed.

Figure 4-6: Engagement in tourism by occupational category

The occupation in which women have been most frequently engaged is “staff at tourist facility” including the visitor center and museum, followed by “handicraft maker” and “academic researcher in tourism-related fields.” “Salesperson at souvenir shop,” “Housekeeper,” and “receptionist at hotel” are the other common occupation among local women.

4-7. Factors that encouraged women's participation in tourism



Number of applicable respondents: 94
Multiple answers allowed.

Figure 4-7: Factors that encouraged women's participation in tourism

Among respondents who are currently working and who have worked in tourism before, the most common factor that encouraged their participation in tourism was their thought that it would be a "good source of income." Their "interest in tourism" was the second common factor.

Not only their own interest, but "understanding and support by their families" were also quite necessary when they tried to participate in tourism.

Needless to say, "working environment and condition" and "working hour" are one of the critically important aspects in their work.

In addition, women who have tourism-related "knowledge, skills or experience" and who have acquired basic working skills through trainings or other forms of education tend to be motivated to participate in the sector.

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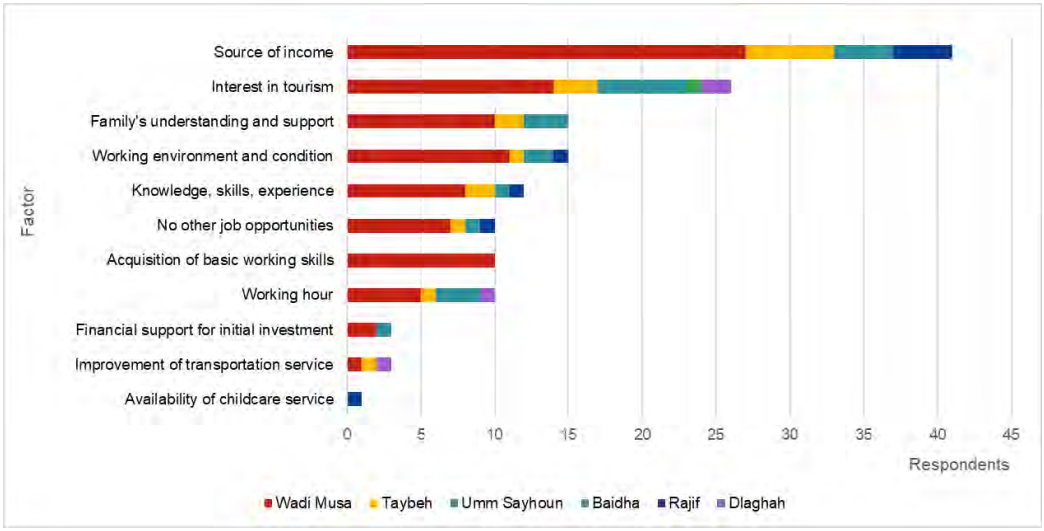


Figure 4-8: Factors that encouraged women's participation in tourism by community

A relatively high percentage of women in Umm Sayhoun chose "interest in tourism" as a factor driving their participation, compared to the other factors. It could be due to a certain degree to the geographical advantage of having more interaction with tourists in their daily lives near the back gate of the archaeological park.

"Understanding and support by their families" was cited as an encouraging factor only in Wadi Musa, Taybeh, and Umm Sayhoun. In the other three communities where the number of applicable respondents was small, no one chose it as the factor that encouraged their participation in tourism.

While "acquisition of basic skills" is one of the important factors that encourage women to work in tourism, only respondents from Wadi Musa chose it as the encouraging factor. It implies that there would be a gap among communities for the opportunities to acquire the necessary working skills, for example, through training courses.

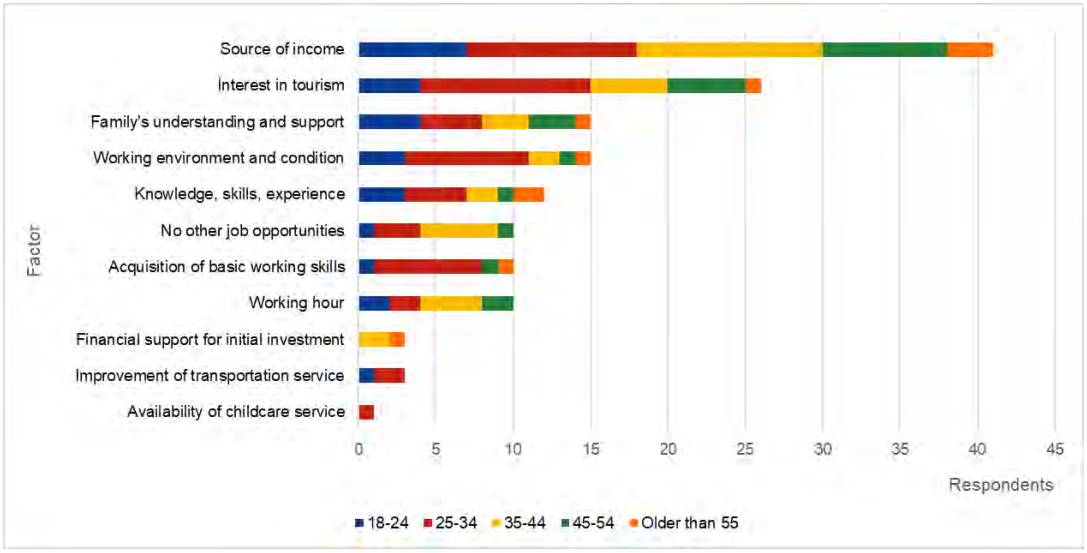
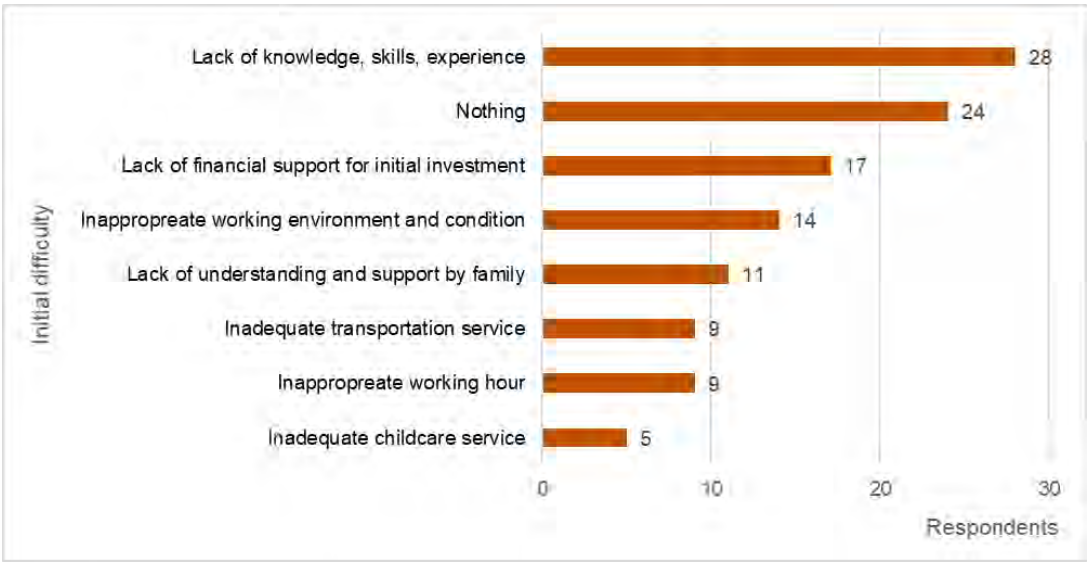


Figure 4-9: Factors that encouraged women's participation in tourism by age group

"Working environment and conditions" and "acquisition of basic working skills" relatively more encourage young women aged 34 and younger. In addition, "improvement of transportation services" was cited only by respondents aged under 35, which implies the importance of transportation among the young generation.

4-8. Initial difficulties in participating in the tourism sector



Number of applicable respondents: 94
Multiple answers allowed.

Figure 4-10: Initial difficulties in participating in the tourism sector

According to respondents who are currently working and who have worked in tourism before, the most common initial difficulty that they faced when they started their work was “lack of their knowledge, skills, or experience.”

Other common difficulties were “lack of financial support” for the initial investment for their work, “inappropriate working environment and conditions,” and “lack of understanding and support by their families.”

On the other hand, more than 25% of the applicable respondents did not face any initial difficulties.

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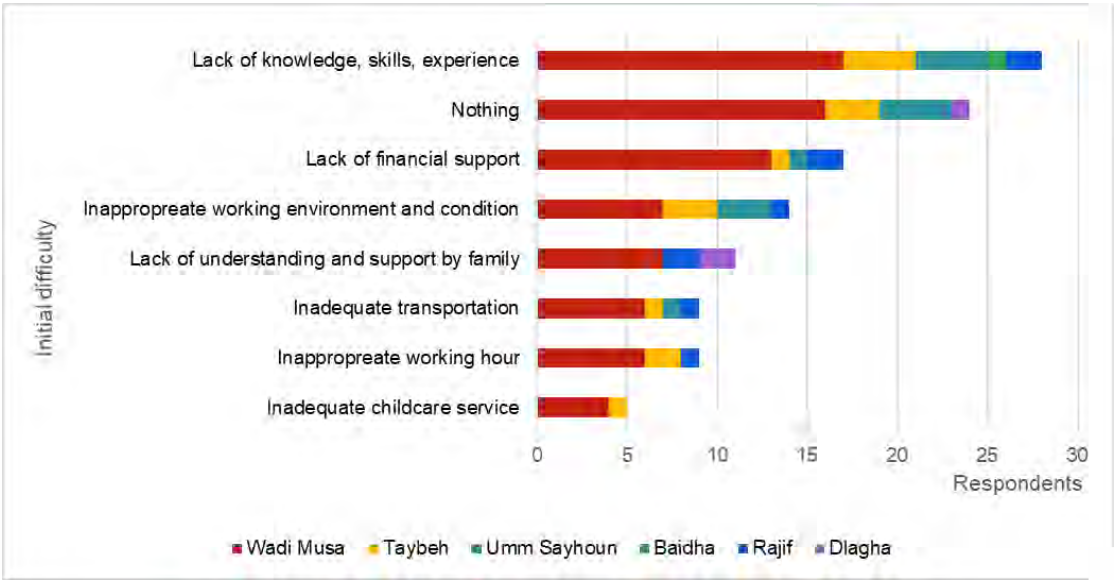


Figure 4-11: Initial difficulties in participating in the tourism sector by community

Only in Dlagha, “lack of understanding and support by their families” was the most common difficulty, while the other five communities suggested “lack of knowledge, skills, or experience” as the most common difficulty. This result might reflect the relatively high level of conservatism in the furthest area from the center of tourism.

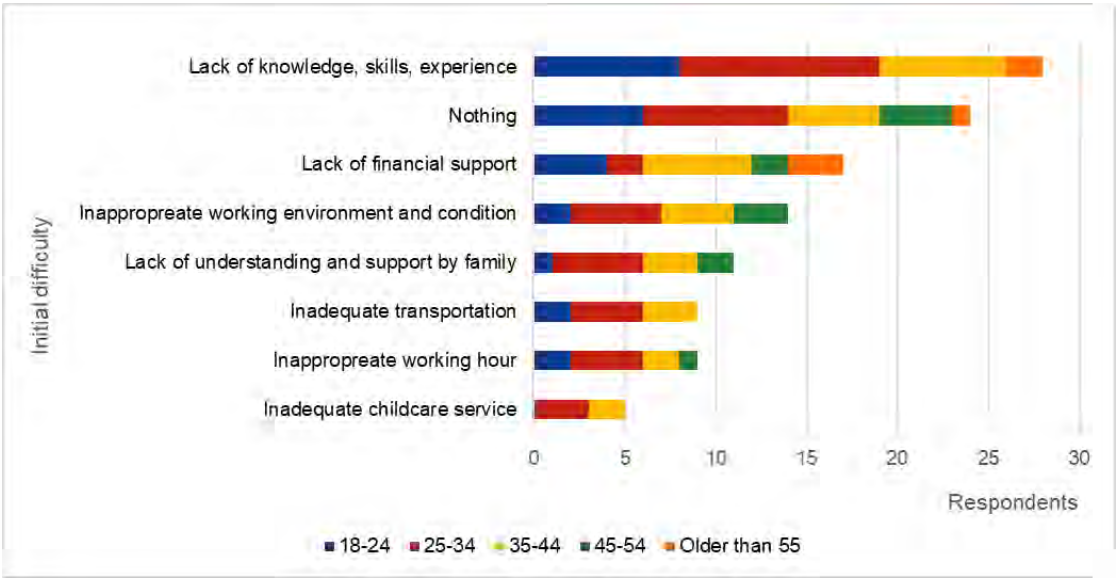
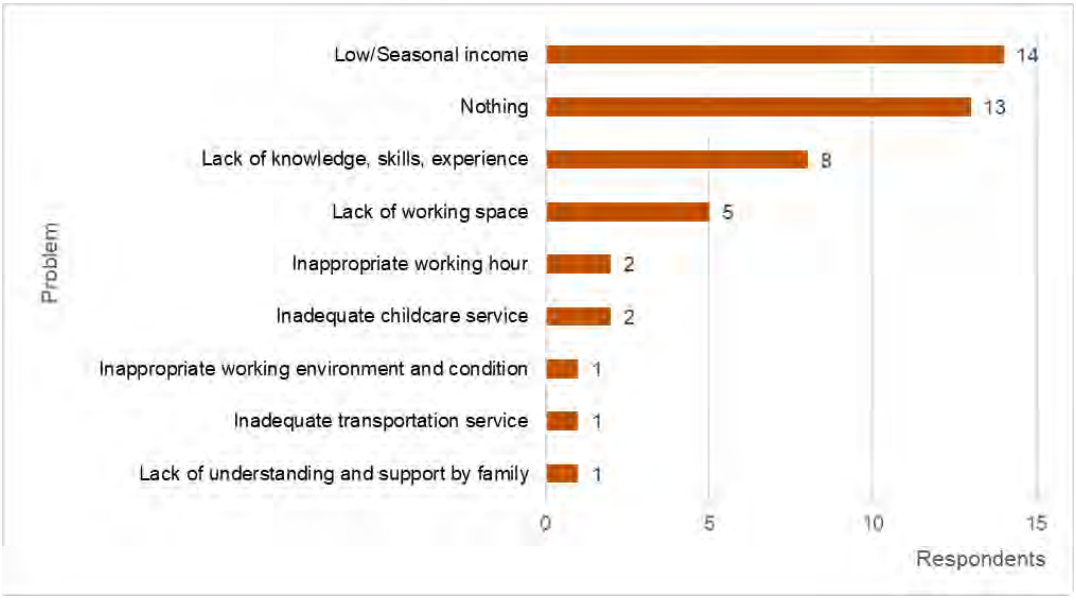


Figure 4-12: Initial difficulties in participating in the tourism sector by age group

“Lack of knowledge, skills, or experience” seems to be one of the significant challenges, especially among young women under the age of 45. On the other hand, “lack of financial support” for the initial investment for their work is relatively common among women over 35.

4-9. Current problems with work in tourism



Number of applicable respondents: 43
Multiple answers allowed.

Figure 4-13: Current problems with work in tourism

Among women who are currently working in tourism, the most frequently cited problem is “low or seasonal income.” While expectation for income was one of the most common factors that encouraged them to enter the tourism sector, some of them view the low income and its seasonality as a problem.

“Lack of knowledge, skills, or experience,” which is the most common initial difficulty, also ranked third as their current problem. Therefore, it seems to be one of the major issues. In addition, “lack of working space” is another relatively common problem among female workers in the tourism sector.

On the other hand, around 30% of the applicable respondents do not face any problems with their current jobs related to tourism.

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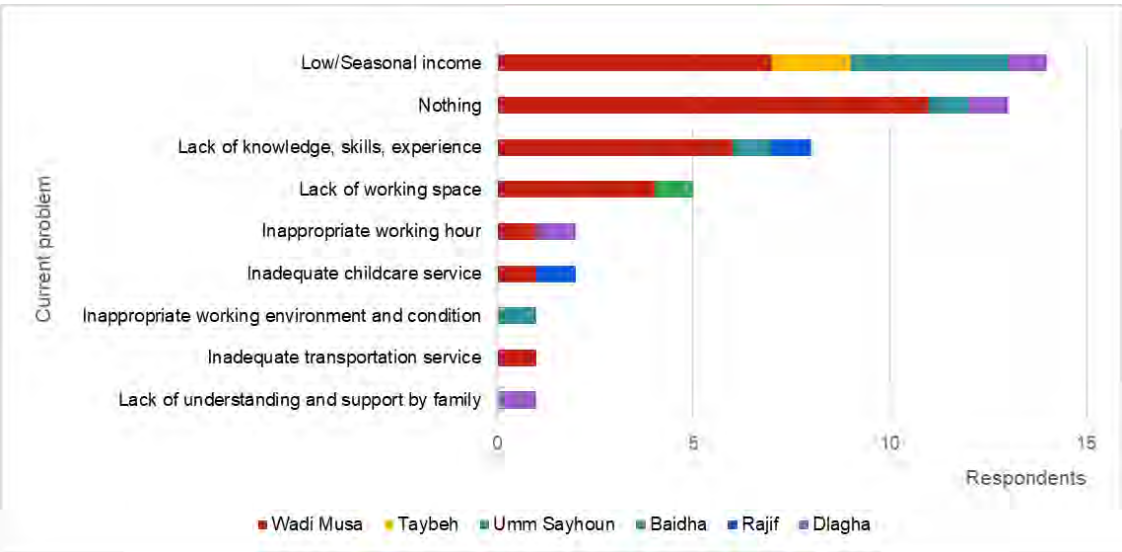


Figure 4-14: Current problems with work in tourism by community

In Wadi Musa, Taybeh and Umm Sayhoun, the most common problem is “low or seasonal income.” On the other hand, in Baidha, where the total number of responses was small, only “lack of working space” was suggested as their current problem.

An interesting finding is that the answers are very different between Rajif and Dlagha, although the two communities are relatively close in terms of geography and culture. While Rajif shows that “lack of knowledge, skills, or experience” and “inadequate childcare service” as their current problems, Dlagha especially suggested “inappropriate working hour” and “lack of understanding and support by their families.”

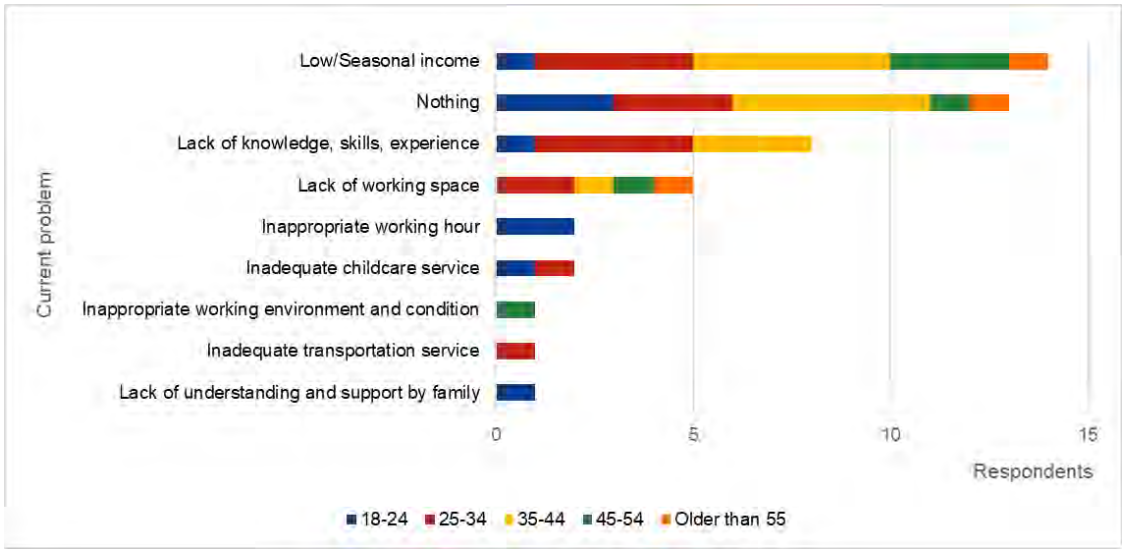
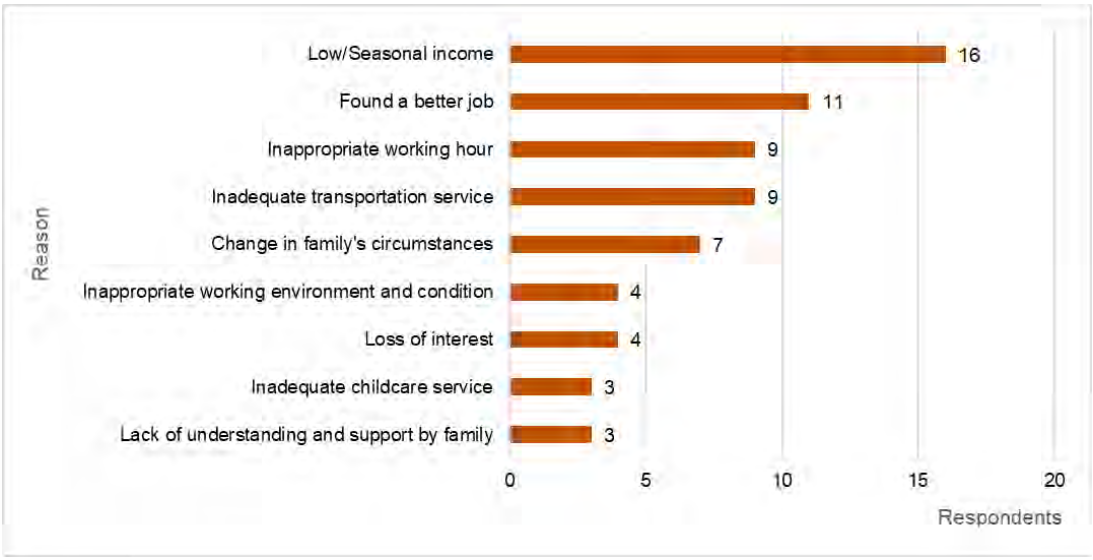


Figure 4-15: Current problems with work in tourism by age group

The problem of “lack of knowledge, skills, or experience” is particularly pronounced among young groups under the age of 45. “Inappropriate working hour" was cited only by respondents aged 18-24, and "inadequate childcare services" only by those under 35.

4-10. Reasons for quitting jobs in the tourism sector



Number of applicable respondents: 51
Multiple answers allowed.

Figure 4-16: Reasons for quitting jobs in the tourism sector

Among respondents who worked in the tourism sector in the past, the most common reason for quitting their jobs was “low or seasonal income,” followed by a positive reason that they “found a better job.”

Interestingly, "inappropriate working hour" and "inadequate transportation service," which were not often mentioned as their initial difficulties or current problems, are the third most common reasons for quitting the jobs.

It was also found that “changes in family’s circumstances” has a certain degree of impact on the continuity of women’s employment.

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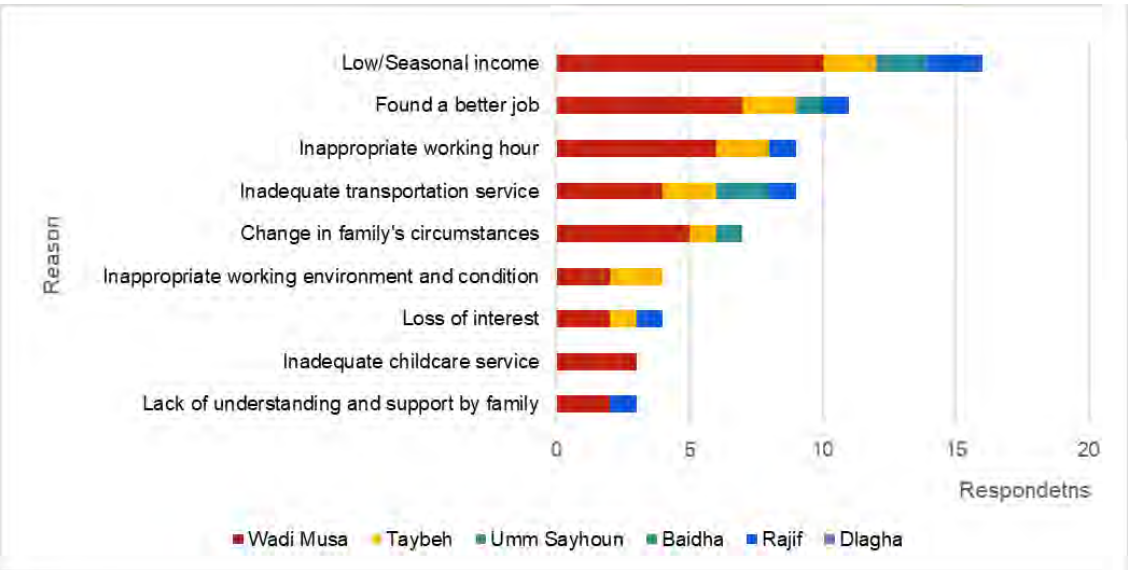


Figure 4-17: Reasons for quitting jobs in the tourism sector by community

No answer was received from Baidha and Dlagha for this question.

In Umm Sayhoun, a relatively high percentage of respondents quitted their jobs due to "inadequate transportation services."

“Inadequate childcare service” was suggested only by women from Wadi Musa.

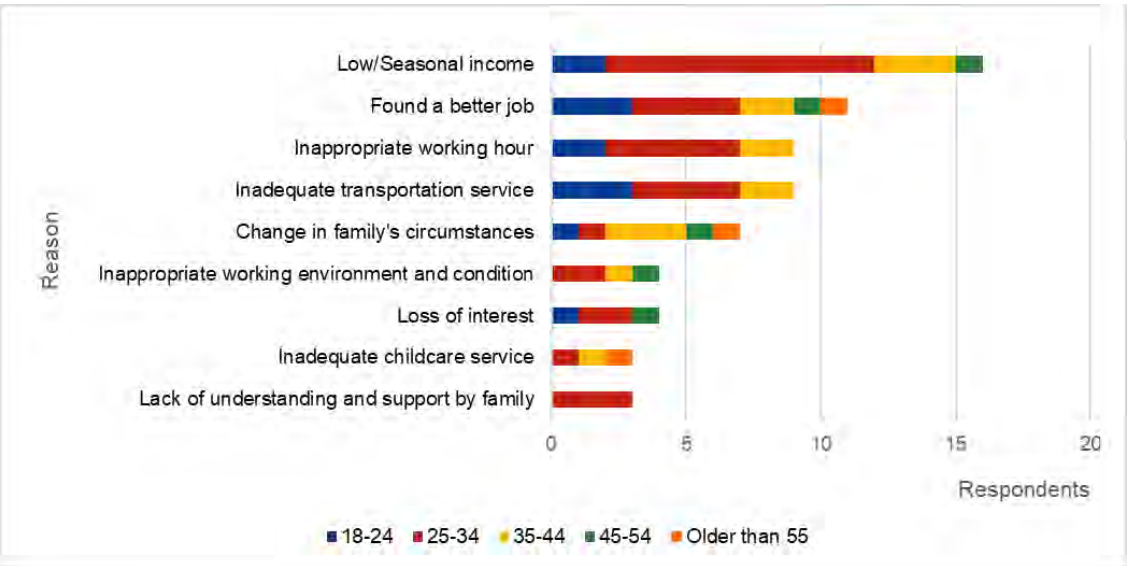


Figure 4-18: Reasons for quitting jobs in the tourism sector by age group

“Inappropriate working hour” and “inadequate working hour” was suggested only by respondents aged 44 and younger as the reasons for their quitting jobs. “Lack of understanding and support by their families” seems to be relatively common among women aged 25-34.

Table 4-1: Initial difficulties, current problems, and reasons for quitting jobs by occupation

● Staff at tourist facility (visitor center, museum)	
Initial difficulty	・Lack of understanding and support by family ・Inappropriate working environment and conditions
Current problem	・Low/Seasonal income ・Lack of knowledge, skills, experience
Reason for quitting	・Inappropriate working hour ・Lack of understanding and support by family
● Handicraft maker	
Initial difficulty	・Lack of financial support ・Lack of knowledge, skills, or experience
Current problem	・Low/Seasonal income ・Lack of knowledge, skills, or experience
Reason for quitting	・Inadequate transportation ・Found a better job
● Academic researcher in tourism-related fields	
Initial difficulty	・Lack of knowledge, skills, or experience ・Inappropriate working environment and conditions
Current problem	・Lack of knowledge, skills, or experience ・Low/Seasonal income
Reason for quitting	・Inappropriate working environment and conditions ・Lack of understanding and support by family
● Salesperson at souvenir shop	
Initial difficulty	・Inappropriate working environment and conditions ・Inappropriate working hour
Current problem	・Low/Seasonal income
Reason for quitting	・Inappropriate working hour ・Inadequate transportation
● Housekeeper	
Initial difficulty	・Lack of understanding and support by family ・Lack of knowledge, skills, or experience
Current problem	・Low/Seasonal income ・Inadequate childcare service
Reason for quitting	・Lack of understanding and support by family ・Change in family circumstances
● Receptionist at hotel	
Initial difficulty	・Lack of understanding and support by family ・Inadequate transportation
Current problem	・Low/Seasonal income ・Inadequate transportation
Reason for quitting	・Lack of understanding and support by family ・Inappropriate working hour

● Staff of travel agency	
Initial difficulty	・Lack of knowledge, skills, or experience ・Inadequate transportation
Current problem	・Inappropriate working hour ・Lack of understanding and support by family
Reason for quitting	・Inadequate transportation
● Kitchen at restaurant	
Initial difficulty	・Lack of knowledge, skills, or experience ・Lack of understanding and support by family
Current problem	・Low/Seasonal income ・Inappropriate working hour
Reason for quitting	・Inappropriate working hour ・Found a better job

4-11. Desire to return to work in tourism

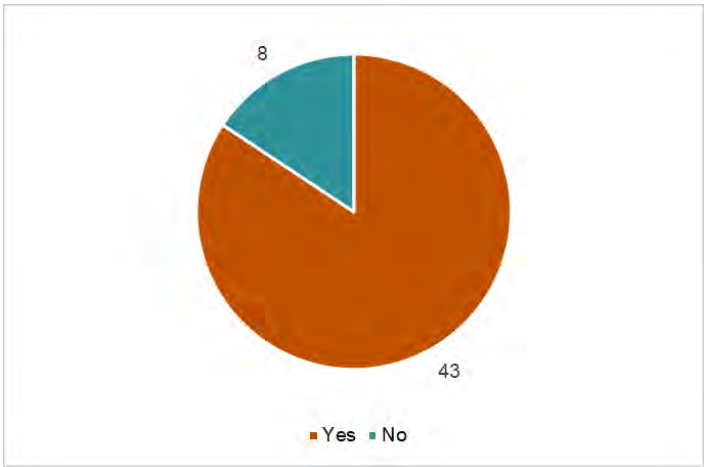


Figure 4-19: Desire to return to work in tourism

Among respondents who have worked in tourism in the past, 84.3% of them are interested in returning to work in tourism again.

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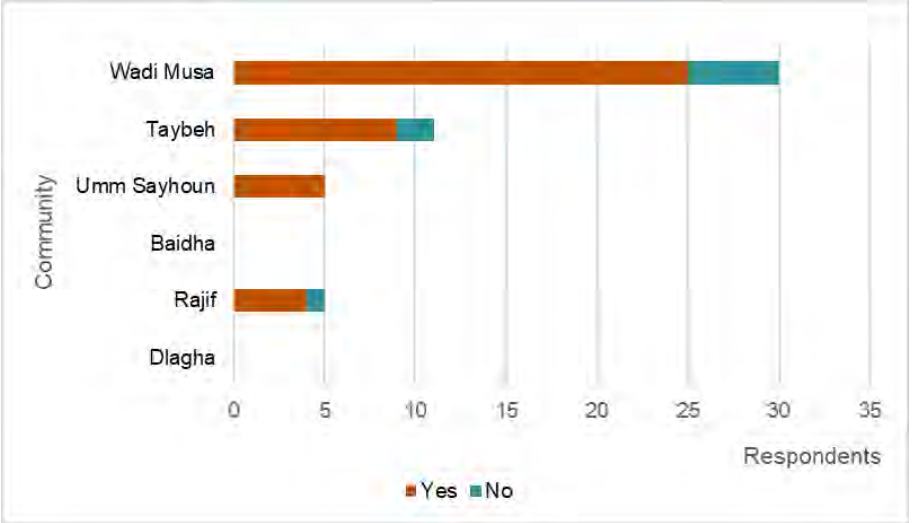


Figure 4-20: Desire to return to work in tourism by community

No answer was received from Baidha and Dlagha for this question.

The percentages are almost the same among Wadi Musa, Taybeh, and Rajif. On the other hand, in Umm Sayhoun, all the applicable respondents answered that they are interested in having tourism-related jobs again.

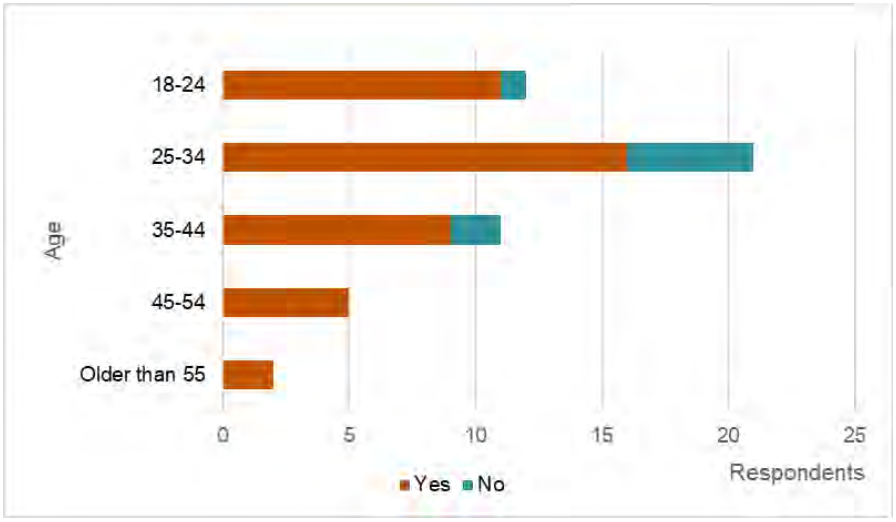


Figure 4-21: Desire to return to work in tourism by age group

Comparing the number of respondents who are interested in returning to work in tourism, those aged 25-34 are the most interested, followed by 18-24 and 35-44.

When it comes to the comparison of percentage by age group, more than 80% of respondents show their desire to return to work in tourism in every age group except 25-34.

4-12. Interest in entering the tourism sector

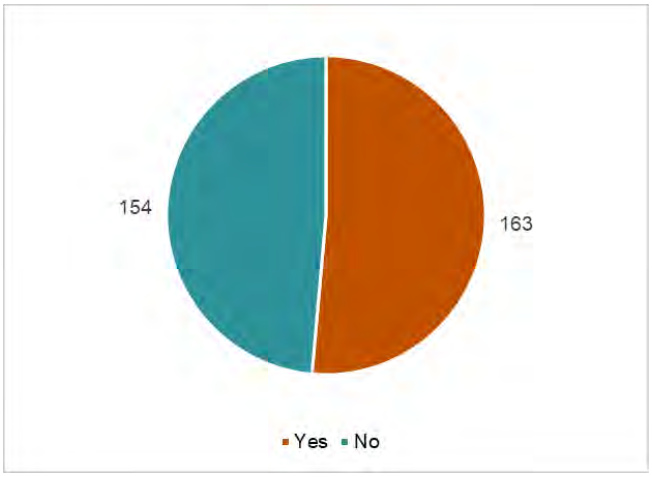


Figure 4-22: Interest in entering the tourism sector

Among respondents who have never worked in the tourism sector, 51.4% of them are interested in engaging in tourism.

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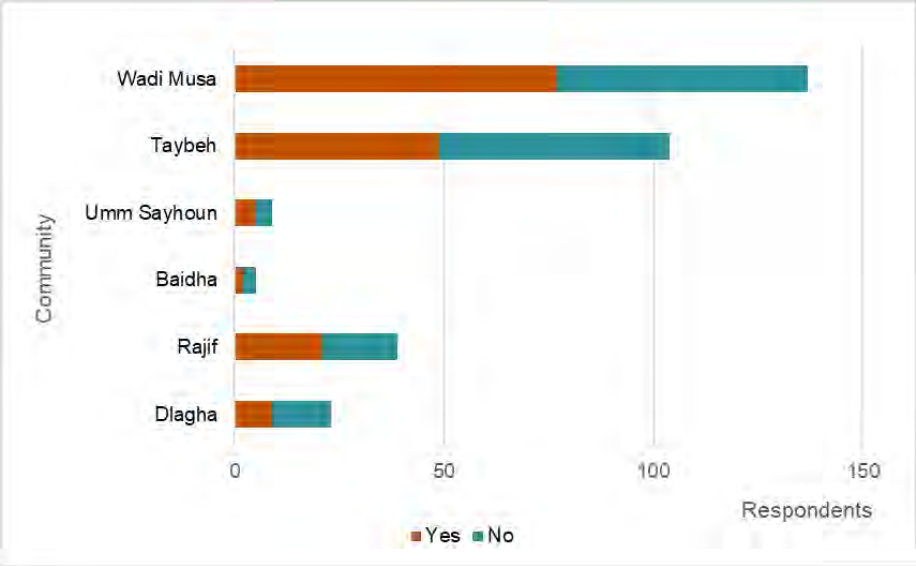


Figure 4-23: Interest in entering the tourism sector by community

In Wadi Musa, Umm Sayhoun and Rajif, more than half of the respondents show their interest in the tourism sector, while the rate is relatively low in Taybeh, Baidha and Dlagha.

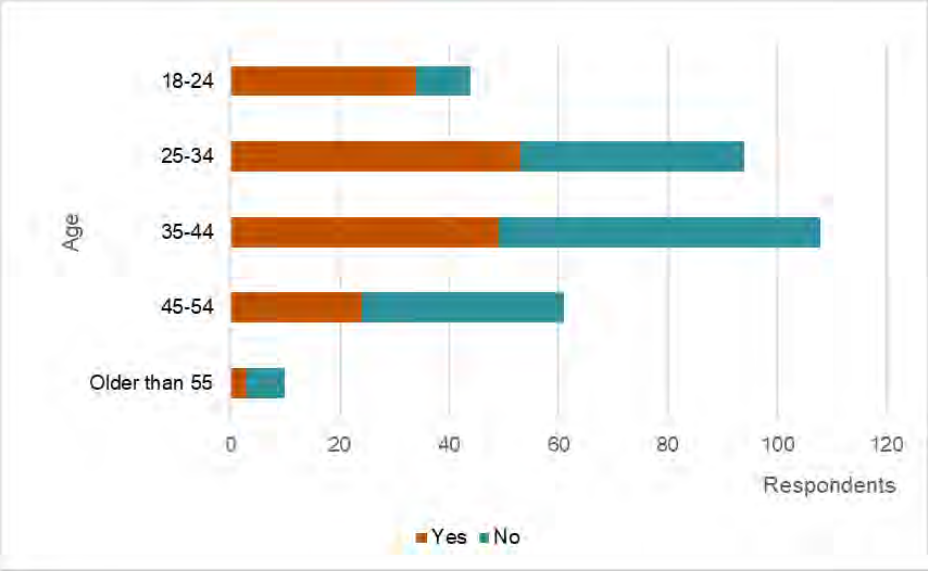
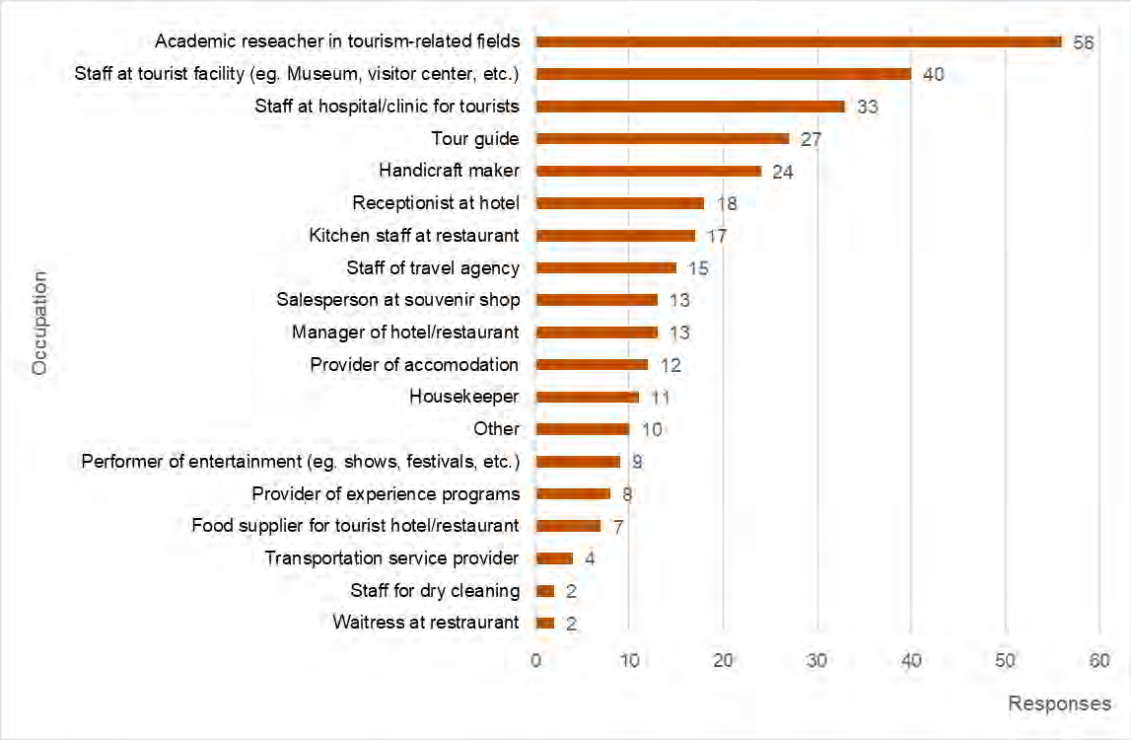


Figure 4-24: Interest in entering the tourism sector by age group

Among respondents who have interest in the tourism sector, the most common age group is 25-34, followed by 35-44 and 18-24. Comparing the rate by age group, it was found that the younger the age group is, the greater the interest in entering the tourism sector they have.

4-13. Popular occupation in tourism



Number of applicable respondents: 206
Multiple answers allowed.

Figure 4-25: Popular occupation in tourism

The most popular occupation among those who are interested in the tourism sector is “academic researcher in tourism-related fields,” followed by “staff at tourist facility” including the visitor center and museum, “staff at hospital or clinic” for tourists, “tour guide,” and “handicraft maker.”

Although there are only three female local tour guides in the Petra Region at the time of this survey, "tour guide" is the fourth most popular occupation among women who have interest in tourism.

<< Reference >>

Table 4-2: Popular occupation by community

Community	Rank	Occupation	No. of respondents
Wadi Musa	1	Academic researcher in tourism-related fields	27
	2	Staff at tourist facility (visitor center, museum)	20
	3	Staff at hospital/clinic for tourists	17
	4	Handicraft maker	13
	5	Tour guide	11
Taybeh	1	Academic researcher in tourism related fields	18
	2	Staff at hospital/clinic for tourists	11
	3	Receptionist at hotel	9
	4	Tour guide	8
	5	Staff at tourist facility (visitor center, museum)	7
Umm Sayhoun	1	Tour guide	5
	2	Housekeeper	3
		Performer for entertainment (show, festival)	3
	4	Staff at tourist facility (visitor center, museum)	2
		Handicraft maker	2
Baidha	1	Academic researcher in tourism related fields	1
		Staff at hospital/clinic for tourists	1
	3		
	4		
	5		
Rajif	1	Staff at tourist facility (visitor center, museum)	8
	2	Academic researcher in tourism related fields	7
		Kitchen at restaurant	7
	4	Staff at hospital/clinic for tourists	4
		Handicraft maker	4
Dlagha	1	Staff at tourist facility (visitor center, museum)	3
	2	Academic researcher in tourism related fields	2
		Receptionist at hotel	2
		Staff of travel agency	2
		Salesperson at souvenir shop	2

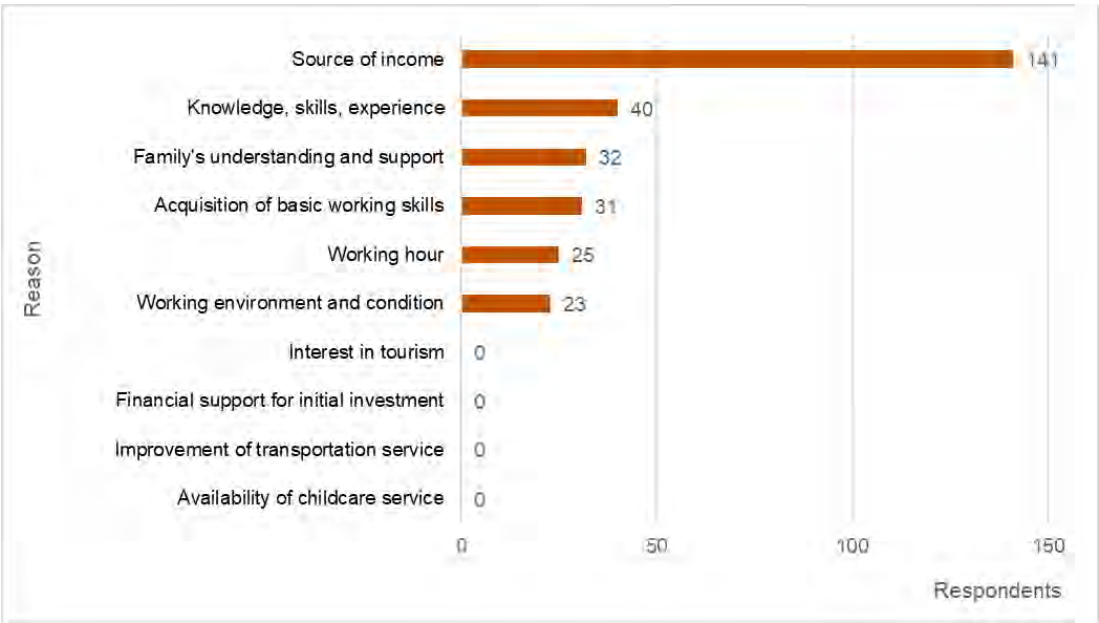
"Academic researcher in tourism-related fields" and "staff at tourist facility" are ranked in the top five in most communities. "Staff at hospital or clinic for tourists" is relatively popular in Wadi Musa, Taybeh, Baidha, and Rajif.

Table 4-3: Popular occupations by age group

Age group	Rank	Occupation	No. of respondents
18-24	1	Staff at tourist facility (visitor center, museum)	10
	2	Academic researcher in tourism related fields	9
	3	Staff at hospital/clinic for tourists	8
	4	Reception at hotel	6
		Tour guide	6
25-34	1	Academic researcher in tourism related fields	23
	2	Staff at tourist facility (visitor center, museum)	19
	3	Staff at hospital/clinic for tourists	14
	4	Tour guide	10
	5	Handicraft maker	9
35-44	1	Academic researcher in tourism related fields	17
	2	Staff at tourist facility (visitor center, museum)	8
	3	Staff at hospital/clinic for tourists	7
	4	Tour guide	6
	5	Salesperson at souvenir shop	5
		Staff of travel agency	5
45-54	1	Academic researcher in tourism related fields	6
	2	Handicraft maker	5
		Tour guide	5
		Housekeeper	4
		Manager of hotel/restaurant	4
		Staff at hospital/clinic for tourists	4
Older than 55	1	Handicraft maker	3
	2	Food supplier for tourist hotel/restaurant	1
		Academic researcher in tourism-related fields	1

While “academic researcher in tourism-related fields” and “tour guide” are relatively popular in all age groups, “staff at tourist facility” and “staff at hospital or clinic” are ranked only among those aged 44 and younger.

4-14. Reasons for being interested in the tourism sector



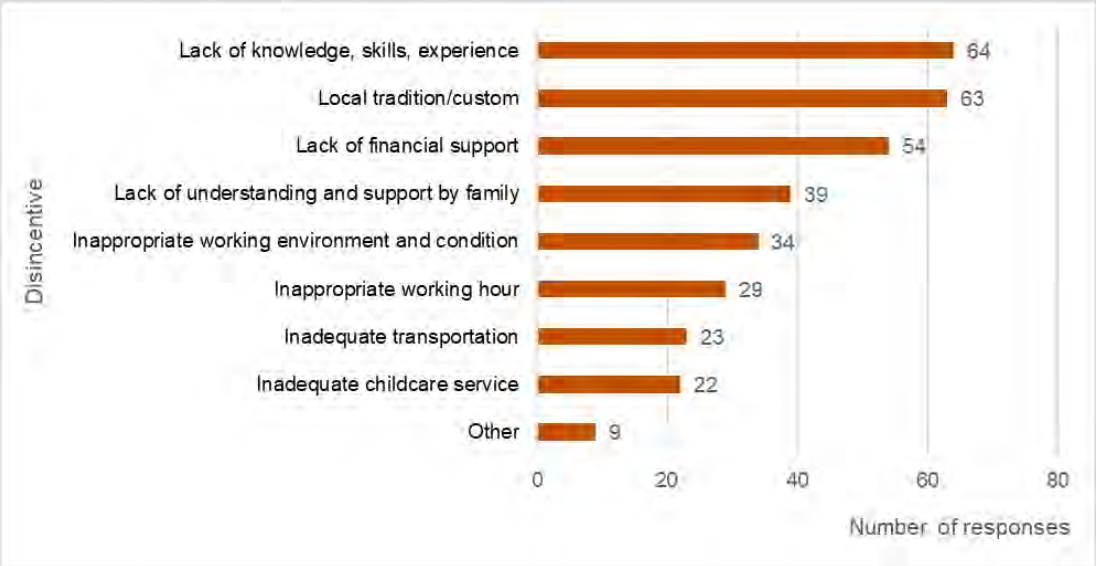
Number of applicable respondents: 206
Multiple answers allowed.

Figure 4-26: Reasons for being interested in the tourism sector

Among respondents who are interested in the tourism sector, the most common reason for their interest is their expectation that the tourism-related work would be a “good source of income.” Those who have “knowledge, skills, or experience” in tourism are motivated to participate in the sector.

“Family’s understanding and support” for their work in tourism and “acquisition of basic working skills” through training courses and other types of education are also major reasons for their interest.

4-15. Impediment to women's participation in the tourism sector



Number of applicable respondents: 206
Multiple answers allowed.

Figure 4-27: Impediment to women's participation in the tourism sector

"Lack of knowledge, skills, or experience," "local tradition and custom" that show negative perception about women's work, and "lack of financial support" for the initial investment for their work are the three major factors that prevent local women from working in the tourism sector.

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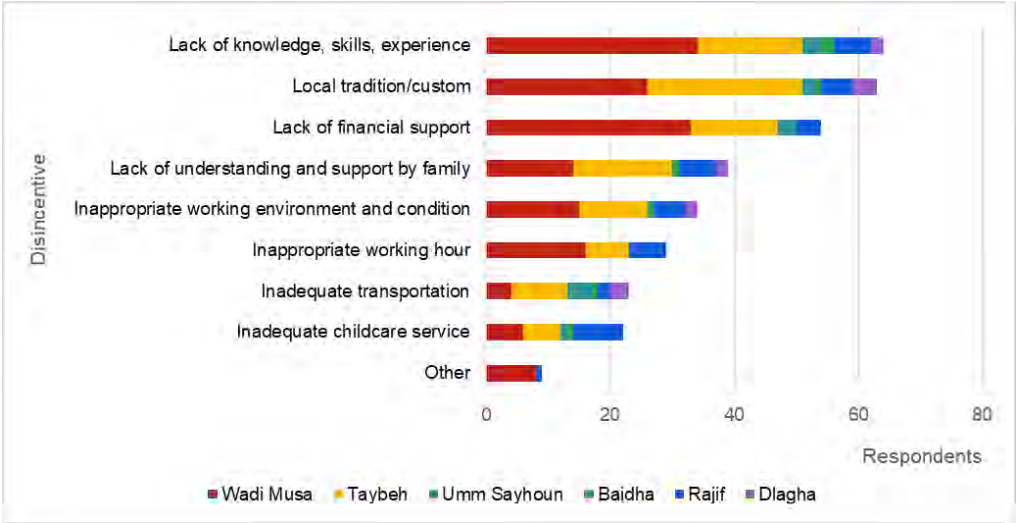


Figure 4-28: Impediment to women's participation in tourism by community

"Lack of knowledge, skills, or experience" and "local tradition and custom" are suggested in all the six communities as disincentive for women to participate in the tourism sector.

"Lack of financial support" is particularly major in Wadi Musa, compared to the other impediment. In Taybeh, "local tradition and custom" and "inadequate transportation" seems to be quite common. In Rajif, the percentage of "inadequate childcare service" is relatively high.

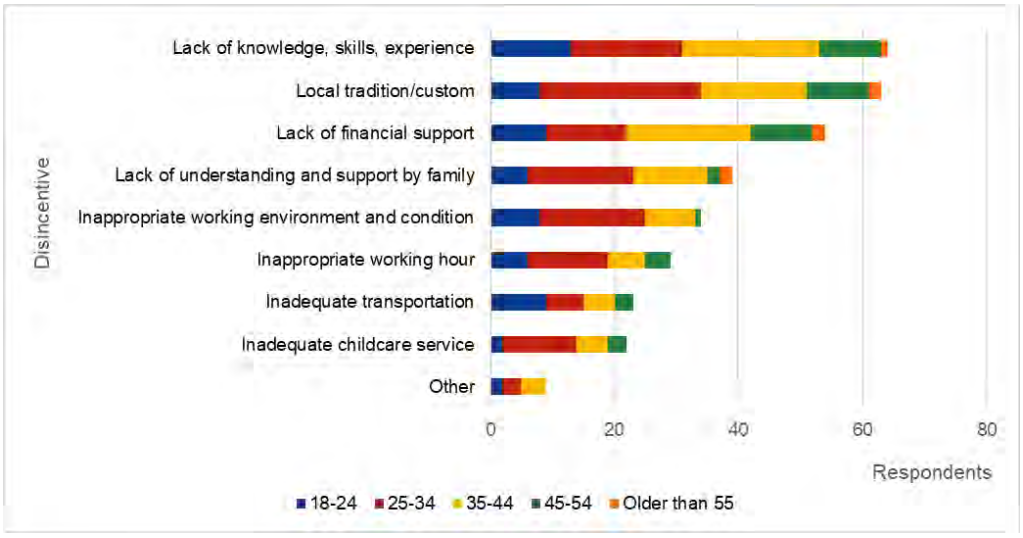


Figure 4-29: Impediment to women's participation in tourism by age group

The three most common impediments are "lack of knowledge, skills, or experience," "local tradition and custom," and "lack of financial support" in all the age groups.

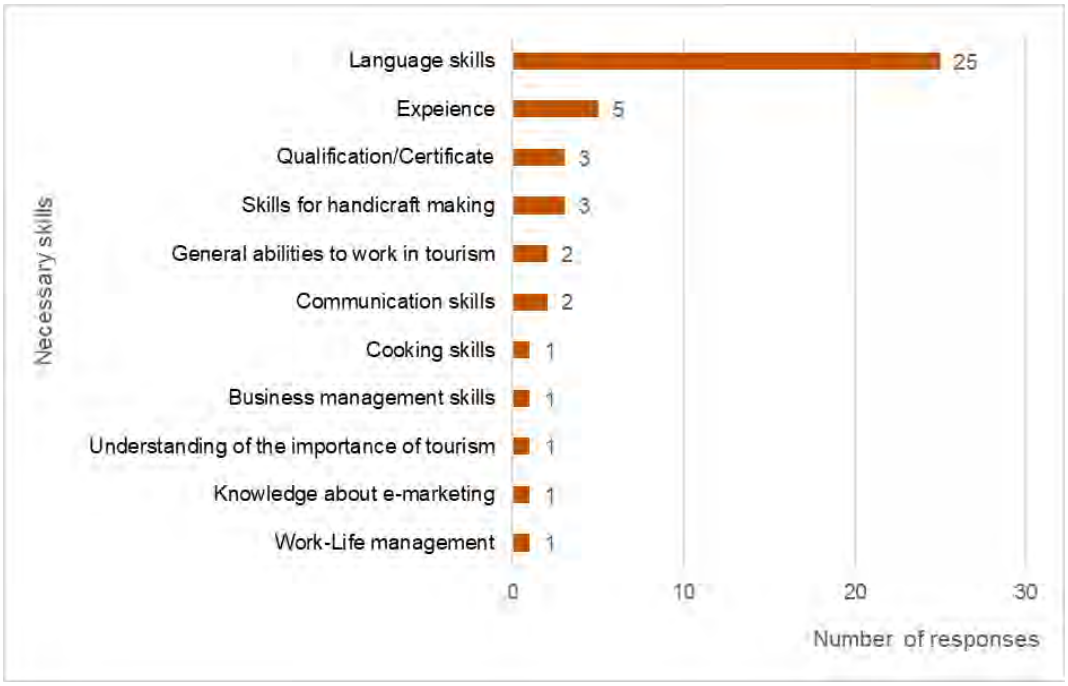
"Local tradition and custom," "inappropriate working environment and condition," "inappropriate working hour," and "inadequate childcare service" are relatively frequently suggested by respondents aged 25-34. "Inadequate transportation service" is relatively pronounced among young women aged 18-24. Among those aged 35-44, "lack of financial support" is relatively common.

Table 4-4: Impediment to women' participation by occupation

Occupation	Rank	Disincentive	No. of respondents
Academic researcher	1	Local traditions and customs	22
	2	Lack of knowledge, skills, experience	18
	3	Inappropriate working environment and condition	13
		Lack of financial support	13
Staff at tourist facility	1	Local traditions and customs	13
	2	Lack of knowledge, skills, experience	10
		Lack of understanding and support by family	10
Staff at hospital/clinic for tourists	1	Lack of financial support	14
	2	Lack of knowledge, skills, experience	13
	3	Local traditions and customs	10
Tour guide	1	Local traditions and customs	8
		Lack of financial support	8
	2	Lack of knowledge, skills, experience	7
Handicraft maker	1	Local traditions and customs	10
	2	Lack of financial support	9
	3	Lack of understanding and support by family	7
Receptionist at hotel	1	Lack of knowledge, skills, experience	8
		Local traditions and customs	8
		Lack of financial support	8
Kitchen at restaurant	1	Inadequate childcare service	5
	2	Lack of knowledge, skills, experience	4
		Local traditions and customs	4
		Inappropriate working hour	4
Staff of travel agency	1	Local traditions and customs	6
	2	Lack of financial support	5
	3	Inadequate transportation	3
Salesperson at souvenir shop	1	Lack of knowledge, skills, experience	5
	2	Inappropriate working environment and condition	4
		Lack of understanding and support by family	4
		Local traditions and customs	4
Manager of hotel/restaurant	1	Lack of understanding and support by family	6
	2	Inadequate childcare service	3
		Local traditions and customs	3
		Lack of financial support	3
Provider of accommodation	1	Local traditions and customs	5
		Lack of financial support	5
	2	Lack of knowledge, skills, experience	4
Housekeeper	1	Inadequate childcare service	4
	2	Lack of knowledge, skills, experience	3
		Lack of understanding and support by family	2
		Inappropriate working hour	2

4-16. Necessary skills to participate in tourism

Respondents who are interested in tourism voluntarily provided descriptive answers regarding necessary skills for their participation in the tourism sector.



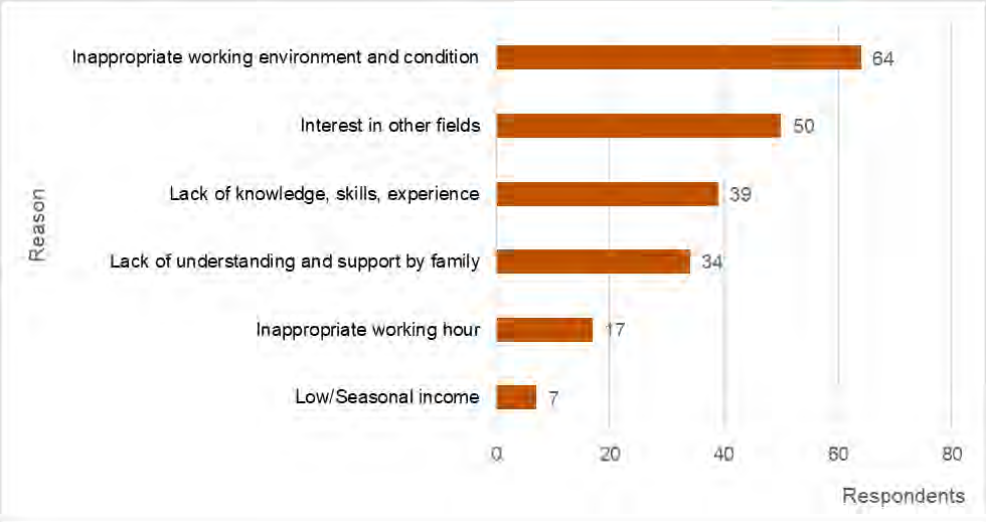
Multiple answers allowed.

Figure 4-30: Necessary skills to participate in tourism

"Language skills," especially English skills, were most frequently cited as the necessary skills for women to participate in the tourism sector. Several respondents need "experience" that helps them enter the sector. A certain number of women consider it advantageous to have "qualifications or certificates" when seeking tourism-related jobs. Women who are interested in "handicraft" production think that they need to acquire skills for handicraft.

4-17. Reasons for not being interested in tourism

Respondents who are not interested in tourism, including those who have worked in tourism and do not wish to return to the work, answered the reasons why they are not interested in it.

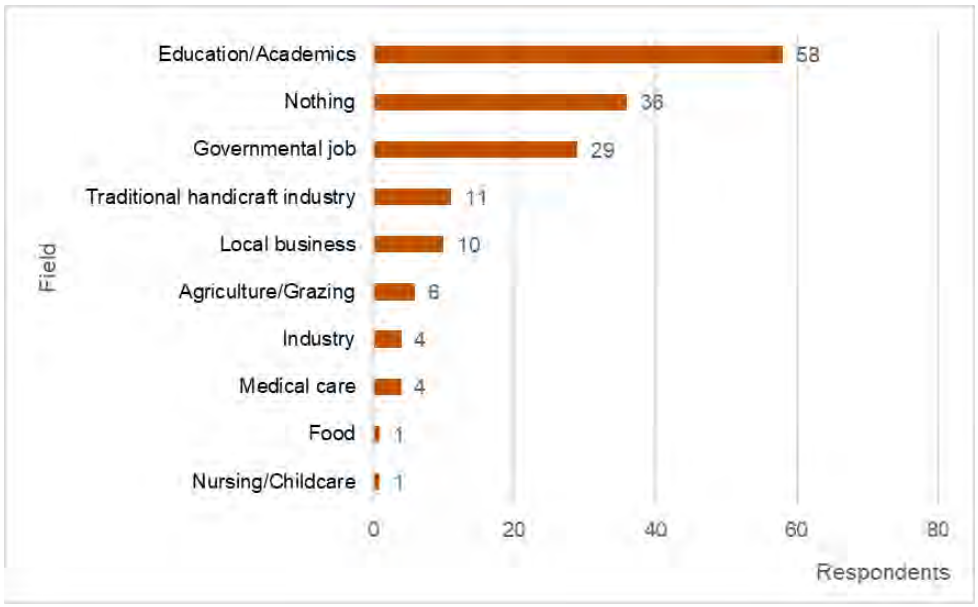


Number of applicable respondents: 162
Multiple answers allowed.

Figure 4-31: Reasons for not being interested in tourism

The most frequently cited reason is the “inappropriate working environment and condition.” The fact that they have “interest in other fields” is another common reason.

4-18. Interest in other fields



Number of applicable respondents: 162
Multiple answers allowed.

Figure 4-32: Interest in other fields

Among respondents who are not interest in the tourism sector, “education or academic field” including teacher and academic researcher is the most popular occupation. “Governmental job” is another popular occupation. On the other hand, a certain percent of the respondents do not have interest in any fields.

Voices from Local Women

- A woman aged between 35-44 from Umm Sayhoun said:

"I have to work to complete my study in university. So, I would like to work in tourism in a legal way, but I am now working in an illegal way. I have applied for many kinds of jobs so far, but all of my application was rejected. As a result, I opened a gift shop in a small open area inside the archeological park. I am working on expanding my business so that I can help myself and my family, and pay for my transportation to university."

- A woman aged between 18-24 from Rajif said:

"It would be great to provide courses or projects in tourism that include unemployed women and girls to acquire experience and new knowledge."

- A woman aged between 25-34 from Wadi Musa said:

"My interest in tourism stemmed from my concern about sustainable development, sustainable tourism, and how societies engage in tourism as an engine in terms of economic, social, and possibly political aspects."

- A woman aged between 25-34 from Wadi Musa said:

"I found difficulties in community's understanding about integrating tourism with sustainable development and understanding how to secure opportunities to support the communities in all aspects, not only the material and economic aspects."

- A woman aged between 35-44 from Wadi Musa said:

"I hope that the salary of us, cleaning staff, would be raised because the cleanliness of the tourism in this country depends on us. We also need day-off to rest. In addition, female cleaning staff should work until earlier than 10 pm since we have children, and we need spend as much time as possible for them. I hope that we will be more motivated to work for beautiful tourism and clean environment."

- A woman aged between 35-44 from Taybeh said:

"I think people in this region are oppressed."

- A woman aged between 25-34 from Wadi Musa said:

"I wish there are more job opportunities for women because many girls hope to work in the tourism sector, especially at the visitor center."

- A woman aged between 35-44 from Wadi Musa said:
"Time and space are lacking. Designated place for a large number of tourists is also lacking."

- A woman aged between 45-54 from Wadi Musa said:
"I would like to take educational courses for women to engage in the tourism sector."

- A woman aged older than 55 from Wadi Musa said:
"Opinions of my parents and family are always obstacles for me."

- A woman aged between 45-54 from Wadi Musa said:
"I hope responsible persons for tourism will provide job opportunities for women who cannot work outside, for example, serving tourists at home such as cooking Arabic dishes or selling traditional products."

- A woman aged between 25-34 from Wadi Musa said:
"Please support academic researchers who are interested in traditions and have written about topics related to intangible heritage. It is an important element in the Petra Region and all the regions in Jordan."

- A woman aged between 35-44 from Wadi Musa said:
"Please provide comfortable jobs because we are suffering from the lack of formal jobs. I also hope that the salary for cleaning staff would be considered as one of the most important things because their salary is very low."

- A woman aged between 25-34 from Dlagha said:
"According to the working conditions of the tourism sector, girls are rejected if they wear a legitimate Islamic neqab or head scarf or dress well in an Islamic way. I prefer to respect my religious principles and values. I will not give them up."

- A woman aged between 35-44 from Taybeh said:
"Women in the southern Jordan in general have very limited rights not only in the tourism sector but also in all aspects in terms of material, moral, education, recreation and health. Especially, the rights of working women are severely undermined."

- A woman aged between 35-44 from Taybeh said:
"There seems to be lack of government's interest and support for the tourism sector."

- A woman aged between 25-34 from Wadi Musa said:
"It is necessary to qualify girls to engage in tourism with appropriate wages. They work collectively in the same place."

- A woman aged between 25-34 from Wadi Musa said:
"We need scientific tools that enable us to utilize tourism as a source of support for society and its component. It is important to utilize tourism to protect culture, architecture, and other things, rather than using it only for economic benefit."

- A woman aged between 25-34 from Wadi Musa said:
"Job opportunities in the tourism sector should be provided for women and girls within the universal and social scope."

- A woman aged between 35-44 from Taybeh said:
"Working hour is not fair at all. In addition, managers and other employers are acting in imperious ways. Their manners are very rude with each other. Especially the boss behaves tactlessly."

- A woman aged between 18-24 from Taybeh said:
"My family does not like me to work in the tourism sector."

- A woman aged between 18-24 from Dlagha said:
"The tourism sector needs someone who is not very busy (for example, a single woman) and able to work for long hours with men. I cannot work in tourism because working with men all the time is not comfortable for me. Girls need to be patient with her loneliness if they work in the tourism sector."

5. Recommendation

Based on the results of this survey, the following are suggestions of projects on gender consideration which are to be reflected in the Master Plan.

Suggestion 1:

Project Name	Obtaining gender-related certificates in local hotels that offer gender-friendly activities
Implementation Period	TBD
Target	Private tourism businesses (hotel, restaurant, souvenir shop, travel agent, etc.)
Target Beneficiaries	Private tourism businesses, local women
Project Cost	TBD
Description	

[Background]

- When women start working in the tourism sector, around 15% of them face initial difficulty of “inappropriate working environment and conditions.”
- Among women who are interested in working in tourism, more than 15% of them cited that “inappropriate working environment and conditions” inhibit their participation.

[Purpose]

- To understand the current situation of the working environment and employment conditions in order to identify areas for improvement to create women-friendly environment in the tourism sector
- To contribute to improve the working environment and employment conditions throughout the region by providing subsidies for gender-related activities implemented by business owners in the local private sector

[Activity]

1) Conduct an assessment on women-friendly working environment and employment conditions at local hotels
2) Provide trainings on gender equality and women empowerment to local employers and issue certificates of completion



(Example: Most Women Friendly Employers Certification)

[(Example) Implementation Schedule]

Action	1	2	3	4
Selecting assessment targets				
Conducting the assessment				
Preparing for training				
Conducting training				
Issuing the certificate				

[(Example) Evaluation items for the assessment]

a. Conditions of employment
a-1: Difference in employment conditions based on gender
a-2: Working hour regulations
a-3: Salary regulations
b. Benefits and Welfare
b-1: Maternity/paternity leave system
b-2: Support for returning to work
b-3: Support for childcare and nursing care
c. Working environment
c-1: Facilities for female workers (restroom, locker room, resting area, lighting, prevention of blind spots, installation of surveillance cameras, etc.)
c-2: Anti-harassment measures

Suggestion 2:

Project Name	Providing “Learning Courses on Tourism English and Communication” for current and future workers in the tourism sector
Implementation Period	TBD
Target	Local women and youth (under 35)
Target Beneficiaries	Local women and youth (under 35)
Project Cost	TBD
Description	

[Background]

- “Lack of knowledge, skills, and experience” is one of the most common problems among women who are working in tourism and who are interested in it.
- In particular, the need for opportunities to improve "English skills" is the highest.

[Purpose]

- To provide opportunities to acquire English language skills and communication skills according to the characteristics of each type of occupation with the aim of supporting especially women and youth to participate in the tourism sector
- To prepare courses that focus not only on the practical use in tourism but also on acquisition of qualifications and licenses

[Activity]

1) Offer different types of courses according to the level of participants and characteristics of each occupation in the tourism sector
   *Applicants for the course shall first take a test to check their levels, the results of which will determine the course they will take.
2) Issue certificates of completion of the training courses

[(Example) Implementation Schedule]



This course shall not be offered in a single session, but in multiple semesters throughout the year.

[Idea]

Types of courses	Approximate level of students
Introductory course	• Graduation of junior high school • Able to understand basic grammar and vocabulary • TOEIC score: Less than 500
General course	• Graduation of high school • Able to have daily conversations • TOEIC score: 500~650
Tourism courses (by occupation)[*4]	• Graduation of college/university

	• Able to use English for advanced conversation or work • TOEIC score: More than 650

Note 4: The tourism course shall have different contents depending on the type of work that the participants are interested in. (e.g: hotel course, restaurant course, souvenir sales course, tourist facility course, tour guide course, etc.)

Suggestion 3:

Project Name	Establishing a “Career Guidance Office” for local job searching
Implementation Period	TBD
Target	Private sector, public sector
Target Beneficiaries	Local people
Project Cost	TBD
Description	

[Background]

- “Lack of knowledge, skills, and experience” is one of the most common problems among local women.
- Local women have limited opportunities to get information about required knowledge, skills, and experience to work in the tourism sector.

[Purpose]

- To establish a new mechanism to support employment in the tourism sector and promote tourism participation of local people
- To provide individual consultation opportunities to encourage local people to participate in the tourism sector, providing job-hunting advice based on individual conditions and situations

[Activity]

1) Build an entity to support employment of local people in the tourism sector
2) Provide one-on-one career consultation services
   *Provide user-friendly consultation services, for example, by assigning female staff to female users.
3) Conduct job searching seminars and job matching events
4) Provide assistance and trainings on job searching preparation
5) Establish a website to disseminate information related to the Career Guidance services (e.g: job opening, information on seminars and training, booking of consultation service, information on useful qualifications, etc.)



[(Example) Implementation Schedule]

Action	1	2	3	4	5
Establishing the entity	■	■			
Providing one-on-one consultation services			■	■	■
Conducting seminars or events		■		■	
Providing trainings			■		■
Establishing a website	■	■	■	■	

[Idea]

1) **<u>Organizational structure</u>**
   - Establish a contact point in PDTRA
   - Increase the staff as the number of users increases, ensuring a wide variety of ages, backgrounds, genders, and residential areas, etc.

2) Consultation service

- Provide individual consultation and support services by assigning one staff for one user
  → Establish a system that can assign staff according to the user's preferences, as the number of users and staff grows
- Ensure convenient access to the services, especially for people living in far areas, by providing consultation services via telephone or online tools

<How to use the service>

(1) Membership registration
: Membership registration shall be free and additional fee shall be charged for further services such as trainings or seminars.

(2) Booking for consultation
: Users shall check the website for available times and make an appointment. They can choose the consultation style from "in-person / phone call / online."

(3) Provision of career consultation

3) Seminar / Event

<Examples>

- Presentation by private companies
- Business research
- Job description
- Sharing "success stories"
- Advice on CV writing and interview
- Group discussion
- Self-analysis and career planning

4) Training / Assistance

Job matching, CV correction, interview practice, etc.

5) Information dissemination (Establishment of website)

<Contents>

- Information on the Career Guidance services
- Job listing
  *It shall include the position, contract type, employment period, job description, required skills and experience, salary regulation, holiday regulation, social security, employee benefits, etc.
- Newsletter
- Success stories of a wide variety of professions, genders, ages, etc.
- Occupational guide (job description, necessary skills and experience, useful qualifications, etc.)

Suggestion 4:

Project Name	Supporting female entrepreneurship by introducing microfinance
Implementation Period	TBD
Target	Local microfinance institution, local women
Target Beneficiaries	Local women
Project Cost	TBD
Description	

[Background]

- Among women who are working and who have worked in tourism, “lack of financial support for initial investment” is the second most common initial difficulties when they started their work.
- “Lack of financial support” is the third common impediment for women with interest in tourism-related work to participate in the sector.

[Purpose]

- To improve women's access to finance and promote their entrepreneurship in the tourism sector

[Activity]

1) Conduct seminars to provide information on microfinance to women who wish to start a business or participate in the tourism sector
   *The seminar includes a content on financial literacy.
2) Assist in financial and businesses planning suitable for microfinance applications
   * Formulation of women's groups to the loan could be included.
3) Introduce good practices of microfinance utilization to local people

FINCA

تمويلكم Tamweelcom

Women's World Banking

(Examples of microfinance institutions in Jordan that support women’s businesses)

[(Example) Implementation Schedule]

Action	1	2	3	4 ~	n
Preparing for the seminar	■	■	■		
Conducting the seminar			■		
Assisting in business and financial planning			■	■	
Utilizing microfinance				■	■
Getting feedback of microfinance					■
Introducing good practices					■

[Idea]



1) <u>Function of the women's group</u>

- To strengthen the connections and information sharing among women entrepreneurs who have similar goals
- To establish a solidarity system to mutually support loan repayment

* Entrepreneurs who do not wish to form a group may apply for financing individually.

Suggestion 5:

Project Name	Establishing “Day Care Center” in hotels for female employees
Implementation Period	TBD
Target	Hotels
Target Beneficiaries	Local women
Project Cost	TBD
Description	

[Background]

- “Inadequate childcare service” is not a common problem among women who are working and who wish to work in tourism, compared to the other issues.
- However, among women who would like to work as housekeepers, it is the most significant factor preventing their employment.

[Purpose]

- Contribute to increased employment of women by providing childcare facilities in local hotels where female employees can leave their children during their work

[Activity]

1) Select hotels to establish childcare facilities based on specific criteria
2) Establish partnerships among hotels to utilize the childcare service
3) Support the establishment of the childcare facility in financial or legal ways
4) Operate the childcare facilities
5) Expand similar facilities based on the local demand
6) Conduct periodic evaluations of outcomes/impact of the childcare facility after one year of start of the operation

[(Example) Implementation Schedule]

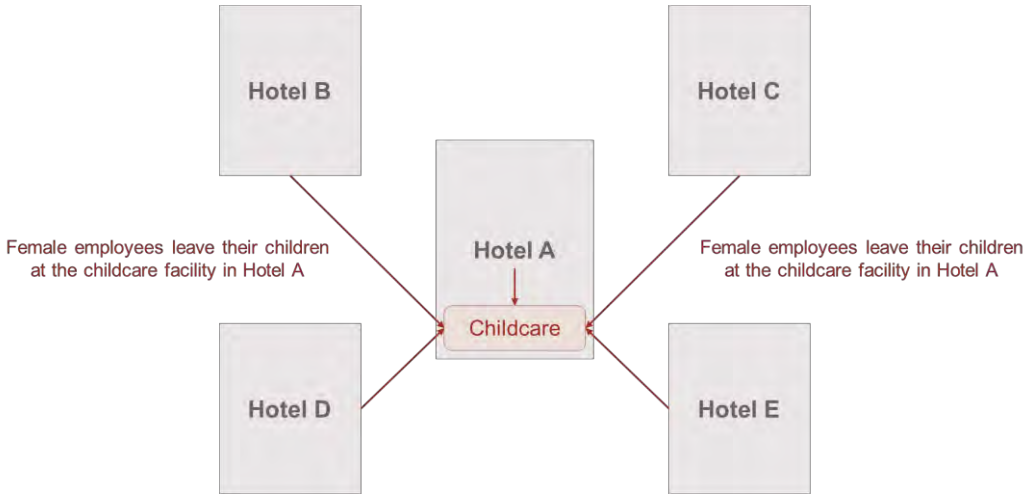
Action	1	2	3	4	5	6	7	8	9	10	11	12
Selecting the hotels	■											
Establishing partnerships	■	■										
Constructing the childcare facilities		■	■	■	■							
Operating the childcare facilities						■	■	■	■	■	■	■

Action	13	14	15	16	17	18	19	20	21	22	23	24
Operating the childcare facilities	■	■	■	■	■	■	■	■	■	■	■	■
Expanding the childcare services	■	■	■	■	■	■	■	■	■	■	■	■
Conducting assessments						■						

[Idea]

1) **<u>Operational structure</u>**
   - Depending on the number of existing female employees with small children, several hotels shall be a single group and one of them shall have a childcare facility inside the hotel.
   - Female employees of the hotels forming the group may leave their children at the applicable childcare facility during their working hours.

Image of the operational structure



2) <u>Expansion of women's employment</u>

- Establishment of childcare facilities will not only promote female employment at hotels, but will also create further female employment for the facility by employing them as childcare staff.

Appendix-1: Original questionnaire (Arabic)

لمن ظم ة ي ا ن ا ي ل ق ت ع ا و ن ا ل د و ل ي ج ا ي ك ا (س ت ب ي ا ن ع ن م ش ا ر ك ة ل م ر أ ة ف ي ق ط ا ع س ي ا ح ة ف ي م ن ط ق ة ب ل ت ر ا

أ ع د ه ذ ا ا ل س ت ي ا ن ف ر ي ق ا ل و ك ا ل ة ا ل ي ا ب ا ن ي ة ل ت ع ا و ن ا ل د و ل ي (JICA) و ا ل ذ ي ي ن ف ذ م ش ر و ع ا ل خ ط ة ا ل ر ئ ي س ي ة ل ت ط و ي ر ا ل س ي ا ح ة ب ا ل ت ع ا و ن م ع ل ج ن ة ا ل ت ر ا ث ا ل ي ا ب ا ن ي ة ل ل ت ر ا ء PDTRA ف ي ب ل ت ر ا ء ب ه د ف ج م ع ا ل ب ي ا ن ا ت ع ن ا ل م ر أ ة ا ل م ح ل ي ة ف ي ا ل ق ط ا ع ا ل س ي ا ح ي ب ل ت ر ا ء و م ش ا ر ك ت ه ف ي ه ا .

ي ر ج ى م ل ا ح ظ ة أ ن ه ذ ه ا ل د ر ا س ة م خ ص ص ة ف ق ط ل ل ن ا ث ف ق ط م ن ل ا ع م ر 18 ف م ا ف و ق ف ي ب ل ت ر ا ء ، ل ذ ا ي ر ج ى إ ل ج ا ب ة ع ل ى ه ذ ه ا ل ف ق ط ف ي ح ا ل ت ط ب ا ق ه ا .

ي ت م ت ع ي ئ ة ا ل س ت ي ا ن د و ن ك ا ر ا ل س م و ل ن ي ظ ه ر ب أ ي ش ك ل .

ع ل م ب أ ر ا ل و ق ت ا ل ت ق ر ي ب ي ل ت ع ي ئ ة ا ل س ت ي ا ن ه و 10 د ق ا ئ ق ف ق ط .

ش ك ر ي ل ك م ح س ن ت ع ا و ن ك م .

ل ق س م ا ل أ و ل : ل ج م ي ع ف ئ ا ت و ل ج ي ل ن أ ل س ئ ل ة ا ل س ت ب ي ا ن ا ل م ع ل و م ا ت ل ا ئ ي س ي)

1. ا ل ف ئ ة ا ل ع م ر ي ة
   - م ن 18 س ن ة _ 24 س ن ة
   - م ن 25 س ن ة _ 34 س ن ة
   - م ن 35 س ن ة _ 44 س ن ة
   - م ن 45 س ن ة _ 54 س ن ة و أ ك ث ر
   - أ ك ب ر م ن 55 س ن ة

2. ه ل ك ا ن ا ل ق ا م ة
   - و ا د ي م و س ى
   - ا ل ط ي ة
   - أ م ص ي ح و ن
   - ا ل ي ض ا
   - ل ل ر ا ج ف
   - د ا ل غ ة

3. م ا ه و م س ت و ى ك س ل ا ل ع ا ي م ي

* إ ذ ا ل م ي ك ن ف ى ا ل خ ي ا ر ن ا س ب ا ل ت خ ي ا ر ك ، ي ر ج ى ا ل ت خ ي ا ر » غ ي ر ذ ل ك « ، ا م أ ل ا ل ر د ا ل م ن ا س ب

   - ا ل م ر ح ل ة ا ل ث ا ن و ي ة
   - ا ل م د ر س ة ا ل م ه ن ي ة
   - د ر ج ة ا ل ب ك ا ل و ر ي و س
   - د ر ج ة ا ل م ا ج س ت ي ر

- درجة الماجستير أو الدكتوراه
- غير حاصل على شهادة دراسية
- أمي) القادر على القراءة والكتابة(
- غير ذلك

4. مجال التخصص

* إذا كان الخيار السابق هو الخيار الرابع فيرجى تحديد التخصص في حالة اختيار » غير ذلك« وملء الفراغ المناسب.

* إذا كان الخيار السابق هو الخيار الثالث فيرجى تحديد التخصص من بين أي من التخصصات التالية »الشيء«

- الأدب
- القانون
- التعليم
- العلوم الاقتصادية والتجارية
- السياحة/ الآثار
- تكنولوجيا المعلومات
- الهندسة
- الطب
- الصحة العمومية
- علوم سياسية وعلاقات دولية
- علوم إدارية ومالية
- تسويق وتجارة
- العلوم والزراعة
- الشيء
- غير ذلك

5. هل يوجد لديك مصدر دخل إضافي) هل أنت موظف او صاحب عمل او تمارس نشاط تجاري(؟

- نعم
- لا

القسم الثاني: الجزء الخاص بالمؤسسات والهيئات العاملة في القطاع السياحي (حول المشرك في القطاع السياحي)

العاملون في القطاع السياحي: القطاع السياحي يشمل الوظائف المباشرة)مثل الفنادق، المطاعم، وكالة السياحة، خدمات التنظيف، وكالات السفر، المواصلات، محلات التحف والتذكارات، حرفيو الفضة، الوظائف الخدماتية ،الخ. والوظائف غير المباشرة: التي تخلق في الفنادق و المطاعم، الدراسة الكافية التي تسبق السياحة ومجالاتها، الخ.

6. هل تعمل في قطاع السياحة أو في مجال آخر؟

- نعم
- ال

القسم الثالث: (إذا كنت لم تشارك أبدا في السياحة الداخلية)

7. ما هي دوافع عدم ممارستك للسياحة؟

* إذا كان هناك أكثر من سبب يرجى اختيار السبب الرئيسي وملء الرقم المناسب.

- موظفة ساعات العمل في الفندق طويلة ، لا تسمح بالخروج
- المطاعم في الفندق غالية
- لا أحب الطعام في المطاعم الموجودة في الفندق (أفضل المطاعم الشعبية)
- خدمات التنظيف في الفندق سيئة ، لا تسمح بالخروج
- مزودة الإقامة بالفندق لا تحتوي على المكان (الموقع البعيد عن المركز التجاري)
- إدارة الفندق أو المطاعم أو المرشدين
- مرشد سياحي
- موظفة بيع التذاكر في محطات القطار
- صراعة حرفية يدوية
- ولكل سفر
- مزودة خدمات النقل
- موظف في المطار (في السياحي) مركز الزوار ، المتحف ،الخ(
- التوقيف على السياحي (مثل العروض والمهرجانات ،الخ(
- مزودة بقرار الإجازة بالسياحي (الإضافة الزيارات الميدانية(
- خدمة التنظيف الجافة للفندق أو السياحي بالإشارة(
- مزودة ألغى الفندق والمطاعم
- الموظف في التشوف أو العيادة السياحي
- مجال كأي مي متعلق بالآثار أو بالسياحة
- غير ذلك

8. ما الذي يشجعك على الخروج للسياحة؟

* إذا كان هناك أكثر من سبب يرجى اختيار السبب الرئيسي وملء الرقم المناسب.

- كان لديك اهتمام كبير بالسياحة
- كان لديك الكثير من المعرفة، المهارات، أو الخبرة في السياحة
- السياحة مصدر الدخل
- كانت تهيئة العمل وظروفه مناسبة (مثل المطالبات الواقعة والمرافق في كان العمل والعمل مع العاملات وما إلى ذلك(
- كانت ساعة العمل مناسبة لك (بدقة/مرونة(
- كان لديك أي تجربة سابقة في العمل في السياحة

- توفر خدمات رعاية أطفال
- كان لديك دعم مالي استثماري أولي لعملك
- توفر وسائل النقل
- حاصلة على دورات و مهارات أولية تشجعت على الدخول للقطاع السياحي (مهارات الحياة، من مهارات التحضير والتنسيق السريرة الفنية، من مهارات استخدام الحاسوب، الخ(
- غير ذلك

9. إذا كانت لديك أي آراء إضافية تريد أن تشرحها فيما يتعلق بإجابتك على السؤال السابق، يرجى كتابتها هنا.

10. عندما بدأت عملك الحالي في السياحة، ما هي الصعوبات التي واجهتك ؟
* إذا لم يكن هناك خيار مناسب لتختاره فيرجى اختيار »غير ذلك« وملء الردالمناسب.
* إذا لم تكن لديك أي صعوبات، يرجى اختيار »لا شيء«.
- لم يكن لديك ما يكفي من المعرفة أو المهارات أو الخبرة الفنية في السياحة
- عدم ملاءمة بيئة العمل وظروفه (مثل ذلك عدم وجود مساحة العمل التي كان العمل، والعمل مع العملاء الكثير، وما إلى ذلك(
- عائلتك أو الأشخاص المهمين بك لم يوافقوا أو يدعموا عملك في السياحة
- لم تكن ساعة العمل مناسبة (مثل ذلك) غير مرنة (مثل ذلك أعمال الليل(
- لم تكن خدمة رعاية الأطفال متاحة/غير مناسبة ساعة عملك
- لم يكن لديك دعم مالي استثماري أولي لعملك
- لم تكن خدمة النقل متاحة/غير فعالة لعملك
- لا يوجد صعوبات
- غير ذلك

11. إذا كانت لديك أي آراء إضافية تريد أن تشرحها فيما يتعلق بإجابتك على السؤال السابق، يرجى كتابتها هنا.

12. هل تواجه حاليًا أي مشاكل في عملك في القطاع السياحي؟ إذا كانت إجابتك نعم فما نوع المشاكل التي لديك؟
* إذا لم يكن هناك خيار مناسب لتختاره فيرجى اختيار »غير ذلك« وملء الردالمناسب.
* إذا لم تكن لديك أي صعوبات، يرجى اختيار »لا شيء«.
- ليس لديك ما يكفي من المعرفة أو المهارات أو الخبرة الفنية في السياحة
- الدخل منخفض أو غير مستقر أو موسمي
- ليس لديك مساحة عمل كافية (مثل ذلك المشاركة المجتمعية المرافق(
- بيئة العمل وظروفه غير مرضية (مثل ذلك عدم وجود مساحة العمل التي كان العمل، والعمل مع العملاء الكثير، وما إلى ذلك(
- ساعة العمل غير مناسبة (مثل ذلك) غير مرنة (مثل ذلك أعمال الليل(

- عائلتك أو أشخاص مهمين بالنسبة لك يعملون في قطاع السياحة
- خدمة رعاية الأطفال غير متاحة/غير مناسبة لعملك
- خدمة النقل غير متاحة/غير فعالة لعملك
- لا يوجد مشكل
- غير ذلك

13. إذا كانت لديك أي آراء أو اقتراحات إضافية تريد مشاركتها حول موضوع البحث، يرجى كتابتها هنا.

القسم الرابع: (للمشاركين الذين يعملون في قطاع السياحة)

عمومًا: القطاع السياحي يتضمن الوظائف المباشرة (مثل الفنادق، المطاعم، شركات السفر، خدمات النقل، وكالات السفر، وسائل النقل، محلات الهدايا التذكارية، حرفيون، الموظفون في المتاحف، الخ. الوظائف غير المباشرة: التي تخدم القطاع مثل الفنادق والمطاعم، الخدمات المساندة كالبنوك، شركات التأمين، وجهات السياحة ومجالاتها، الخ.

14. هل سبق لك العمل في قطاع السياحة من قبل؟
- نعم
- لا

القسم الخامس: (للمشاركين الذين يعملون في السياحة حاليًا)

15. ماذا كانت طبيعة عملك في القطاع السياحي؟

* إذا كان يمكنك اختيار أكثر من سبب، يرجى اختيار "غير ذلك" وملء الرد المناسب.
- موظف استقبال في فندق، نزل، مطعم أو مقهى
- المطبخ في مطعم أو فندق
- الدليل في مطعم (بالإضافة إلى مطاعم الفنادق)
- خدمات النقل في فندق، نزل، مطعم أو مقهى
- مزودة الإقامة بما في ذلك بيوت الضيافة (بالإضافة إلى الفنادق)
- إدارة الفنادق أو المطاعم
- مرشد سياحي
- موظف بيع التذاكر في محلات الهدايا التذكارية
- صانع حرفي يدوي
- وكيل السفر
- مزود خدمات النقل
- موظف في المرافق السياحية (مركز الزوار، المتحف، الخ)
- الموظفون في السياحة (مثل العروض والمهرجانات، الخ)

- مزود بقرن استشعار لتجنب الاصطدام بالحيوانات البرية (
- خدمة التنظيف الجاف للغرف أو الفنادق أو السيارات (
- مزودة بأغطية للفنادق والمطاعم
- الموظفات في التشريفات أو الخدمة في الفنادق
- مجال كأيمي متعلق بالآثار أو بالسياحة
- غير ذلك

16. ما الذي شجعك على الانخراط في السياحة؟
* إذا اخترت أكثر من خيار رجاء اختيار السبب الأساسي واختيار «غير ذلك» وملء الرد المناسب.
- كان لدي شغف بالسياحة
- كان لدي الكثير من المعرفة، المهارات، أو الخبرة في السياحة
- أن تكون السياحة مصدرا جيدا للدخل
- كانت بيئة العمل وظروفه المناسبة (على سبيل المثال ساعات العمل المرنة والمرافق في مكان العمل مع العمالة وما إلى ذلك)
- كانت ساعة العمل المناسبة (على سبيل المثال مرنة/مرنة)
- كان لدي عائلتي والأصدقاء الذين شجعوني على العمل في السياحة
- توفر خدمات رعاية الأطفال
- كان لدي دعم مالي للاستثمار الأولي في عملك
- توفر خدمات النقل
- حصلت على المهارات الأساسية التي تتطلبها الوظيفة
- لم أجد فرصة عمل أفضل في قطاع السياحة
- غير ذلك

17. إذا كانت لديك أي آراء إضافية تود مشاركتها حول سبب قرارك بالعمل في السياحة، يرجى كتابتها هنا.

18. عندما بدأت عملك السابق في السياحة، هل واجهتك أي صعوبات؟ إذا نعم، ما نوع الصعوبات التي واجهتك؟
* إذا اخترت أكثر من خيار رجاء اختيار السبب الأساسي واختيار «غير ذلك» وملء الرد المناسب.
* إذا لم تكن لديك أي صعوبات، يرجى اختيار «لا شيء».
- لم يكن لدي ما يكفي من المعرفة أو المهارات أو الخبرة في السياحة
- عدم ملاءمة بيئة العمل وظروفه (على سبيل المثال عدم وجود مساحة العمل المتاحة في مكان العمل، والعمل مع العملاء الذكور، وما إلى ذلك)
- لم تكن ساعة العمل المناسبة (على سبيل المثال غير مرنة/غير مرنة) (على سبيل المثال ساعات العمل الليلية)
- عائلتي أو الأشخاص المقربون مني لم يدعموا عملي في السياحة
- لم تكن خدمة رعاية الأطفال المتاحة/غير المناسبة ساعة عملك
- لم يكن لدي دعم مالي للاستثمار الأولي في عملك

- لم تكن خدمة الإنترنت متاحة/غير فعالة في مكان عملك
- لم أواجه أي صعوبات
- غير ذلك

19. إذا كانت لديك أي آراء أو أفكار إضافية تريد مشاركتها فيما يتعلق بإجابتك على الأسئلة السابقة، يرجى كتابتها هنا.

20. ما الذي جعلك تتوقف عن العمل في السياحة؟

* إذا كان هناك أكثر من سبب، يرجى اختيار "غير ذلك" وملء الرد الذي يناسب.

- لم تكن هناك وظيفة أو فرصة عمل متاحة (لا يوجد ما يدعو للعمل، ولا يوجد ما يكفي من العمل، وما إلى ذلك)
- لم تكن ساعات العمل مناسبة (غير مرنة/غير متوافقة مع الالتزامات الأخرى)
- لم تكن الوظيفة أو الشاغر المتاح يتطلب مهارات أو خبرة
- لم تكن خدمة الإنترنت متاحة/غير فعالة في مكان عملك
- لم تكن خدمة الإنترنت متاحة/غير فعالة في مكان عملك
- لأسباب صحية أو مرض
- كان الراتب منخفضًا جدًا مقارنة بالعمل موسميًا
- تغيرت الظروف الأسرية
- فقدت الاهتمام بالعمل في السياحة
- وجدت وظيفة أفضل
- غير ذلك

21. هل أنت مهتم في الانخراط في السياحة مرة أخرى؟

- نعم
- لا

القسم السادس: الاتجاهات المستقبلية للعمل في السياحة

تعمل القطاعات السياحية مثل الوظائف في الفنادق، المطاعم، الأدلة السياحية، خدمات التنظيف، وكالات السفر، المواصلات، محلات التحف، حرفيو الهدايا، الوظائف الحكومية، الخ. والوظائف غير المباشرة: التنظيف في الفنادق والمطاعم، الدراسة الميدانية قبل السياحة ومجالاتها، الخ.

22. هل أنت مهتم في الانخراط في السياحة؟

- نعم
- لا

القسم السابع: (الوظائف التي يرغب في العمل فيها في القطاع السياحي)

23. ما هي الوظائف التي ترغب في العمل بها؟

* إذا كان هناك خيار أو أكثر فيرجى تحديد الخيار »غير ذلك« وملء الرد المناسب.

- موظف استقبال في فندق، نزل، مطعم أو فندق
- المضيف في مطعم أو فندق
- دليل في مطعم)بالإضافة إلى مطاعم الفنادق(
- خدمات تنظيف الغرف في فندق، نزل، مطعم أو فندق
- مزود الخدمات الإقامة بما في ذلك المرتبون وعمال التنظيف)الكمرجي(
- إدارة الفنادق أو المطاعم
- مرشد سياحي
- موظف بيع التذاكر في محطات الحافلات أو السكك الحديدية
- صراف في مكتب صرافة
- وكيل السفر
- مزود خدمات النقل
- موظف في المرافق السياحية)مركز الزوار، المتحف، الخ(
- التوظيف في السياحة)مثل العروض والمهرجانات، الخ(
- مزود برنامج الجولات السياحية)بالإضافة إلى الشركات الفرعية(
- خدمة التنظيف لكل من الفنادق أو السياحة)مشرفة(
- مزود الأغذية للفنادق والمطاعم
- الموظف في المتحف أو المعالم الفندقية أو السياحة
- مجال كما يتعلق بالآثار أو السياحة
- غير ذلك

24. لماذا أنت مهتم بالانخراط في السياحة؟

* إذا كان هناك خيار أو أكثر فيرجى تحديد الخيار »غير ذلك« وملء الرد المناسب.

- لديك الكثير من المعرفة أو المهارات أو الخبرة
- السياحة مصدر دخل جيد
- بيئة العمل وظروفه المائمة)بالإضافة إلى الطلبات الفوق واعد والمرافق في كان العمل مع العمال وما إلى ذلك(
- ساعة العمل المناسبة)بالنسبة/المرنة(
- تنص حكم أو أكثر أو صديق أو أكثر بالعمل في السياحة
- حصلت على دورات و مهارات أو أكثر تشجعك على الدخول في قطاع السياحة)مهارات الحياة، مهارات الكمبيوتر، مهارات اللغة، مهارات الحاسوب، مهارات التواصل والوظائف(، الخ
- غير ذلك

25. ما الذي يدفعك من الالتحاق في القطاع السياحي؟

* إذا لم يكن هناك خيار مناسب للاختيار فيرجى اختيار «غير ذلك» وملء الرد المناسب.

- ليس لدي أي معرفة أو مهارات أو خبرة في القطاع السياحي
- بيئة العمل وطبيعته غير مناسبة (مثل ذلك العمل مع الرجال، وعدم وجود مساحات للاستراحة، وما إلى ذلك)
- ساعات العمل غير مناسبة (غير مرنة/غير مثبتة)
- عائلتك أو أشخاص مهمين بالنسبة لك لا يدعمون عملك في القطاع السياحي
- خدمة رعاية الأطفال غير متاحة/غير مناسبة لساعات عملك
- ليس لدي دعم مالي لاستثمار أموالي في عملك
- لم تكن خدمة النقل متاحة/غير فعالة في عملك
- العادات والتقاليد في المجتمع تثني المرأة عن العمل في القطاع السياحي
- غير ذلك

26. إذا كانت لديك أي آراء إضافية تريد شرحها فيما يتعلق بإجابتك على السؤال السابق، يرجى كتابتها هنا.

27. شاركنا رأيك بالمهارات التي تحتاجها من الالتحاق في القطاع السياحي؟

القسم الثالث: (الإناث اللواتي لا يعملن بالعمل في القطاع السياحي)

28. لماذا لا تريد العمل في القطاع السياحي ؟

* إذا لم يكن هناك خيار مناسب للاختيار فيرجى اختيار «غير ذلك» وملء الرد المناسب.

- ليس لدي أي معرفة أو مهارات في القطاع السياحي
- الدخل (الراتب) من السياحة منخفض أو غير مثبت أو موسمي
- عدم ملاءمة بيئة العمل وظروفه (مثل ذلك العمل مع الرجال، والسفر المتكرر)
- ساعات العمل غير مناسبة (غير مرنة/غير مستقرة)
- عائلتك أو أشخاص مهمين بالنسبة لك لا يدعمون عملك في السياحة
- أولويات مختلفة في مجال آخر
- غير ذلك

29. إذا كانت لديك أي آراء إضافية تريد شرحها فيما يتعلق بإجابتك على السؤال السابق، يرجى كتابتها هنا.

30. ما هي القطاعات التي تفضلين العمل بها خارج القطاع السياحي؟

* إذا لم يكن هناك خيار مناسب للاختيار فيرجى اختيار «غير ذلك» وملء الرد المناسب.
* إذا لم تكوني مهتمة بأي أنشطة اقتصادية فيرجى اختيار «لا شيء».

- أي عمل تجاري يسعى لتحقيق الربح من خلال بيع السلع أو الخدمات للمستهلكين النهائيين، مثل تجارة التجزئة والجملة وما إلى ذلك.
- قطاع التعليم/الأكاديميون (مدرسون، باحثون، إلخ.)
- التمريض/رعاية الأطفال
- قطاع الرعاية الطبية والصحية
- قطاع الوظائف الحكومية
- قطاع الزراعة/الري
- قطاع التصنيع
- قطاع الغذاء والدواء
- قطاع التصنيع (باستثناء الصناعات الغذائية والدوائية، إلخ.)
- الشيء
- يرذلك

Appendix-2: Translation of questionnaire (English)

Japan International Cooperation Agency (JICA)
Questionnaire about women's engagement in tourism in the Petra Region

This questionnaire was developed by JICA (Japan International Cooperation Agency) team implementing the Project for Formulating Tourism Development Master Plan in Petra Region to gather information on the local women's interest and engagement in tourism in Petra.
Please note that this survey is intended only for women in the Petra region, so please answer only if applicable.
Responses will be submitted anonymously, and respondents would never be identified in any way.
However, response results would be shared with JICA and PDTRA as necessary.
It would take about 10 minutes to complete this survey.
Your cooperation is sincerely appreciated.

Section 1: (For all respondents) Basic information

1. Please tell us your age.

- Younger than 18 years old
- 18 - 24 years old
- 25 - 34 years old
- 35 - 44 years old
- 45 - 54 years old
- Older than 55 years old

2. Please tell us your residential community.

- Wadi Musa
- Taybeh
- Umm Sayhoun
- Baidha
- Rajif
- Dlagha

3. Please tell us your latest academic background.
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- High school
- Vocational school
- Bachelor’s degree
- Master’s degree
- Doctorate degree
- Not holding any degree
- Illiterate
- Others (descriptive)

4. Please tell us your major(s).
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.
*If you don’t have any majors, please choose “Nothing”.

- Literature
- Law
- Education
- Business / Economics
- Tourism / Archaeology
- Information technology
- Engineering
- Science
- Health / Nursing
- Humanities and sports
- Administrative and banking sciences
- Rights and legislation
- Agricultural science
- Nothing
- Other (descriptive)

5. Do you currently have any economic activities as your income source?

- Yes
- No

Section 2: (For all respondents) About engagement in tourism

Here, “tourism” includes direct jobs (hotels, restaurants, tour guides, accommodation provider, housekeeping, travel agency, transportation, souvenir shops, handicraft, entertainment, etc.) and indirect jobs (dry cleaning, food supplier for hotels and restaurant, academic study for tourism, etc.).

6. Are you engaging in tourism at this moment?

- Yes
- No

Section 3: (For respondents who are currently engaging in tourism)

7. In which way(s) are you engaging in tourism?

*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- Receptionist at hotel / hostel / guesthouse
- Kitchen staff at restaurant / hotel
- Waitress at restaurant (including restaurant in hotel)
- Housekeeper in hotel / hostel / guesthouse
- Accommodation provider (including Airbnb: website for accommodation booking)
- Manager of hotel / restaurant / camp
- Tour guide
- Salesperson at souvenir shop
- Handicraft maker
- Staff at travel agency
- Provider of transportation services
- Staff at tourist facility (e.g. visitor center, museum, etc.)
- Performer of entertainment for tourists (e.g. show, festival, etc.)
- Provider of experience programs (including home visit)
- Staff for dry cleaning
- Food supplier for tourist hotel / restaurant
- Staff at tourist hospital / clinic
- Academic researcher in a field related to tourism or archeology
- Other (descriptive)

8. What encouraged you to engage in tourism?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- You had keen interest in tourism
- You had a lot of knowledge, skills, or experience useful for tourism
- Tourism is a good source of income
- The working environment and conditions were appropriate (e.g. requirements, rules, facilities in the workplace, work with female workers, etc.)
- The working hour was suitable for you (fixed / flexible)
- Your family and people around you had a good understanding and support for your work in tourism
- Childcare service was available
- You had financial support for initial investment for your work
- Transportation service was improved
- You took initial courses to acquire basic skills needed to entry the tourism sector (e.g. preparation of CV, writing skills, computer skills, etc.)
- Other (descriptive)

9. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

10. When you started your current work in tourism, did you have any difficulties? If yes, what kind of difficulties did you have?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.
*If you didn’t have any difficulties, please choose “Nothing”.

- You did not have enough knowledge, skills, or experience useful for tourism
- The working environment and conditions were inappropriate (e.g. lack of space for female workers at the workplace, work with male workers, etc.)
- Your family or people around you did not understand or support your work in tourism
- Working hour was not suitable for you (not fixed / inflexible) (including work at nighttime)
- Childcare is not available / not convenient for your working hour

- You did not have financial support for initial investment for your work
- Transportation service was not available / not helpful for your work
- There were no difficulties
- Other (descriptive)

11. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

12. Do you currently have any problems with your work in tourism? If yes, what kind of problem(s) do you have?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.
*If you don't have any problems, please choose "Nothing".

- You do not have enough knowledge, skills, or experience useful for tourism
- Income is low / unstable / seasonal
- You do not have enough working space (including financial problems for facility maintenance)
- Working environment and conditions are inappropriate (e.g. lack of space for female workers at the workplace, work with male workers, etc.)
- The working hour is not suitable for you (not fixed / inflexible) (including work at nighttime)
- Your family or people around you do not understand or support your work in tourism
- Childcare service is not available / not suitable for your working hour
- Transportation service is not available / not helpful for your work
- There are no difficulties
- Other (descriptive)

13. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

Section 4: For respondents who are not currently engaging in tourism

14. Have you ever engaged in tourism before?

- Yes
- No

Section 5: For respondents who have engaged in tourism before

15. In which way(s) have you ever engaged in tourism?

*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- Receptionist at hotel / hostel / guesthouse
- Kitchen staff at restaurant / hotel
- Waitress at restaurant (including restaurant in hotel)
- Housekeeper in hotel / hostel / guesthouse
- Accommodation provider (including Airbnb: website for accommodation booking)
- Manager of hotel / restaurant / camp
- Tour guide
- Salesperson at souvenir shop
- Handicraft maker
- Staff at travel agency
- Provider of transportation services
- Staff at tourist facility (e.g. visitor center, museum, etc.)
- Performer of entertainment for tourists (e.g. show, festival, etc.)
- Provider of experience programs (including home visit)
- Staff for dry cleaning
- Food supplier for tourist hotel / restaurant
- Staff at tourist hospital / clinic
- Academic researcher in a field related to tourism or archeology
- Other (descriptive)

16. What had encouraged you to engage in tourism?

*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- You had keen interest in tourism
- You had a lot of knowledge, skills, or experience useful for tourism
- Tourism would be a good source of income
- The working environment and conditions were appropriate (e.g. requirements, rules, facilities in the workplace, work with female workers, etc.)

- The working hour was suitable for you (fixed / flexible)
- Your family and people around you had a good understanding and support for your work in tourism
- Childcare service was available
- You had financial support for initial investment for your work
- Transportation service had been improved
- You took initial courses to acquire basic skills needed to entry the tourism sector (e.g. preparation of CV, writing skills, computer skills, etc.)
- Other (descriptive)

17. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

18. When you started your previous work in tourism, did you have any difficulties? If yes, what kind of difficulties did you have?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.
*If you didn't have any difficulties, please choose "Nothing".

- You did not have enough knowledge, skills, or experience useful for tourism
- The working environment and conditions were inappropriate (e.g. lack of space for female workers at the workplace, work with male workers, etc.)
- Your family or people around you did not understand or support your work in tourism
- The working hour was not suitable for you (not fixed / inflexible) (including work at nighttime)
- Childcare was not available / not convenient for your working hour
- You did not have financial support for initial investment for your work
- Transportation service was not available / not helpful for your work
- There were no difficulties
- Other (descriptive)

19. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

20. What made you stop engaging in tourism?
*If there is no appropriate option for your choice, please select "Other" and fill in

the appropriate response.

- The working environment and conditions were not appropriate (e.g. lack of space for female workers at the workplace, work with male workers, etc.)
- The working hour was not suitable for you (not fixed / inflexible) (including work at nighttime)
- Your family or people around you did not understand or support your work in tourism
- Childcare service was not available / not suitable for your working hour
- Transportation service was not available / not helpful for your work
- You got injury or illness
- Salary was low / Work was seasonal
- Your family's circumstances have changed
- You lost interest in your work in tourism
- You found a better job
- Other (descriptive)

21. Are you interested in engaging in tourism again?

- Yes
- No

Section 6: For respondents who have never engaged in tourism

22. Are you interested in engaging in tourism?

- Yes
- No

Section 7: For respondents who are interested in engaging in tourism

23. In which way(s) are you interested in engaging in tourism?

*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- Receptionist at hotel / hostel / guesthouse
- Kitchen staff at restaurant / hotel
- Waitress at restaurant (including restaurant in hotel)
- Housekeeper in hotel / hostel / guesthouse
- Accommodation provider (including Airbnb: website for accommodation

booking)

- Manager of hotel / restaurant / camp
- Tour guide
- Salesperson at souvenir shop
- Handicraft maker
- Staff at travel agency
- Provider of transportation services
- Staff at tourist facility (e.g. visitor center, museum, etc.)
- Performer of entertainment for tourists (e.g. show, festival, etc.)
- Provider of experience programs (including home visit)
- Staff for dry cleaning
- Food supplier for tourist hotel / restaurant
- Staff at tourist hospital / clinic
- Academic researcher in a field related to tourism or archeology
- Other (descriptive)

24. Why are you interested in engaging in tourism?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- You have keen interest in tourism
- You have a lot of knowledge, skills, or experience useful for tourism
- Tourism is a good source of income
- The working environment and conditions are appropriate (e.g. requirements, rules, facilities in the workplace, work with female workers, etc.)
- The working hour is suitable for you (fixed / flexible)
- Your family or people around you advised you to work in tourism
- You took initial courses to acquire basic skills needed to entry the tourism sector (e.g. preparation of CV, writing skills, computer skills, etc.)
- Other (descriptive)

25. What prevents you from engaging in tourism?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- You do not have enough knowledge, skills, or experience useful for tourism
- The working environment and conditions are inappropriate (e.g. lack of space for female workers at the workplace, work with male workers, etc.)

- The working hour is not suitable for you (not fixed / inflexible) (including work at nighttime)
- Your family or people around you do not understand or support your work in tourism
- Childcare is not available / not convenient for your working hour
- You do not have financial support for initial investment for your work
- Transportation service is not available / not helpful for your work
- Traditions and customs in the local community do not encourage women to work in the tourism sector
- Other (descriptive)

26. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

27. Please share your opinion with us! What kind of skills do you think you need to engage in the tourism sector?

Section 8: For respondents who are not interested in working in tourism

28. Why are you not interested in engaging in tourism?
*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

- You do not have enough knowledge, skills, or experience useful for tourism
- Income is low / unstable / seasonal
- The working environment and conditions are inappropriate (e.g. work with male workers, interaction with tourists, etc.)
- The working hour is not suitable for you (not fixed / inflexible) (including work at nighttime)
- Your family or people around you do not understand or support your work in tourism
- You have interest in another field
- Other (descriptive)

29. If you have any additional opinions you would like to explain regarding your answer to the previous question, please write it here.

30. Are there any economic activities that you are interested in other than tourism?

*If there is no appropriate option for your choice, please select "Other" and fill in the appropriate response.

*If you don't have interest in any economic activities, please choose "Nothing".

- Any business for local people (e.g. kiosk, hair salon, cosmetic shop, phone shop etc.)
- Education / Academics (e.g. school teacher, academic researcher, etc.)
- Nursing / Childcare
- Medical / Health care
- Governmental job
- Agriculture / Grazing
- Industry
- Food sector
- Light industry (e.g. handicraft, traditional industry, etc.)
- Nothing
- Other (descriptive)

- END -

Annex 6: List of individuals participating in M/P formulation and the WG

Contributors from PDTRA (1-2)	Organization	M/P	DM	RD	PD	SP	SH
Dr. Fares Abdel Hafez Al-Brayzat Chief Commissioner	PDTRA	◎					
Dr. Suleiman A.D. Farajat Chief Commissioner	PDTRA	◎	○		○		
Eng. Yazan Kameel Mahadin Commissioner of Petra Archeology Park (PAP) and Tourism	PDTRA	◎					
Dr. Ismaiel N. Abu Amoud Commissioner of PAP and Tourism Affairs	PDTRA	◎	○	○			
Dr. Bilal Khrisat Commissioner of PAP and Tourism Affairs	PDTRA	◎	○	○			
Dr. Fatima Ibrahim Al-Hilalat Commissioner of Local and Environment Development	PDTRA	◎		○	○		
Dr. Maram Mahmoud Al-Freihat Commissioner of Development & Environment Affairs	PDTRA	◎		○	○		
Eng. Mohammad Habahbeh Comissioner for Infrastructure	PDTRA	◎					
Eng. Hamzeh Al-Alayani Comissioner for Investment and Infrastructure	PDTRA	◎					
Eng. Sa'ad Rawajfih Commissioner of Infrastructure	PDTRA	◎	○				
Mr. Hassan Lawama Director of Investment	PDTRA	○	◎		◎	○	
Dr. Murad Farajt Chief Commissioner's Personal Assistant	PDTRA	○	○			○	
Mr. Talal Falahat Staff, Local and Environment Development	PDTRA	○	◎				
Mr. Salah Alfaqeer Director of Tourism	PDTRA	○			◎	○	◎
Mr. Sabri Fdool Director of Tourism and Media	PDTRA	○	○		○	○	
Mr. Khalil Mashaeleh Head of Marketing Department	PDTRA	○			○	◎	
Mr. Yahea Hasanat Director of Urban Planning Department	PDTRA	○	○		○		
Mr. Hussain Hasanat Director of Crisis Management	PDTRA	○	○				
Mr. Salem Shamaseen Director of Rangers Department	PDTRA	○	○				
Mr. Ali Farajat Director of GIS	PDTRA	○	○				
Mr. Ibrahim Farajat Director of visitor Center, Museum Cultural (ex-Resources Management)	PDTRA	○		◎			
Ms. Sameya Al Falahet Director of Archaeological Documentation & Tourism Studies Center	PDTRA	○		◎			
Mr. Nahar Rawadiah Manager, Petra Museum	PDTRA	○		○			

*The marks in the table under DM, RD, PD, SP, and SH mean the as follows. WG member leader: ◎, related member and entities: ○, and advisory member: ●.

*Underlined commissioners and oficials were involved in the development of the Sustainable Tourism Development Master Plan as of December 2024.

Annex 6 (2-4)

Contributors from PDTRA (2-2)	Organization	M/P	DM	RD	PD	SP	SH
Mr. Yasin Al-Saidat Director of Visitor Center	PDTRA	○	○		○	○	○
Dr. Moyad Rawajfeh Head of Tourism Research Department*	PDTRA	○		○			
Eng. Bilal Twaissi Director of IT Department	PDTRA	○	○	○	○	○	
Ms. Nisreen Salameen Promotion Officer	PDTRA	○				○	
Mr. Ahmad S. Helalat Head of Quality Assurance Department	PDTRA	○					◎
Mr. Feras Salamen Staff, Quality Assuarance	PDTRA	○					○
Ms. Etedal Al-Hasanat Staff, Quality Assuarance	PDTRA	○					○

*The marks in the table under DM, RD, PD, SP, and SH mean the as follows. WG member leader: ◎, related member and entities: ○, and advisory member: ●.

*Underlined commissioners and oficials were involved in the development of the Sustainable Tourism Development Master Plan as of December 2024.

Contributors of Private Sector	Organization	DM	DM	RD	PD	SP	SH
Mr. Eid Nawafleh CEO	Jordan Tours	○	○		○		○
Mr. Salah Helalat Founder and General Manager	WhyJordan Tour	○	○				
Mr. Mohammad Harb Owner	Zaman Tours	○	○				
Mr. Barakat Nawafleh Project Owner	Petra Baloon Project	○	○				
Mr. Osama Nawafleh Project Owner	Petra Moon Hotel/Petra Old Village	○	○				
Dr. Sami Hassanat CEO	Jordan Inspiration Tour	○	○		○	○	
Contributors from Academia	Organization	DM	DM	RD	PD	SP	SH
Dr. Sami Hassanat CEO	Jordan Inspiration Tour	○	○		○	○	
Dr. Mukhles Al- Abadneh Associate Professor, Hospitality & Tourism Mar	Al-Hussein Bin Talal University	○	○	○		○	
Dr. Mohamad Independent Expert	Faculty of Archeology	○		●			
Dr. Ziad Selameen Archeologists	Independent Expert	○		●			
Dr. Khairieh Amr Archeologists	Independent Expert	○		●			
Mr. Hani Falahat Worked at DoA of Jordan	Independent Expert	○		●			
Contributors from Local Community	Organization	DM	DM	RD	PD	SP	SH
Mr. Moath Amareen Local Community Coordinator	Beidha Tourism Society Association (Beidha)	○	○		○	○	○
Mr. Salem Manager	Amareen Camp Site (Beidha)	○					
Mr. Mahmoud Al Faqeer Local Community Coordinator	Local Tour Guide (Umm Sayhoun)	○	○		○	○	○
Ms. Mariam President	Petra Camel Owners' Association (Umm Sayhoun)	○	○		○	○	○
Mr. Abu Feras Board member	Petra Camel Owners' Association (Umm Sayhoun)	○	○		○	○	○
Mr. Suleiman Almashaileh Local Community Coordinator	Al Ambat Society/ Petra Gate Association (Wadi Musa)	○	○		○	○	○
Ms. Adler Twissi Local Community Coordinator	Petra Widows Association	○	○		○		
Mr. Ali Khalayfeh Local Community Coordinator	Petra Pottery Association (Taybeh)	○	○		○	○	○
Mr. Bassam Owner	Hamadoun Association (Beidha)	○					
Ms. Ekhlas Hussain Local Community Coordinator	Al Rajif Association for the Special Need (Rajif)	○			○		
Mr. Salem Ali Rawajfeh 'Abu Ayman' Chairman	Al Rajif Association for the Special Need (Rajif)	○			○		
Mr. Yassar Host Family in Rajif	Local host family (Rajif)	○			○		
Mr. Salem Saideen Local Community Coordinator	Jobal Masouda Tourism Association (Dlaghah)	○			○		

*The marks in the table under DM, RD, PD, SP, and SH mean the as follows. WG member leader: ◎, related member and entities: ○, and advisory member: ●.

Contributors from Authorities and Associations	DM	DM	RD	PD	SP	SH
Jordan Tourism Board	●		●		●	
Jordan Inbound Tour Operator Association	●			○	○	○
Jordan Society of Tourism and Travel Agents	●			●	○	
Jordan Hotel Association	●			○	○	○
Jordan Restaurant Association	●			○	○	○
Jordan Tour Guide Association	●			○	○	○
Minstry of Tourism and Antiquities, Jordan	●		●			
Department of Statistics, Jordan	●		●			
Department of Antiquities, Ma'an Directorate,	●		●			
Ministry of Health, Kingdom of Jordan	●	●				
Tourist Police	●	●				
National Guard	●	●				
Civil Defense	●	●				
Ma'an Governorate	●	●				
Petra College - Princess Basma Center(ICH)	●		●			
Ammon College	●					○
Royal Academy of Culinary Arts	●					○
Jordan River Foundation	●			●		

*The marks in the table under DM, RD, PD, SP, and SH mean the as follows. WG member leader: ◎, related member and entities: ○, and advisory member: ●.

Annex 7: JCC minutes

MINUTES OF MEETING
ON
THE THIRD
JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
FORMULATING TOURISM DEVELOPMENT MASTER PLAN
IN PETRA REGION

Amman, the Hashemite Kingdom of Jordan
14th December 2023

The parties acknowledge and agree that this Minutes of Meetings may be executed by electronic signature, which is considered as an original signature for all purposes and has the same force and effect as an original signature. "Electronic signature" includes faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via pdf) of an original signature.

H.E. Dr. Fares Abdel Hafez Al-Brayzat
Chief Commissioner,
Petra Development and Tourism Region Authority (PDTRA),
Hashemite Kingdom of Jordan

森畑 真吾
Mr. WAKUI Junji
Chief Representative,
JICA Jordan Office

Ismaiel Abuamoud
H.E. Dr. Ismaiel Nasser Abuamoud
Deputy Commissioner,
Commissioner of Petra Archeological Park & Tourism
Petra Development and Tourism Region Authority (PDTRA),
Hashemite Kingdom of Jordan

熊田 順一
Mr. KUMADA Junichi
Team Leader
The Project for Formulating Tourism Development Master Plan in Petra Region

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The Third Joint Coordination Committee (hereinafter referred to as "JCC") meeting on the Project for Formulating a Tourism Development Master Plan in the Petra Region Jordan (hereinafter referred to as "the Project") was held in Amman on Thursday 14th December 2023 with the participation of the committee members and observers listed in Annex 2.

The meeting was conducted according to the following agenda:

Item

i) Opening remarks from Chief Commissioner of PDTRA
ii) Greetings from Chief Representative of JICA Jordan Office
iii) Greetings from JICA Project Team Leader
iv) Presentation on the Master Plan Structure
v) Report for the pilot projects of destination management
vi) Report for the pilot projects of research and development
vii) Report for the pilot projects of product design and branding
viii) Report for the pilot projects of sales and promotion
ix) Report for the pilot projects of service and hospitality
x) Open Discussion on above mentioned items
xi) AOB
xii) Closing remarks from Chief Commissioners of PDTRA

1. Framework, Key Performance Indicators and Schedule of the Petra Tourism Development Master Plan – Session 1

Following the opening remarks by H.E. Dr. Fares Abdel Hafez Al-Brayzat, Chief Commissioner of PDTRA and greetings from Mr. WAKUI Junji, Chief Representative of JICA Jordan Office as well as from KUMADA, Junichi, Team Leader of JICA Project Team, H.E. Dr. Ismaiel Nasser Abuamoud, Deputy Commissioner explained the implementation framework of JCC, the schedule of drafting master plan, the Master plan structure, vision of the Master Plan and Strategic Programs as per ANNEX 1.

The Summary of Chief Commissioner's Opening Remark

- Establish and nurture a promising and productive partnership with JICA, USAID, GIZ and other international partners.
- Share plans for Petra Archeological Park development, emphasizing tourism experience and local community development.
- Outline initiatives under the Tourism Master Plan to diversify and increase tourism

products, aiming to extend the length of stay in Petra.

- Address negative visitor experiences by enforcing law and tackling over 2,500 court cases related to violations, with a focus on eliminating illegal activities inside the archeological sites.
- Emphasize the risk of Petra being listed as an endangered site and the campaign's goal to prevent such a scenario.
- Undertake a big project to build 400 homes for those without land or homes in Petra, aiming to bridge the development gap between different communities.
- Pledge to implement overflow as the prevailing approach for development plans, including managing visitor circulation and creating economic opportunities.
- Introduce a new road operated by electric buses, aligning with SDGs for environmental and ecological sustainability.
- Ensure social and economic inclusion, particularly for those socially and economically marginalized in the local community.
- Recognize the decline in tourist numbers due to external challenges, particularly cancellations linked to regional violence.
- Work toward making Jordan and Petra standalone destinations resilient to disruptions, aligning with the Economic Vision 2033.

The summary of Team Leader of JICA Project Team

- Explaining the program of the 3rd JCC, The KPIs, Master Plan structure and Pilot Projects and request JCC members to suggest… 1) Any suitable KPIs, 2) Any actions the JCC members have been taking or will be taking related to JICA/PDTRA Tourism Development Master Plan.

Deputy Commissioner briefed the candidatures of key performance indicators for Petra Tourism Development Master Plan drafted by JICA Study Team, being based on the socioeconomic survey conducted by the PDTRA, the Central Bank of Jordan, Jordan's national Economic Modernization Vision, the gender report by WTTC as described below on the Chart 1. He additionally mentioned the followings.

The projection of the KPI depends on the conditions of assumption.

- The study team figure is below our expectation, the optimized number of Petra would be 7,000 – 10,000 tourists per day. However, the number should be segmented and be targeted carefully (i.e.: high end market, adventure markets...)
- The unemployment rate all over Jordan is 25% in 2021 is the right figure.
- Pointing out the Socio-economic impact induced by tourism is very important which will

be considered as KPI in the Petra region.

- Recognizing the new trend in the global society for environmental issue and the Sustainability in the tourism will be enhancing is JICA, USAID and GIZ have been working with JHA to make it realized.

Key Performance Indicators
Targets to be attaied by implementing the Petra Tourism Development Master Plan by the year of 2033.(Chart 1)

Cnadidatures of Key Performance Indicator		2022 (2021*)	2028	2033	Unit
1.	Expendture per tourist, visiting the Petra region (Park ticket is NOT included)	245	278	308	JOD
2.	Number of tourists	1,135	1,381	1,681	1,000 people
3.	Tourism receipt in Petra	0.93	1.65	2.65	Billion USD
4.a	Number of employments in the tourism sector in Petra	1,704	3,216	5,063	People
4.b	Number of employments of woman in the tourism sector in Petra	665	1,512	2,734	People

The baseline figure for total employment in the tourism sector in the Petra region (4.a) is based on 2021.

5. Progress of the actions, being taken for the environmental consideration are listed in the ANNEX 1(Page 15).

The progress of the actions should be taken are proposed by the destination management WG as well as the research and development WG.

Deputy Commissioner mentioned to review the current logic as well as to study the several patterns of logic to achieve the optimized number of tourist as well as the tourism receipt in the year for 2033.

Deputy Commissioner also highlighted the following points when he presented the M/P Structure and the guiding principles.

- Increasing the demand of tourism will surely need the sustainable aspects.
- Localize and globalize, meaning Local knowledge should be fostered in order to reach to the other side of the world.
- How to coordinate the efforts among tourism stakeholders without conflicting each other.
- Developing the new visitor center as the center for little Petra and Wine brewery experience will be implemented in Baidha.
- The Olive terrace in Wadi Musa will be revived as a part of Go Green Action in the Petra region.
- Above new development will mobilize the visitors to the local community and minimize the pressure of the PAP site.

JCC members recommended that the following points be reviewed

- **Economic KPI:**

USAID pointed out that the quantified KPIs such as number of businesses, numbers of rooms, number of hotels should be taken into the account as well as the suitable KPIs and KGIs based on both quantitative and qualitative ones with impacts based on the numbers such as reduction of the amount of the carbon emission, the volume of the solid wastes and so on.

Jordan Restaurant Association (JRA)

- Suggested PDTRA to create the opportunity to improve the skill of locals in the Petra region and create the place for them to work in the Petra region.
  (H.E. Dr. Fares Abdel Hafez Al-Brayzat introduced the sample of inclusive projects such as reviving Nabatean Olive Oil and Wine industry.)
- Requested to break down the 16,000 unemployed people details.
- Recommended the contribution by female workforce should be increased directly and indirectly in the tourism sector in the Petra region.

2. Pilot Projects Interim Report – Session

The leaders of the five working groups (The destination management WG, the research and development WG., the product development and branding WG, the sales and promotion WG and the service and hospitality WG) addressed the interim report and update the JCC members regarding the achievement, issues and the challenges of each pilot projects as per ANNEX 1.

JCC members recommended that the following points be reviewed

1) In general:

JRA focused on understanding ongoing efforts to engage and uplift the local community within Petra. This included specific inquiries about plans to support homes and develop skills aimed at integrating the local community into the tourism sector.

JRA raised concerns about unemployment in Petra, seeking detailed information on demographics and gender. The low participation of women in tourism, both directly and through informal businesses, was highlighted by the JRA. Emphasis was placed on the need for initiatives to empower more women in the tourism sector.

2) Destination Management (DM):

Mr. Hassan Lawama, Director of investment and infrastructure of PDTRA, report the result of GSTC training (P30) as well as awareness raising training (P31) and Mr. Talal Falahat, Advisor

of the commissioner of sustainable development report the weekly market in Wadi Musa. The 2nd phase of the weekly market in 2024 will be held twice a week from April to June 2024,

The JCC members commented:

JRA expressed appreciation for the collaboration with GSTC and eco-hotels, acknowledging their contribution to sustainable development in Petra.

JRA Questions were posed regarding Petra's readiness for the projected influx of tourists in 2033. This included considerations about the capacity of hotels, incentives for investors, and addressing perceived risks.

JRA highlighted the importance of Destination Management Organization (DMO), inquiring about plans for a dedicated organization. Additionally, considerations were raised for digital accessibility, especially for people with disabilities.

USAID expressed gratitude for the collaboration with PDTRA and JICA Team, expressing excitement about the progress of the project.

USAID highlighted their close collaboration with PDTRA, focusing on sustainability through initiatives like providing 16 electric buses and various infrastructure projects. **USAID** mentioned the signing of a 14 Million USD grant and emphasized the need for a study on future environmental impacts, particularly focusing on wastewater and solid waste management.

3) Research and Development (RD):

Dr. Ibrahim Farajat, the director of Petra Museum and the Petra Visitor Center introduced the pilots of RD as per Annex 1 (P33 – 38). He mentioned the all these strategic programs by JICA will elevate the value of the Petra museum. Especially, the AR mobile applications will be implemented with 12 heritage sites and objects in the Petra Archeological Park and the Petra Museum.

JCC member commented:

JRA suggested to make local history and culture booklets available online, aiming for wider accessibility.

JRA Suggestions were made to make local history and culture booklets available online,

4) Product Design (PD):

Mr. Hassan Lawama, Director of Investment and infrastructure of PDTRA, introduced the pilots of PD as per Annex 1 (P39 – 47). He explained the progress of 6 pilot programs in each community and he highlighted the home visit programs against the backdrop of great sunset view in Rajif, praised by Jordan National Tour Operators. He also explained that the

assessment of accessibility in PAP and surrounding facilities has been conducted on Dec 11-12 by Accessible Jordan and wait for the detailed report.

5) Sales and Promotion (SP)

Mr. Khalil Sowan, Head, marketing and promotion Tourism directorate, PDTRA, introduced the pilots of SP as per Annex 1 (P48 – 51). He explained the progress of 2 pilot programs, improving digital marketing capacity and implementation of FAM Trip.

JCC members commented:

JRA pointed out that, in the website development process, the concept of accessibility from the universal tourism perspective needs to be considered. (SP)

JITOA emphasized the success of the domestic FAM trip in December, particularly noting the positive outcomes associated with the new tourism products in Rajif and Ammarin. However, recognizing that some products are not fully ready and the current Gaza situation, JITOA strongly advocates for the postponement of the international FAM trip originally scheduled for February, proposing a rescheduled timeframe in May to ensure comprehensive product readiness.

6) Service & Hospitality (SH)

Mr. Sallah Al-faqeer, Director of Tourism directorate, PDTRA, introduced the pilots of SH as per Annex 1 (P52 – 56). He explained the progress of 3 pilot programs, service quality improving improvement training, accessible tourism training and sustainable tourism study tour.

JCC member commented:

JRA The quality of restaurants in Petra was critiqued by the JRA, expressing a need for improvement in food, service, and hygiene.

JRA expressed concerns about weaknesses in human resources within the service and hospitality industry in Petra.

JRA suggested that there should be a platform to share training videos (Do's and Don'ts) for the Petra tourism industry improvement. The JRA also emphasized the need for an enforcement mechanism by PDTRA to ensure that local hotel staff watch training videos and improve their quality.

PDTRA responded to the above suggestions and comments from JCC members as below.

Comments from Commissioner of Investment and Infrastructure

- Eng. Hamzeh Al-Alayani, Commissioner for Investments and Infrastructure, began by expressing gratitude for the Government-to-Government (G2G) agreement with the USA. This agreement has been pivotal in fostering collaboration and realizing their shared vision for a green and smart tourism city.
- The Commissioner underscored the alignment of their ambitious plan with the broader vision for green energy and sustainability. This encompasses initiatives addressing waste management and significant investments in the tourism sector.
- Collaborating with various partners, including USAID, concerted efforts are underway to study energy consumption patterns, with a keen focus on reducing the carbon footprint. The overarching goal is to promote a green economy within the Petra region.
- The Commissioner extended gratitude to USAID for their invaluable contribution to these efforts. Anticipation is high for the upcoming signing of the agreement, marking the initiation of transformative projects in mobility, flood management, monitoring station management, and digital infrastructure aimed at turning Petra into a smart city.
- On the front of accommodations, there is a strategic plan to expand through public-private partnerships. The goal is to reach 4,000 rooms within the next two years, with the potential for doubling to 6,000-7,000 rooms in subsequent phases.
- To attract investors, the PDTRA is offering a range of incentives, including tax exemptions and special income tax considerations for investments in the region. These measures are designed to create a conducive environment for business development.
- The Commissioner emphasized a broader business strategy that extends beyond mere accommodations. Initiatives such as cultural village projects and family-oriented activities are being introduced to diversify tourism products and actively engage all stakeholders in the comprehensive business development plan.

Response from the Chief Commissioner

- H.E. Dr. Fares Abdel Hafez Al-Brayzat, PDTRA Chief Commissioner, emphasized an unwavering commitment to inclusivity, reinforcing the principle of leaving no one behind. This commitment extends beyond housing projects, forming a comprehensive plan to reshape the social sphere and establish new socio-economic structures, particularly for the Umm Sayhoun community.
- The inclusive model presented by PDTRA involves enhancing industry skills and

introducing innovative tourism products. Notable among these is the revival of the Nabatean olive oil and wine industries, contributing to the cultural heritage of the region.

- Plans include the rehabilitation and digitization of trails, offering not only enhanced experiences for visitors but also creating valuable job opportunities for the local community. This strategic move aligns with the broader goal of socio-economic development.
- The PDTRA is actively addressing unemployment through a multifaceted approach, collaborating with various organizations. Programs span community development, education initiatives, and the establishment of recreational facilities to create a holistic impact on employment opportunities.
- With plans to expand hotel capacity to over 4000 rooms by 2025, the PDTRA aims to accommodate the growing influx of visitors. Additionally, a focus on eco-lodges demonstrates a commitment to sustainable and responsible tourism practices.
- The PDTRA aims to enhance the quality of restaurants through strategic partnerships and initiatives. Attracting new investors, such as the Jordan Heritage Restaurant, is viewed as a catalyst for transforming the culinary landscape in Petra.
- The overarching goal is to position Petra not merely as a brief stop but as a destination where visitors are encouraged to stay for multiple nights. This aligns with the broader vision of creating a more immersive and fulfilling visitor experience.
- Regarding all the booklets and videos presented today, it will be accessible in online for a wider audience.
- Demonstrating a commitment to improving service quality, recent workshops have been conducted. The establishment of a permanent office for quality assurance signifies a proactive approach to continuously enhance service standards.

Lastly, H.E. Dr. Fares Abdel Hafez Al-Brayzat emphasized that we would NOT leave anyone behind is the core value to move forward and officially closed the 3rd JCC meeting.

3. AOB

Due to time constrains, the JICA Team and the PDTRA will follow up the comments and proposal from JCC members. The additional comments will be circulated and confirmed within one month from the date of the 3rd JCC.

List of Annexes:

Annex 1: Presentation documents of 3rd JCC of Petra Tourism Development Master Plan

Annex 2: List of Attendees for the Third JCC

ANNEX 2

List of Attendees for

the 3rd Joint Coordination Committee (JCC)

No	Name	Organization
1	H.E. Dr. Faris Breyzat	PDTRA
2	Dr. Ismaiel Abuamoud	PDTRA
3	Dr. Fatima Al-Helalat	PDTRA
4	Eng. Hamzeh Al-Alayani	PDTRA
5	Mr. Ayman Abdul Majeed	PDTRA
6	Mr. Sallah Al-Faqeer	PDTRA
7	Mr. Sabri Fdool	PDTRA
8	Mr. Hassan Lawama	PDTRA
9	Mr. Khalil Sowan	PDTRA
10	Mr. Ibrahim Farajat	PDTRA
11	Ms. Samia Falahat	PDTRA
12	Ms. Etidal Al-Hasanat	PDTRA
13	Ms. Nisreen Salameen	PDTRA
14	Mr. Junji Wakui	JICA Jordan Office
15	Mr. Suzuki Takahiro	JICA Jordan Office
16	Ms. Michi Yamanakajima	JICA Jordan Office
17	Ms. Shereen Abu Hweij	JICA Jordan Office
18	Mr. Junichi Kumada	JICA Project Team
19	Mr. Akira Ohara	JICA Project Team
20	Ms. Shoko Usui	JICA Project Team
21	Mr. Hiroshi Tanimura	JICA Project Team
22	Dr. Assefa Temesgen	JICA Project Team
23	Mr. Koji Oyama	JICA Project Team
24	Dr. Takahiro Koide	JICA Project Team
25	Mr. Kei Kikuchi	Embassy of Japan in Jordan
26	Dr. Fadi Balawi	Department of Antiquities
27	Mr. Jastin Abu Anza	JTB
28	Ms. Arwa Mahadin	JITOA

29	Ms. Carmen Aliwat	JITOA
30	Ms. Zeina Al-Khashashneh	Petra National Trust
31	Mr. Hoyeon Kim	UNESCO
32	Ms. Mirna Salayta	EBRD
33	Mr. Husain Helalat	Jordan Hotel Association
34	Mr. Nizar Al-Adarbeh	USAID
35	Ms. Souad Farsi	EIB
36	Ms. Yasmeen	GIZ
37	Mr. Tariq Saleba	Spanish Embassy
38	Ms. Eliana Janineh	Jordan Restaurant Association
39	Mr. Talal Majali	JSTA
40	Mr. Nicola Orsini	AVSI

MINUTES OF MEETING
ON
THE 4th JOINT COORDINATION COMMITTEE
FOR
THE PROJECT FOR
FORMULATING A TOURISM DEVELOPMENT MASTER PLAN
IN THE PETRA REGION

Amman, the Hashemite Kingdom of Jordan
12th December 2024

The parties acknowledge and agree that this Minutes of Meeting shall be executed by electronic signature, which is considered as an original signature for all purposes and has the same force and effect as an original signature. The electronic signature includes faxed versions of an original signature or electronically scanned and transmitted versions (e.g. via PDF) of an original signature.

H.E. Dr. Fares Abdel Hafez Al-Braizat
Chief Commissioner,
Petra Development and Tourism Region Authority (PDTRA),
Hashemite Kingdom of Jordan

森畑 真吾

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The Project for Formulating Tourism Development Master Plan in Petra Region

The 4th Joint Coordination Committee (hereinafter referred to as "**JCC**") meeting on the Project for Formulating a Tourism Development Master Plan in the Petra Region (hereinafter referred to as "**the Project**") was held in Amman on Thursday 12th December 2024 with the participation of the committee members and observers listed in ANNEX 2.

The meeting was conducted according to the following agenda:

i) Opening remarks by the Chief Commissioner of PDTRA
ii) Greetings by the Senior Representative of JICA Jordan Office
iii) Greetings by the Managing Director of JTB
iv) Greetings by the Leader of JICA Project Team
v) Presentation on the Petra Tourism Development Master Plan
vi) Open Discussion
vii) Panel Discussion among PDTRA, JICA and JTB
viii) Closing remarks by the Chief Commissioners of PDTRA

1. Summary of the Opening Remarks by the Chief Commissioner of PDTRA

- Manage to secure the estimated budget of 32 million JOD for the implementation of **the M/P** by working together with other partners as well as raising funds.
- Make sure that all stakeholders and partners shall be duly updated and encouraged to be involved in the success of the strategy, which aligns with the vision and missions of the tourism sector in the Petra Region and Jordan.
- Insist that the partners, such as MoTA and JTB, have been helping Petra to overcome some of the current difficulties due to the regional instability and huge decline of foreign tourists, which has led to the difficulties of securing the budget. However, the budget of next year is expected to be much better with more than 40 million JOD, including the grant aid from USAID.
- Focus on enhancing local community development and sense of engagement of the entire local communities of the Petra Region in the transformation process of tourism strategy, recognizing local individuals as a core.

2. Summary of Greetings by the Senior Representative of JICA Jordan Office

- **The M/P** was developed in alignment with the Jordan's Economic Modernization Vision and was launched to start another phase to materialize the objective of making the Petra Region a sustainable and resilient destination together with partners in the tourism sector by 2033.
- Considering "Leave no one behind" as a key factor for successful implementation of **the M/P**, including the local communities and partners in the private sector.
- Expect that the private sector will invest in and support the development of the tourism sector.
- In the past four years, JICA Project Team and PDTRA have been making significant efforts, not only showcasing the Petra Archaeological Park but also the whole destination including experience in local communities.
- Activities done in the Project, including participation in international EXPO, upgrade of the Visit Petra website, development of mobile applications, and creation booklets and pamphlets, are considered to be essential tools to showcase stability and peacefulness of Jordan.
- JICA is honored to be a partner of PDTRA in formulation of the M/P, as well as the construction of the Petra Museum, and would like to continue to support quality growth of Jordan by expanding experiences of Japan and collaborating with PDTRA.

3. Summary of Greetings by the Managing Director of JTB

- **The M/P** is to make sure that Petra will be re-positioned in the international map and will suggest how to make Petra as a destination choice for international tourists.
- JTB will work in the marketing aspect to make sure that the pillar of the marketing and promotion will work and to increase the number of tourists to Petra.
- Petra is the main factor of the tourism sector in Jordan, but all the service providers in the supply chain are suffering from the current situation, which is expected to recover quickly.
- New experiential products introduced in the last FAM trip was great contents that have never been known, and JTB team will further engage in the operation and marketing with new technologies which make it possible to customize the itinerary based on the preference and expectations of tourists as well as reaching potential customers.

4. Summary of Greetings by the Leader of JICA Project Team

- Express his great appreciation to support from all **JCC** members and efforts by almost 20 Japanese experts for **the Project**.
- Recognized the value of sustainable tourism based on the mindset of As-Salam through the joint efforts with **JCC** members during **the Project**.
- The concept of sustainable tourism is based on the concept of the Global Code of Ethic for Tourism, led by UN Tourism since 2001, and the signatory procedure is open to the public and private sector.
- Found that the tourism resilience in dealing with the tourism crisis is becoming one of the key actions for administration, and Petra, Jordan and Japan could further share the common value of resilience in the tourism sector.

5. Petra Tourism Development Master Plan 2023-2033

- The Deputy Leader of JICA Project Team explained the outline of **the M/P**, including:
  1) Vision
  2) Guiding Principles
  3) 58 Priority Projects
  4) Outputs of the Pilot Projects; and
  5) Importance of collaboration with other partners to implement the M/P.
- The Deputy Leader of JICA Project Team stressed that this time is a good timing to prepare for the next decade for tourism development while the current situation of tourism is quite difficult due to instability of the region.

6. Key Comments from JCC Members

JCC members questioned and commented on the following points:

USAID

- This project is the best practice and model of donor coordination.
- USAID has been in close collaboration with the JICA Project Team and PDTRA from the beginning of the project, particularly in certain areas such as GSTC, to coordinate programs of both sides based on discussions.

i) Selection of communities in Product Design and future plans

- Regarding the selection of communities, did you have certain criteria or reasons for

working with the four communities in Product Design?

- Did you design any specific products in Dlagha and Umm Sayhoun as well?
- In addition, regarding coming programs, how are you planning to work with the two communities in the future?

ii) Synergy of Petra Museum and Petra Visitor Center

- Regarding the synergy of the Petra Museum and the Visitor Center, which is related to the Government to Government (G2G) projects of USAID and PDTRA, how can we revitalize the Visitor Center to collaborate with and complement the role of the Museum, for example for awareness and promotion of new trails and experiential programs?
- It needs to be clear what has been prioritized and done in **the Project** and what should be done by other partners.

iii) Plan for future assistance

- Do you have any plans for future assistance for PDTRA?

Comments and Response from the JICA Project Team

i) Selection of communities in Product Design and future plans

- Product Design has not been completed in Dlagha and Umm Sayhoun during **the Project** due to some difficulties including lack of infrastructure and organizational structure. However, we have been working with the two communities as well. Regarding Umm Sayhoun, one program is now almost ready, and once it is ready to sell, we will introduce it to JITOA. As for Dlagha, they still have some problems with infrastructure, but we designed some future product plans. When they are ready for new camps or trails, we can give them the ideas how to improve the programs.

ii) Synergy of Petra Museum and Petra Visitor Center

- **The M/P** includes a Priority Project to strengthen the function of Visitor Center (DM-5). The main objective of the project is to establish tourist information center in the Visitor Center. This project has already been included in a part of projects financed by USAID. In addition, DM-5 includes a function of the Visitor Center to provide instruction to tourists before entering the site in terms of protection of heritage and nature.

  Until now, the role of the Museum has limited to exhibiting some objects from the archaeological site. However, the main function of museums is now to educate both local people and tourists. We will keep working on it as museum activities.

Comments and Response from the JICA Jordan Office

iii) Plans for future assistance

- JICA is very much keen to continuous support for PDTRA and for the tourism sector in Jordan, but it is not clear yet regarding the specific future projects.

UNSECO

- As UNESCO, there are plans for specific areas and monuments inside the Petra Archaeological Park. The discussion is still ongoing, and it will be implemented next year. The Integrated Management Plan will be reviewed and updated, particularly by adding plans of engagement of local communities in the management of the site.

Comments and Response from the JICA Project Team

- DM-14 suggests protecting the Nabatean farming terrace, and we have invited UNESCO for the discussion. The buffer zone of the World Heritage is not clearly defined yet. Since the terrace is important as a part of ecosystem, not only in terms of agriculture but also to protect from flash flood, it is better that the Nabatean farming terrace is included in the buffer zone or likely in the protected area.

Petra National Trust

- Regarding the training on heritage conservation and environmental aspect of the archaeological site, the future training plan should include climate change impacts on local cultural heritage in the Petra Region.

USAID

- USAID is in the final designing stage of the project for National Park Service in several regions in Jordan including Petra, in collaboration with PDTRA and the National Parks. The project is expected to be kicked off in January 2025.

  Economic Reform Activity (ERA) project, which targets the economy beyond the tourism sector, is also ongoing.In addition, USAID is thinking of providing smaller grants focusing on the Petra Region, especially outside the protected area, based on the discussions on **the M/P** and priority of PDTRA. It is in the early stage of discussions, accepting any ideas and recommendations from the partners.

7. Panel Discussion

1) What are the current priorities for the tourism sector in Petra to maintain its global presence?

The Chief Commissioner of PDTRA mentioned and highlighted the following points:

i) Number of tourists

- The most important priority is to prepare and get tourists back.

ii) Sustainability of archaeological site

- In the archaeological site, the top priority is to make sure of its sustainability, and PDTRA has been intensively working on it since December 2023.

iii) Local involvement

- At the same time, the sustainability of people who live or used to live inside the site is important in order to make sure that there will no more encroachment on the archaeological monuments across the park.
- In this sense, integrating local communities in the transformation process is another priority.
- PDTRA is also working on managing the balance of benefit among different stakeholders in the local communities, including cooperatives and associations, tour guides, and others, in order to make a sense of ownership in the transformation process.

iv) Accessible information

- Another point is to ensure accessible and loaded information for tourists. Today, the information is limited, and there are only physical signages over the archaeological park.
- Unfortunately, the physical signages are often destroyed, and PDTRA needs to keep those signages remained, as well as offering information of each important monument through digital technologies such as mobile applications.

v) Marketing and promotion

- In terms of global marketing, PDTRA has signed a lot of agreements with other World Heritage Sites, global monuments, for example Alhambra Palace in Spain and Colosseum in Italy, as well as other six sited of the New Seven Wonders.
- PDTRA is also working on enhancement of digital marketing with significant plans by USAID and cooperation with JTB.
- In addition, PDTRA has discussions with Aqaba, MoTA, and other stakeholders to make much bigger and integrated marketing of the Golden Triangle. Diversity and unity should

be balanced in the coordination with other regions.

- Not fully relying on the marketing by JTB, PDTRA needs to enhance it locally.

vi) Promotion of artistic activities

- In order to improve the experiences within the museum and communities around the site, PDTRA is working on enhancement of the function of museum and utilization of open areas for artistic activities by local artists.

2) How can JTB take the role in connecting products in the local communities, especially in remote areas, with the international market?

The Managing Director of JTB mentioned and highlighted the following points:

i) Promotion of experiential tourism

- Almost 70-80% of the contents promoted by JTB are related to Petra. Petra is highly recognized in exhibitions, contents, social media, and any other platforms.
- In order to enhance the tourist experience, it needs to add more experiences and products. Now, experiential tourism, gastronomy, and people in local community are essence of competitiveness that Jordan can offer in terms of hospitality.
- Nowadays, Petra has a specific strategy on how to extend the length of stay and to avoid over-tourism. JTB is aligned with PDTRA to work together for the achievement of **the M/P**.

ii) Further content creation

- JTB makes sure that next year, they will work with PDTRA to create as many as contents with human resources of JTB and influencers in order to position and change the perception of Petra and Jordan.
- There are different strategies in terms of adaptation of new technologies such as AI and Chat GPT to create itinerary customized for specific tourist, which will make big differences in marketing.

iii) Campaigns and LCC

- Next year, JTB is planning to launch hug campaigns with booking websites, including Expedia, Trip Advisor, and Skyscanner.
- JTB is also under discussion to make sure that Low-Cost Carriers come back next year such as Wizz air, Vuering airlines, etc. flying from new seven destinations.
- JTB is closely working with Royal Jordanian since the strategy of the airline is aligning with the goals of JTB.

- JTB's another focus is the connection with GCC countries in terms of attracting tourism experts in those countries to Jordan, as well as enhancing the operation of LCC.

iv) Sustainability of tourism businesses

- The current challenge is how to protect and sustain tourism businesses and projects, such as tour operators, hotels, transportation, guides, and souvenir shops, since they are necessary once tourists come back.
- In this context, JTB will support Petra, as the main destination in Jordan, to make sure the sustainability by further pushing the destination and new local experiences.

v) EXPO 2025 in Osaka

- Next year, JTB will exhibit at the EXPO in Osaka, and the construction of Jordan's pavilion has almost completed.
- 90% of the visitors to the pavilion of Jordan are expected to be Japanese, and it will be a good opportunity to promote Jordan to Japanese people.
- The main concept is to identify common things between Jordanian cultures and Japanese cultures, such as cultures of tea and handicrafts. Some experiences will also be offered to the visitors, such as sitting on the sand of Wadi Rum and spa with Dead Sea salt.
- Media exposure in Japan was great as the first country that started construction of the pavilion. Next year, Jordan will hopefully have strong participation in the tourism sector from Japan.

3) As a long-standing partner of Jordan, how does this partnership reflect the vision of JICA for promoting sustainable tourism particularly in Petra?

Senior Representative of JICA Jordan Office mentioned and highlighted the following points:

i) Community-based approach

- As **the M/P** emphasized, community-based development is one of the basic focuses of JICA in the tourism sector.
- Not only focusing on the archaeological site, but also involving local residents in the tourism development will benefit local communities.
- JICA has another experience in As-Salt collaborating with Hagi city, and the museum and street were renovated by JICA's support. In the project, a community-based approach was also adapted, based on the concept of Ecomuseum that the city itself is a part of the museum.

- JICA believes that this kind of approach and concept is one of the ways for sustainable tourism in Jordan.

ii) Resilience of the tourism sector

- Resilience in the tourism sector is another important aspect, especially in current difficult situations.
- In order to improve domestic tourism, not only by relying on foreign tourists, but local tour operators are also expected to maintain the services, securing local employment in the tourism sector at the same time.

iii) Digitalization

- Digitization and digital promotion in the tourism sector is critically important.
- From the perspective of macro-economy of Jordan, Jordan has strength and advantages in terms of the digital sector such as AI, which has potential to promote employment and improve the national economy.

iv) Attracting Japanese tourists

- One of the local products developed in **the Project** is already being sold on a Japanese online travel agent website. JICA believes that more tourists come back to Jordan by further convincing Japanese tour operators to promote those products.
- JICA has a volunteer program, and the former volunteer worker in Petra appeared on a TV show in Japan. He introduced Bedouin cultures there. Such individuals can be ambassadors to promote Jordan in Japan.

8. Notes

Due to time constraints, the JICA Team and the PDTRA shall follow up the comments and recommendations from the **JCC** members. The additional comments shall be circulated and confirmed within two weeks of the date of the 4th **JCC**.

List of Annexes:

Annex 1: Presentation documents of 4th JCC of Petra Tourism Development Master Plan

Annex 2: List of Attendees for the 4th JCC

Annex 8: Petra Tourism Development Master Plan

WE ARE PETRA

Tourism Development Master Plan

2023-2033

Petra Development & Tourism Region Authority
سلطة إقليم البترا التنموي السياحي

JICA
Japan International Cooperation Agency







WE ARE PETRA

ACKNOWLEDGEMENT

This Tourism Development Master Plan is the final deliverable of “the Project for formulating Tourism Develop Master Plan in the Petra region” implemented between April 2021 and February 2025 under the framework of bilateral cooperation between the Petra Development and Tourism Region Authority (PDTRA) and Japan International Cooperation Agency (JICA). The Government of Japan has been providing continuous support to Jordan's tourism sector, including the construction of the National Museum in Amman (2013) and the Petra Museum in Petra (2019).

Petra is considered one of the most important World Heritage sites in Jordan registered by UNESCO in 1985. On the other hand, the tourism sector is a vulnerable industry that is susceptible to security conditions, and Petra's tourism sector has been affected by COVID-19 and regional instability in recent years. In addition, while tourism can be extremely effective for achieving regional economic development, it can also be a double-edged sword, as it can destroy the traditional values and mentality of the local people.

In this context, a major challenge in promoting tourism development in Petra is how to balance the preservation of traditional values with economic growth through tourism development. Under the rules of the law, the Authority is aiming to develop the Petra region in tourism, economy, society and culture, and contribute to the sustainable development of the local community following a policy of “Leaving no one behind”. This Master Plan sets out the vision “To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART” under the slogan of “WE ARE PETRA”, based on the above policy of inclusion for all. This Master Plan provides strategies to realize a sustainable and resilient tourist destination through maximizing the value of Petra tourism in line with our National Economic Modernization Vision 2023-2033.

This Master Plan will be implemented in collaboration with the tourism industry and local and national stakeholders, as well as through PDTRA's approach to the development and modernization of its organization.

This Master Plan is the road map and an approved reference for all the work and executive plans carried out by the Authority, taking into account the outputs and results, measurement, analysis, return and steady pace considering all circumstances, challenges and risks affecting the tourism sector.



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ABBREVIATIONS

Abbreviation	Official Name
AI	Artificial Intelligence
AR	Augmented Reality
ASEAN	Association of Southeast Asian Nations
B to B	Business to Business
B to C	Business to Customer
CAGR	Compound Annual Growth Rate
CBT	Community Based Tourism
DOA	Department of Antiquities
DX	Digital Transformation
FFM	Flash Flood Management Plan
FIT	Free Independent Traveler
GIS	Geographic Information System
GSTC	The Global Sustainable Tourism Council
IBTM	Incentives, Business Travel and Meetings
ICH	Intangible Cultural Heritage
ICOM	International Council of Museums
IT&CM	Incentive Travel and Conventions, Meetings
JGA	Japan Guide Association
JICA	Japan International Cooperation Agency
JITOA	Jordan Inbound Tour Operators Association
JTB	Jordan Tourism Board
JOD	Jordanian Dinar
KPI	Key Performance Indicator
LCC	Low-Cost Carrier
MaaS	Mobility as a Service
MICE	Meeting, Incentive travel, Convention, Exhibition/Event
MoTA	Ministry of Tourism and Antiquities
OJT	On the job Training
OTA	Online Travel Agent
OUV	Outstanding Universal Value
PAP	Petra Archaeological Park
PDCA	Plan, Do, Check, Action
PDTRA	Petra Development and Tourism Region Authority
PPP	Public-Private Partnership
SDGs	Sustainable Development Goals
SEO	Search Engine Optimization

Abbreviation	Official Name
SWOT	Strengthen, Weakness, Opportunity, Thread
TOT	Training of Trainers
UNESCO	United Nations Educational, Scientific and Cultural Organization
USAID	United States Agency for International Development
WMP	Watershed Management Plan
WTTC	World Travel and Tourism Council
WWTP	Wastewater Treatment Plant
ZEB	Net Zero Energy Building

EXECUTIVE SUMMARY

OBJECTIVE AND TARGET OF THE MASTER PLAN

Petra is the most famous UNESCO World Cultural Heritage Site registered in Jordan.

Although Petra attracts tourists from all over the world, other attractions have not been sufficiently developed, and the benefits of tourism have not fully reached the local community. In addition, Petra is facing risk of unstable political situation in the region, increase of natural disasters due to climate change and increase of over-tourism due to a surge in the number of tourists.

Meanwhile, the objective of this Master Plan is to formulate a future development strategy for the development of the tourism sector in the Petra region in order to make the region a sustainable and resilient tourist destination.

OUR APPROACH AND TARGET

1) Value Chain Approach

In this Master Plan, the "Value Chain Approach" is applied to the tourism development which is widely understood today as a method for analyzing competitiveness of companies.

The "Value Chain Approach" is defined as a series of support to increase the value added of the tourism sector in the Petra region and to strengthen the competitiveness of Petra tourism.

2) Target Area and Target Year

This Master Plan targets the six communities in the Petra region: Baidha, Umm Sayhoun, Wadi Musa, Taybeh, Rajif and Dlagha. The target year is set from 2023 to 2033 aligned with Jordan's national “Economic Modernization Vision”, launched in January 2022.

VISION AND GUIDING PRINCIPLES

1) Vision

"WE ARE PETRA" is the slogan and visual icon that embodies our vision of this Master Plan. “WE ARE PETRA” conveys a message that the Master Plan is committed to leaving no one behind. Based on this slogan, this Master Plan sets “To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART” as its vision and aims to make Petra a unique tourist destination.

2) Guiding Principles

The five guiding principles underpin the development of comprehensive and effective tourism development in the Petra region and the promotion of Public-Private Partnership (PPP) in the tourism sector for the destination management: (i) Simplify and Diversify; (ii) Localize and Globalize; (iii) Conserve and Develop; (iv) Integrate and Separate; and (v) Cooperate and Compete, for formulating sustainable and resilient tourist destination.

KEY PERFORMANCE INDICATORS (KPI)

In this Master Plan, five KPIs have determined to measure the success of initiatives aimed at enhancing Petra's tourism industry. These KPIs use data from surveys, census data, official statistics, and projections based on historical trends and national growth targets.

The first KPI focuses on expenditure per tourist visiting Petra. Baseline data from a 2022 survey recorded an average spending of 245 JOD for tourists staying between 0-4 nights, with an average per night spending of 102 JOD. The targeted expenditure per tourist is projected to increase to 278 JOD by 2028 and

further to 308 JOD by 2033. This KPI is crucial for understanding the economic impact of visitors to Petra.

The second KPI is the number of tourists visiting Petra. Historical data indicates a Composed Annual Growth Rate (CAGR) of approximately 4% in tourist numbers to Petra over many years. Assuming this growth rate continues, Petra is projected to surpass 1.6 million tourists by 2033. This KPI aids in planning infrastructure and managing visitor flows to ensure sustainable tourism development.

The third KPI measures tourism receipts in Petra. Starting from Jordan's total tourism receipts of 5.8 billion USD in 2022, Petra's share is estimated at 18%, or 0.93 billion USD. Projected to grow at a 10% CAGR, aligned with Jordan's Economic Modernization Vision, receipts are expected to reach 2.65 billion USD by 2033. This KPI is essential for gauging the financial benefits of tourism and planning economic strategies.

The fourth KPI addresses employment in the tourism sector in Petra, particularly focusing on women. According to the Petra Development and Tourism Region Authority (PDTRA)'s 2021 census, 21% of Petra's workforce is in tourism, with women making up 39%. The goal is to increase this to 54% by 2033, matching the global percentage identified by the World Travel and Tourism Council (WTTC). This KPI aims to promote gender equality and inclusive economic growth.

The fifth KPI monitors the progress of actions taken for environmental consideration. This involves measuring the implementation of various initiatives such as destination management, waste management, and water management. Examples include achieving GSTC certifications, improving waste treatment facilities, and enhancing water reuse practices. This KPI ensures that tourism growth does not compromise Petra's environmental sustainability.

STRATEGIC PROGRAMS

Strategic Program is a set of priority projects according to the issues to be tackled in each five processes of the "Value Chain", in order to realize the Vision in compliance with the Guiding Principles.

1) Program #1: Destination Management (DM)

Strategic Program for the Destination Management is composed of 18 priority projects to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts of tourism on the local economy, society and environment. Destination Management includes cross-cutting activities that cover all the processes necessary to maximize the value of a tourist destination.

"Establish sustainable destination management framework" is set as the key objective for the strategic program of destination management.

According to the Global Sustainable Tourism Council (GSTC)'s four pillars of sustainable tourism: (A) Sustainable Management; (B) Socioeconomic Sustainability; (C) Cultural Sustainability; and (D) Environmental Sustainability, the Program 1: Destination Management consists of 18 priority projects to achieve the key objective mentioned above.

2) Program #2: Research and Development (RD)

The main tourism attraction in Petra is the Petra Archaeological Park (PAP), which is a UNESCO World Heritage Site. The cultural space of the Bedu in Petra and Wadi Rum is also registered in the UNESCO Intangible Cultural Heritage (ICH) list. In addition, the natural heritage of the Petra region is currently being considered for the Petra Nature Reserve and the Petra Geo Park. The traditional architecture of the six local communities and the cultural landscape of the traditional agricultural landscapes, which are the legacy of the Nabatean culture, are also valuable heritage and potential tourism resources.

Sustainable tourism development in Petra should consider the Outstanding Universal Value (OUV) of the UNESCO World Heritage Site and should be accompanied by research and conservation of diverse cultural and natural heritage in the region, as well as educational activities for the local people related to the local cultures and heritage.

In addition, it is also important to promote “Inclusive tourism” by promoting barrier-free access, as well as to re-evaluate the unique regional culture and local products that are linked to regional identity, and to re-evaluate traditional culture in terms of the SDGs.

The core of these activities is the Petra Museum. The museum should become the hub of sustainable tourism in the region based on the basic functions of museum: collection, conservation, research, exhibition and educational activities on cultural heritage.

Based on the need for these activities, 12 priority projects are planned as the Strategic Programs for Research and Development.

3) Program #3: Product Design (PD)

The Strategic Program for Product Design aims to develop attractive and competitive tourism in the local communities surrounding the PAP to distribute more benefit from tourism to the communities. It consists of 11 programs.

It also aims at not only developing tourism but also establishing a promotion and sales channel in collaboration with Sales and Promotion to maintain the activity of PD within each community.

In addition to this, it proposes an establishment of the implementation body with PPP and provision of necessary trainings of product development skill and knowledge in collaboration with Destination Management, Research and Development and Service and Hospitality programs to develop a variety of tourism products which will fill the missing attractions such as evening programs, adventure tours and other new attractions. It will contribute to extending the length of stay in the Petra region.

The trainings also target to raise awareness of sustainable tourism, involvement of women and youth, accessible tourism and environment protection, and enhance the local people to work for product development with perspectives of these important concepts.

4) Program #4: Sales and Promotion (SP)

The Strategic Program for Sales and Promotion aims to create a holistic and dynamic approach to enhancing Petra’s global appeal. Comprising 9 projects, Sales and Promotion leverages both traditional and innovative marketing techniques to elevate Petra's profile as a premier tourist destination. A key focus is to continuously promote lesser-known attractions, distributing visitor traffic more evenly and enriching the overall tourist experience while fostering sustainable tourism practices.

A significant focus of the Strategic Program is to enhance digital marketing capabilities, ensuring that Petra engages a broad audience through compelling and targeted content. Regular updates to the Visit Petra website and mobile app will keep the digital interface user-friendly and current, offering seamless access to information and services. The integration of generative AI will further personalize visitor experiences with tailored recommendations and interactive trip planning tools, improving overall engagement and satisfaction.

In addition to boosting social media engagement through targeted campaigns and influencer collaborations, Sales and Promotion’s Strategic Program emphasizes promoting Petra as a prime destination for meetings and incentives. Encouraging local service providers to engage in digital marketing will also help distribute the benefits of increased tourism.

5) Program #5: Service and Hospitality (SH)

The Service and Hospitality Strategic Program aims to increase and maintain tourists' satisfaction and comfort with Petra by ensuring that Petra's human resources provide

quality service and appropriate hospitality that meets the demands of a diverse range of tourists, stably and sustainably.

Acquiring multifaceted knowledge and skills and developing high motivation and pride in their work are essential to enhance the service and hospitality in tourism that human resources provide. Stable management of enterprises and proper evaluation and support for employees will increase the satisfaction and motivation of the tourism human resources working there, which in turn will increase the satisfaction of tourists.

Understanding and supporting tourism and tourism human resources among the local communities is also important to encourage women and youth to work in the tourism sector and sustain the tourism human resources in the Petra region.

Program 5: Services and Hospitality comprises 9 priority projects to achieve these key objectives.



Chapter I.
INTRODUCTION

INTRODUCTION

1) Background

The Hashemite Kingdom of Jordan is blessed with unique historical, religious, natural and heritage sites such as Petra, Dead Sea, Wadi Rum, Roman sites and religious from the time of the Old Testament. Above all, Petra is the most famous UNESCO World Cultural Heritage Site registered in Jordan and is a unique example of an ancient civilization.

On the other hand, Jordan has faced the multiple exogenous shocks for over a decade including the Arab Spring, the rise of terrorism in the Middle East region, the Syrian crisis, COVID-19 pandemic, the Russia-Ukraine crisis and most recently the impacts of Gaza war.

Meanwhile, although the number of tourists peaked at 1.1 million in 2019 before the COVID-19 pandemic hit the tourism in the world and the PAP attracts tourists from all over the world, other attractions have not been sufficiently developed, and the benefits of tourism have not fully reached the local communities. In addition, Petra is confronted with challenges, such as the political situation in the Middle East region, increase of risk of natural disasters due to climate change and increase of risk of over-tourism due to a surge in the number of tourists.

2) Objective

Based on the above background, the Government of Jordan requested the Government of Japan to support the “Project for Formulating a Tourism Development Master Plan in the Petra Region”.

The objective of this Master Plan is to formulate a future development strategy for the development of the tourism sector in Petra to make Petra a sustainable and resilient tourist destination. In particular, in the tourism sector development, PPP is the key, including not only the public sector but also the private sector that actually engages in the tourism business.

Furthermore, in order to create a sustainable tourism destination, sustainability is required not only in the economic aspect, but also in the social and environmental aspects.

3) Target Area

This Master Plan is a tourism sector development master plan targeting for the six communities in the Petra region: Baidha, Umm Sayhoun, Wadi Musa, Taybeh, Rajif and Dlagha.

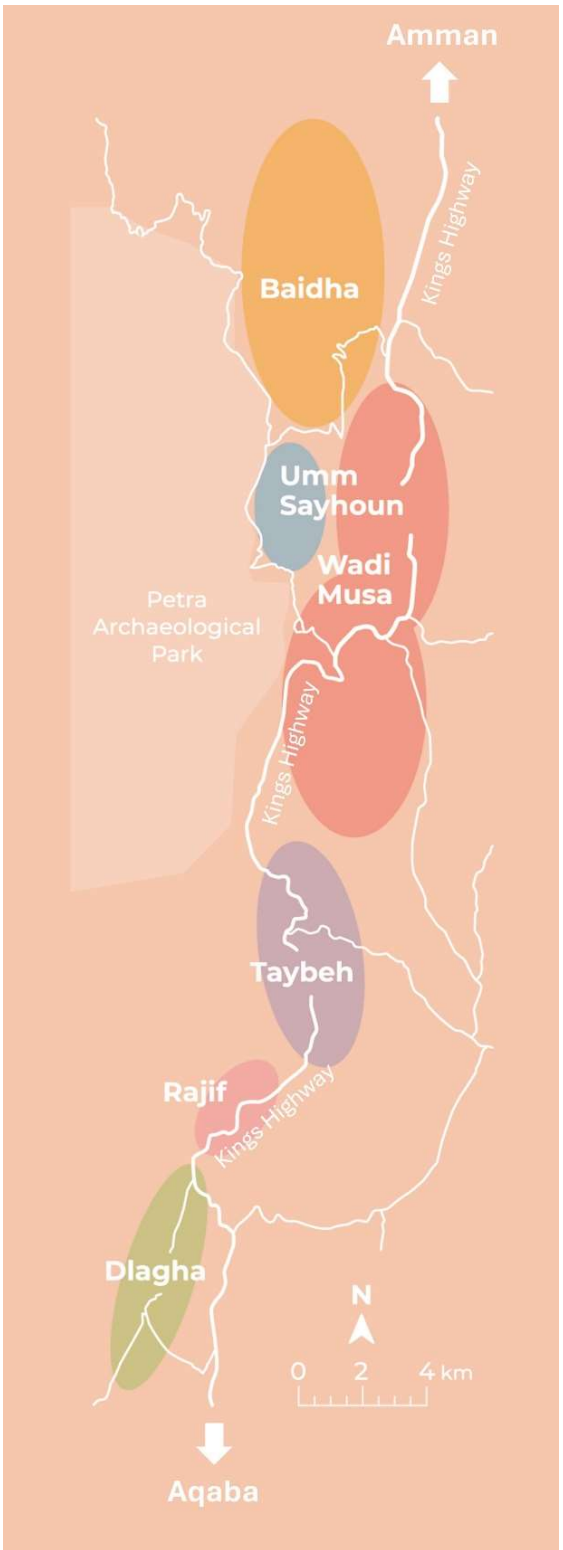


Figure 1: 6 communities in the Petra region

4) Target Year

The target year is set from 2023 to 2033. It is aligned with Jordan's Economic Modernization Vision, formulated by the Royal Hashemite Court of Jordan in January 2022.

This national vision sets out initiatives in the tourism sector, such as 1) Develop, manage and maintain touristic sites and facilities, 2) Develop tourism-related products of all kinds, 3) Launch the digital tourist initiative, 4) Update the sector's data to enable decision-making, 5) Continue tourism marketing, linking Jordan with a broader network of tourists, and developing the commercial identity, 6) Setting world-class standards and rules for the tourism sector, 7) Launch the "Secure, Safe and Clean Environment - Jordan Initiative", etc.

This Master Plan also targets tourism development that is consistent with the initiatives of this national vision.

5) Implementation Framework

According to the request from the Government of Jordan to the Government of Japan, this Master Plan is formulated as a technical cooperation project supported by Japan International Cooperation Agency (JICA) under the framework of international cooperation between Jordan and Japan.

JICA is a Japanese governmental agency that supports development of developing countries around the world. This Master Plan is formulated in collaboration with PDTRA, the administrative body that manages the Petra region, as its counterpart.

The Project for Formulating a Tourism Development Master Plan in the Petra Region was implemented within the above framework from April 2021 to February 2025.

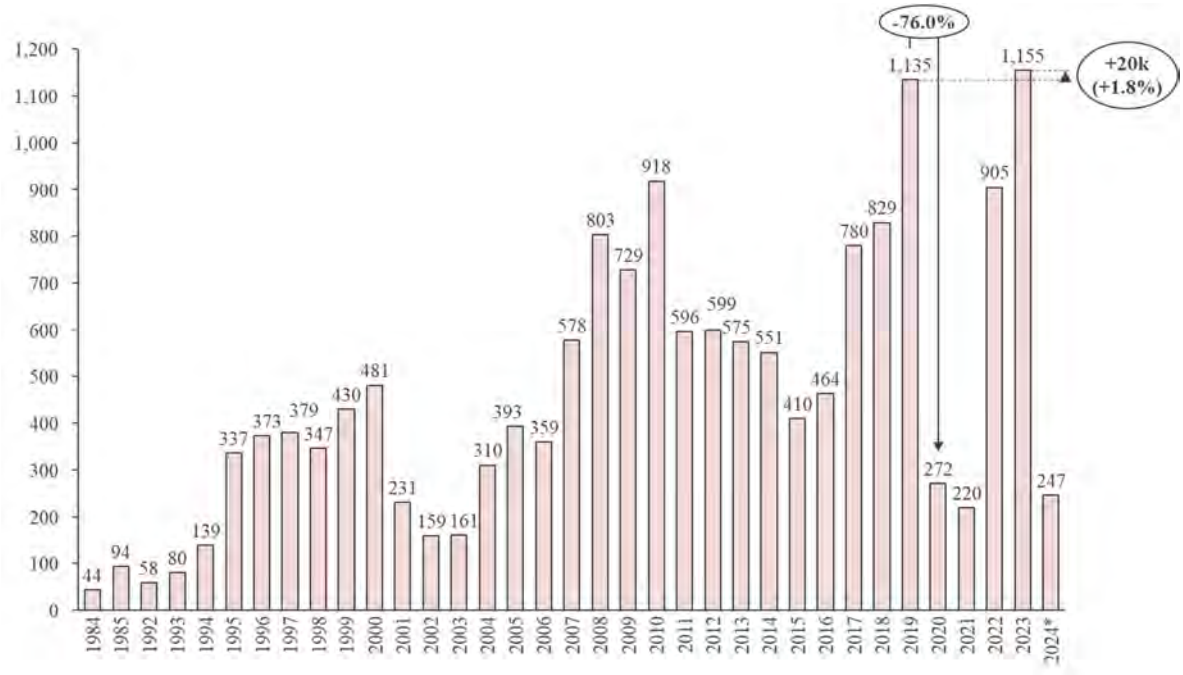


Chapter II.
CURRENT STATUS OF PETRA

PETRA IN NUMBERS

1) Number of Visitors

Below is a graph illustrating the trend in visitor arrivals to Petra from 1984 to 2024. This data provides a comprehensive overview of how external factors including regional instability and the COVID-19 pandemic have influenced tourism trends over the years.



Unit: Thousand visitors

Source: PDTRA and Ministry of Tourism and Antiquities (MoTA) *The data in 2024 is until May.

Figure 2: Number of visitors to Petra

Since Petra's registration as a UNESCO World Heritage Site in 1985, the number of visitors has been on the rise. This recognition significantly boosted Petra's global profile, attracting more tourists each year and contributing to the steady growth in visitor numbers over the decades.

However, the Petra region has experienced significant fluctuations in tourist arrivals due to economic and political instability. These fluctuations highlight the vulnerability of the tourism sector to external factors, impacting on the overall trend despite the growing interest in Petra.

The COVID-19 pandemic had a severe impact on the tourism sector, causing a dramatic decline in visitor numbers. After reaching a new high in 2019, the number of visitors plummeted by 76% in 2020. This decline was a direct result of global travel restrictions and safety concerns.

Despite the severe impact of the pandemic, the number of visitors to Petra fully recovered and even surpassed pre-pandemic levels in 2023. This recovery reflects the resilience of the tourism sector and effective strategies to attract tourists back to Petra.

However, the growth in tourist numbers did not continue as expected in 2024. The ongoing Israel and Palestine conflict has affected the stability of the Middle East region, impacted travel plans and deterred potential visitors.

As of May 2024, around 247,000 visitors have visited Petra. This number reflects the ongoing challenges the tourism sector faces, indicating that while there has been a recovery, external factors continue to influence the growth trajectory.

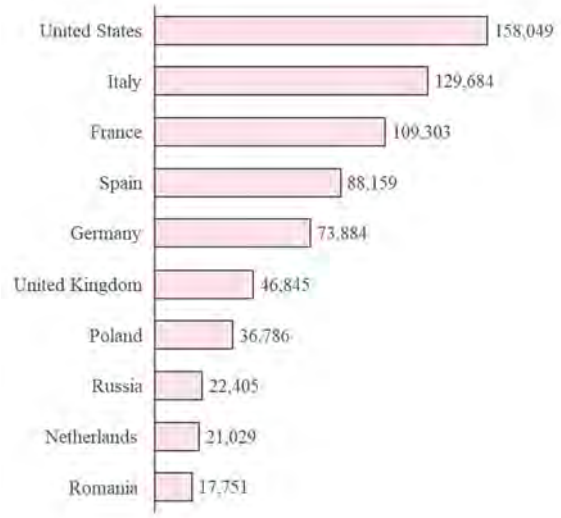
2) Source Market

The following graphs compare the top 10 source markets for Petra in 2019 and 2023. These visualizations reveal significant shifts in the demographics of international visitors over the four-year period, highlighting how global events, regional dynamics, and changing travel preferences have influenced tourism trends.



Unit: People
Source: MoTA

Figure 3: Visitors by source market (2019)



Unit: People
Source: MoTA

Figure 4: Visitors by source market (2023)

The graphs represent the top 10 source markets for Petra in 2019 and 2023, highlighting significant shifts in tourism patterns over these years. In 2019, the United States was the largest source market, followed by Germany, the United Kingdom, and Spain. Other key markets included France, Russia, Italy, China, Canada, and Poland, reflecting a diverse range of international visitors to Petra.

One of the most notable changes was the decline in visitors from China, reflecting a significant drop in travelers. This decline can be attributed to several factors including travel restrictions due to the COVID-19 pandemic, changes in Chinese travel policies, and a shift in travel preferences among Chinese tourists.

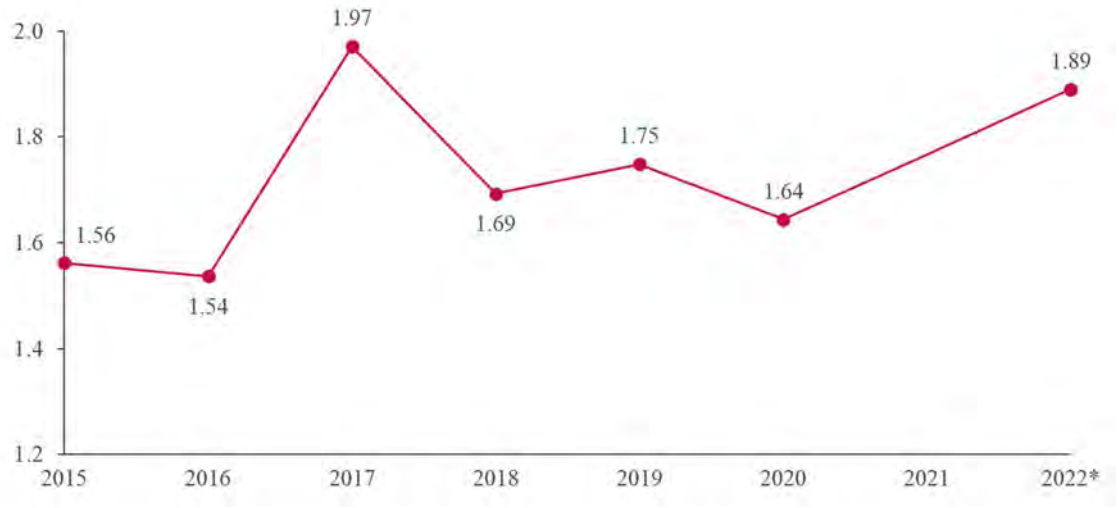
Conversely, Romania emerged as a new entrant in the top 10 source markets by 2023, likely due to the increased availability of Low-Cost Carrier (LCC) flights and targeted marketing efforts. Additionally, Poland showed a marked increase in its ranking, demonstrating a substantial rise in visitors, which can be attributed to enhanced travel connectivity and growing interest in cultural and historical tourism.

These changes underscore the dynamic nature of international tourism and how external factors, such as global events, regional economic conditions, and improved travel accessibility, can influence travel patterns. Understanding these shifts is crucial for developing effective marketing strategies to attract and cater to the evolving preferences of tourists from these key markets, ensuring sustained growth in Petra's tourism sector.

3) Number of Nights Spent

The graph below presents the average number of nights tourists in Petra from 2015 to 2022. This data was calculated by dividing the total number of nights in Petra by the number of overnight tourists, as collected from the Ministry of Tourism and Antiquities (MoTA) up until 2020. In 2022, the

JICA Project Team conducted a baseline survey and found that the average number of nights in Petra was 1.89.



Unit: Night
Source: MoTA and JICA Project Team Baseline Survey (2022) *2022 data was collected through baseline survey

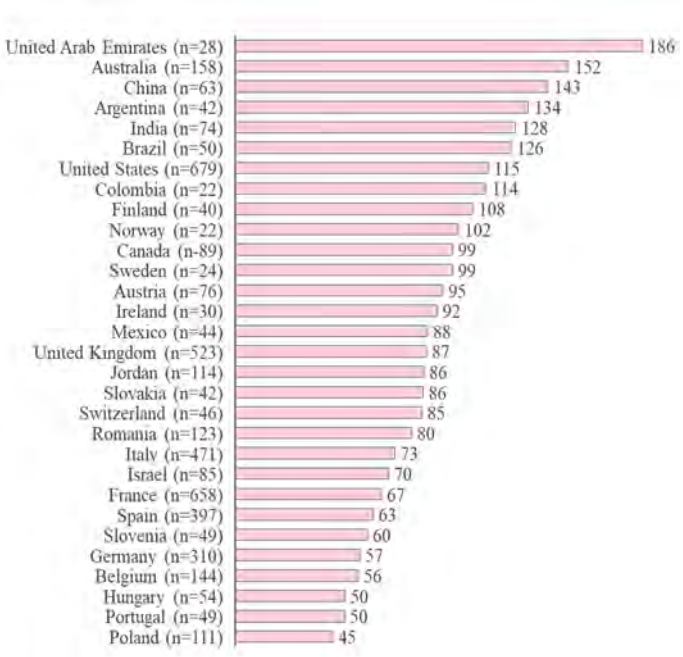
Figure 5: Average number of nights stay in Petra

Over the years from 2015 to 2020, the average length of stay in Petra showed a fluctuating trend. The number of nights stayed varied, reflecting changes in tourist behavior and external factors impacting travel. In 2022, the baseline survey conducted by the JICA Project Team indicated an increase in the average number of nights stayed in Petra, rising to 1.89 nights.

4) Average Per Night Spending by Nationality

Figure 6 shows the top 30 nationalities visiting Petra by their per-night spending, based on a baseline survey conducted between January and September 2022. While the average tourist spending in Petra, regardless of nationality, is 102 JOD per night, the graph specifically focuses on nationalities with more than 20 respondents to ensure accuracy and avoid outliers. The highest spenders are from non-European markets, with the United Arab Emirates, Australia, and China leading in terms of per-night expenditure.

In contrast, visitors from European markets, including Italy, Spain, and France, tend to have lower visible spending in Petra. This could be due to the prevalence of package tours, where expenses such as meals are often prepaid, reducing the amount spent directly at the destination.

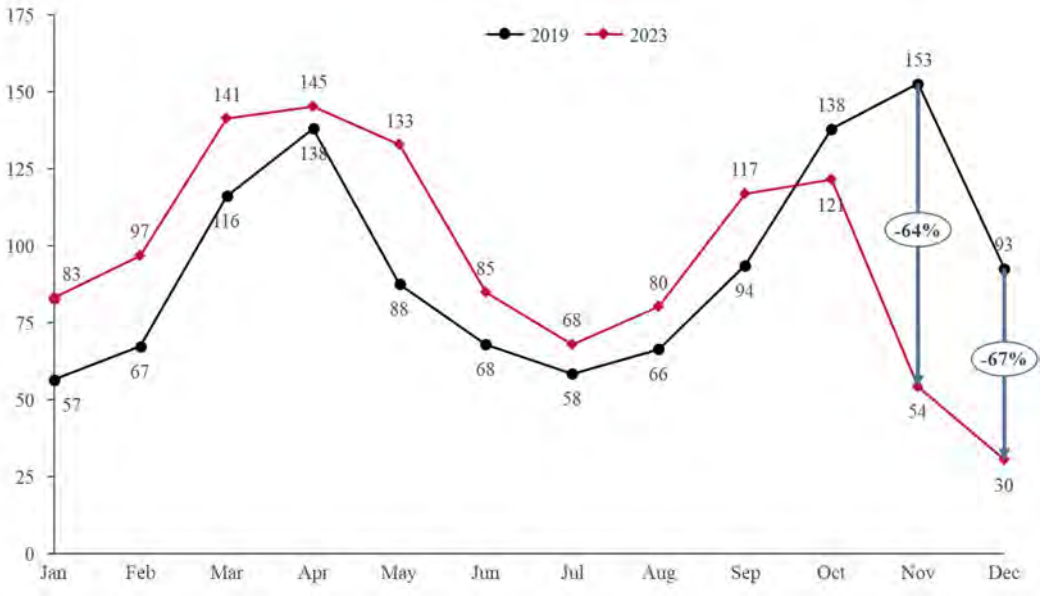


Unit: Jordanian Dinar (JOD)
Source: JICA Project Team Baseline Survey (2022)

Figure 6: Top 30 Nationality by Per Night Spending

5) Seasonality

Petra experiences notable seasonality in tourist arrivals, influenced by the region's climate. Foreign tourists typically peak in spring (March to May) and autumn (September to November), when temperatures are moderate, and the weather is pleasant for exploring Petra's archaeological sites. In contrast, summer (June to August) sees a sharp decline in tourist numbers due to the intense heat, which makes outdoor activities less enjoyable and sometimes challenging.



Unit: Thousand people
Source: MoTA

Figure 7: Monthly number of visitors to Petra

November has been a high season for tourism in Petra, with notable visitor numbers just before the COVID-19 pandemic in 2019. However, in 2023, despite overall tourist arrivals surpassing pre-COVID levels, November and December experienced significant downturns of 64% and 67% respectively compared to the 2019 levels, due to the eruption of a conflict between Israel and Palestine, demonstrating how regional conflicts can disrupt typical seasonality trends.

SWOT Analysis of the Petra region

Based on field observations, distribution of questionnaires to private sector stakeholders, and interviews with key individuals in the Petra region, the JICA project team identified the following major Strengths, Weaknesses, Opportunities, and Threats for the Petra region as a whole.

Table 1: SWOT Analysis of the Petra Region

STRENGTHS	WEAKNESSES
• Presence of a World Heritage Site, which is also regarded as one of the Seven Wonders of the World. • Attractive unique tourism products • The presence of handicraft co-operatives and women's associations in the region creating unique craftwork and ceramics influenced by the Nabataean designs • It is endowed with abundant tangible and intangible heritages • A stunning semi-arid mountain scenery • People in Petra have a good sense of hospitality • People in Petra have a good sense of ownership to Petra Archeological Park • Most tourism service providers speak between good to an excellent level of English • Smooth road connections to international airports in Amman and Aqaba • Smooth road connections to other surrounding destinations	• Lack of diversified tourism products (excessive dependency on Petra Archeological Park and no attractive nightlife) • Tourists' average length of stay is very short • There is a lack of high-quality tourism services • Petra is being regarded as an extension destination of neighboring countries • There are very few locally created souvenirs, and most of them are imported • Shortage of tour guides who speak languages other than English • Persistent visitor annoyances and hassles inside the Petra Archeological Park caused by the informal service providers • Locals are overly reliant on the tourism business, with few alternatives of other sectors • The tourism benefits are not divided evenly across the six communities • Women's participation in the tourism sector is exceedingly low • Water shortage is a problem for hotels and local people in general • Weak public-private partnership • Lack of clear marketing & promotion strategy
OPPORTUNITIES	**THREATS**
• It is situated in a convenient location and easily accessible from other destinations • High demand for historical and archeological sites among international tourists • International tourists are more interested in experiencing a local's way of life • Petra attracts the world's top tourist spending countries, including the United States, Germany, the United Kingdom, Spain, France, Italy, and China. • Benefited from an increase in low-cost carrier flights to Jordan • Opportunities for investment, particularly in the accommodation sector	• The Middle East's volatile political environment has a detrimental impact on Petra's tourism • The global pandemic crisis affecting the number of international tourists visiting Petra • Increased economic inequality may cause tensions among communities • Hotels and other tourism businesses in Petra are dealing with high operational costs due to taxation regulations • Tourism has increased the cost of living for communities in Petra • Tourism has contributed to young people dropping out of school at an early age

Source: JICA Project Team, based on questionnaire survey, interviews, and field observations

According to the SWOT analysis, Petra's status as a UNESCO World Heritage Site and one of the Seven Wonders of the World has significantly enhanced its global image and reputation, setting it apart from other destinations in Jordan. Its strategic location further enables Petra to attract visitors from nearby renowned sites like Wadi Rum and Aqaba.

However, despite its rich tangible and intangible cultural heritage, Petra's limited variety of tourism products restricts its appeal to specific market segments such as families, luxury travelers, and special interest tourists.



Chapter III.
MASTER PLAN STRUCTURE

MASTER PLAN STRUCTURE

1) Value Chain Approach

In development of the tourism sector, tourism resources such as local tangible and intangible heritage are developed as tourism products after excavation and research. Then, interpretation is added as a program that tourists can enjoy and experience the local cultures.

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 be improved.

Based on this understanding, in this Master Plan, the concept of Value Chain, which is widely used today as a method for analyzing the competitiveness of companies, is applied to the tourism development.

Value Chain is defined as an organizational effort and network within a company to increase the competitiveness and efficiency by adding value through the process from the purchase of raw materials to the sale of products and services including after-sales services.

The following figure shows the five processes of the Value Chain related to tourism.



Source: JICA Project Team

Figure 8: Five processes of the tourism value chain

The "Value Chain Approach" is defined as a series of support to increase the added value of the tourism sector in the region, strengthen the competitiveness of Petra tourism, and contribute to the economic development of the region by increasing tourism revenue through support for 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.

Destination Management (DM)

Destination Management aims to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts of tourism on the local economy, society and environment.

Destination Management includes cross-cutting activities that cover all the processes necessary to maximize the value of a tourist destination.

According to the criteria provided by GSTC, sustainability of destination depends on 4 pillars: (A) Sustainable Management; (B) Socioeconomic Sustainability: (C) Cultural Sustainability; and (D) Environmental Sustainability.

Research & Development (RD)

Research and Development is the first process in developing a tourist destination. The historical value and meaning of tourism resources such as archaeological sites and nature are defined through surveys and research, and they can only be recognized by tourists once they are developed as a tourist site or displayed in the museum.

Furthermore, an important role of Research and Development is to understand local economic activities, employment, tourist trends, etc., and to use this information in appropriate marketing and tourism destination management.

Product Design (PD)

Product Design is the process to develop competitive products through evidence-based marketing based on the Research and Development described above.

Product Development is carried out by identifying the target through Research and Development, taking the four elements of marketing into consideration: (A) Product composition optimized for the target, (B) Setting the price, (C) Setting the sales place and channel, and (D) Promotion method.

Furthermore, from the point of view of sustainable development, it is necessary to design products that benefit both tourists and local people equally.

Sales & Promotion (PD)

Sales and Promotion is closely related to Product Design and is the process of promoting tourist destinations and tourism products to tourists in more efficient manners based on Research and Development.

Digital Marketing technology is an indispensable tool for efficient and effective promotion, and by establishing an interactive relationship between destinations and tourists, it is possible to reflect tourists' demands in the Destination Management and Product Design.

Service & Hospitality (SH)

Service and Hospitality is the last of the five processes in the tourism Value Chain. The quality of service and hospitality ultimately determines the impression and value of a destination for tourists.

Today, the service process in the Value Chain shall include not only services provided during the tourist's trip, but also after-sales services to follow up after the trip.

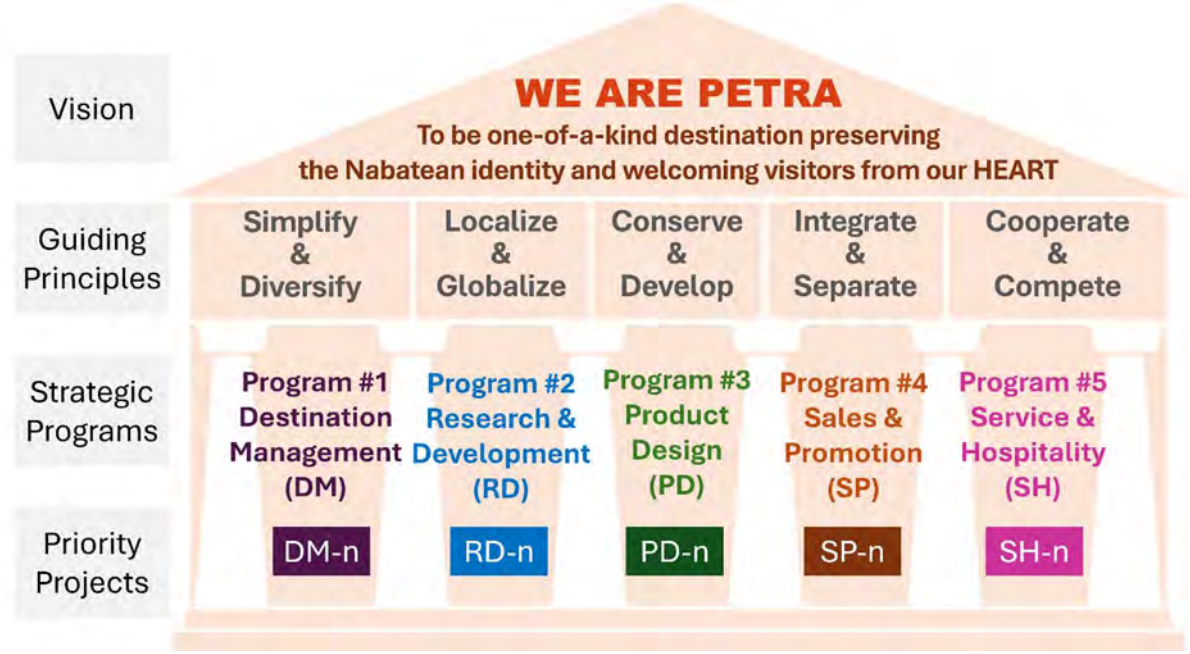
It is important to establish a cycle that improve the entire process of the Value Chain based on the lessons learned through after-sales services and to maximize the value of the tourist destination.

2) Master Plan Framework

This Master Plan has a three-layered structure: Vision, Guiding Principles, and Strategic Programs. It also sets KPIs to measure the overall impact of the Master Plan by 2033.

The Strategic Programs are formulated for each of the five processes of the Value Chain Approach proposed in this Master Plan.

The Strategic Program for each process consists of the key objectives, the Priority Projects that make up the program, and the action plans to implement each priority project.



Source: JICA Project Team

Figure 9: Master Plan Framework

3) Definition

- **Vision**
  Image of the future tourism that Petra would like to be.
- **Guiding Principles**
  Cross-cutting approaches to be considered to realize the Vision and to formulate the Strategic Programs.
- **Strategic Programs**
  A set of priority projects according to the issues to be tackled to realize the Vision in compliance with the Guiding Principles.
- **Key Objectives**
  Target to be attained by implementing each Strategic Program.
- **Action Plans**
  Implementation plan for each project to achieve the Key Objective of the Program.



Chapter IV.
VISION

VISION

1) Tourism in Petra Today

Petra is famous for its archaeological heritage with amazingly skillfully rock-cut red-rose-colored architectures since Nabatean era which has been inscribed in the list of the UNESCO World Cultural Heritage since 1985.

The Government of Jordan, represented by PDTRA, with the help of international organizations, has been working to address social, economic, and environmental challenges that the tourism in Petra is facing nowadays.

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.

2) Our Story of the Nabateans

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 greatly contributed to making the region inhabitable, gathering people to the region, and 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.), and civilizations from different countries met and generated continuing cultural interflow in Petra.

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.

3) Mind of As-Salam

The Nabataeans tolerantly adopted the different cultures of neighboring regions that 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 that 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 from a modern Arabic greeting as As-Salam.

4) Living in Harmony

The Nabateans lived in harmony with nature. The water management systems that they developed leaded 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.

5) Our 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 occupations and educational backgrounds as much 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, 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.

6) 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.

7) 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 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 local people and visitors share the sense of harmony.

8) WE ARE PETRA



We understand that 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.

Under these understanding, "WE ARE PETRA", is the slogan and visual icon that embodies our vision of this Master Plan.

With this slogan, the Master Plan aims for an inclusive approach, considering every facet of culture, nature, gender and generations, spanning from children to elders, as integral components of Petra's tourism development.

In embracing the six communities, "WE ARE PETRA" conveys a message that the Master Plan is committed to leaving no one behind.

The logo draws inspiration from the varied colors of sandstone shaping the distinctive landscape of the rose-red city of Petra, symbolizing inclusiveness, uniqueness, and diversity.

9) Our Vision

Under the above slogan, this Master Plan sets "To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART" as its vision and aims to make Petra a unique tourist destination.

To be one-of-a-kind destination preserving the Nabatean identity and welcoming visitors from our HEART

PETRA, the rose-red city in the southern Jordan, was the capital of the Nabataean Kingdom and world trade center at that time 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.



Chapter V.
GUIDING PRINCIPLES

GUIDING PRINCIPLES

Guiding Principles is defined as cross-cutting approaches to be considered to realize the Vision and to formulate the Strategic Programs.

The following five guiding principles underpin the development of comprehensive and effective tourism development in the Petra region and the promotion of public-private partnership in the tourism sector for the destination management: (i) Simplify and Diversify; (ii) Localize and Globalize; (iii) Conserve and Develop; (iv) Integrate and Separate; and (v) Cooperate and Compete for formulating sustainable and resilient tourist destination.

The two verbs contained in each Guiding Principle are antonyms and seem to be contradictory concepts in general. However, when it comes to tourism development, the issue to be tackled is how to balance these two aspects.

Therefore, this Master Plan aims to achieve a comprehensive and inclusive approach by connecting these two opposing concepts with “AND” instead of “OR”, positioning them as synonyms, and thereby achieving a “Balance of Opposites”.

1) Simplify and Diversify

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

Simplify:

- Image of the Petra brand
- Target for effective tourism promotion
- Promotion channels that are suitable for target segments
- Tourism statistics to improve the decision-making processes for tourism development

Diversify:

- Source markets, target segments, etc.
- Tourism products and services
- Employments considering gender, disability, etc.
- Circulation of tourists
- Promotion channels
- Tourism trail based on historical/cultural theme
- Tourism experience and social roles of Petra Museum

2) Localize and Globalize

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

Localize:

- Tourism products
- Tourism services
- Employments
- Materials and human resources for Petra tourism
- Food experience

Globalize:

- Service standards
- Product quality
- Communication and promotion channels with tourists
- Security, safety, and hygiene standards
- Clear and transparent pricing system for public services, such as transportation
- Tourism data collection processes/systems

3) Conserve and Develop

Conserve the value of tourism in Petra by developing innovative technologies:

Conserve:

- Value of tangible and intangible heritage, history and culture
- OUV of Petra
- Limited local environmental resources
- Local traditional and religious lifestyle
- Hospitality mindset of local people
- Identity of the local communities in Petra
- Value of local communities from the negative effects of tourism

Develop:

- Environment-Friendly tourism
- Smart technologies for destination management
- Smart technologies for heritage management, interpretation, presentation, etc.
- Smart technologies for risk and crisis management
- A database system for tourism marketing and promotion
- Communication channels among different stakeholders such as citizen, visitors and business professionals
- Training programs to assure quality of services
- SMEs business know-how and skills

4) Integrate and Separate

Integrate tourism with social, environmental and cultural sustainability and separate it from social, environmental and cultural risks:

Integrate (Petra tourism with):

- Unique local tourism resources
- Six local communities
- Knowledge and lessons learned from past and existing projects, plans, etc.
- Different stakeholders such as citizens, visitors and business professionals
- Quality standard of tourism services and products
- Tourism promotion know-how and skills through PPP
- Global sustainability principles with the Petra tourism

Separate (Petra tourism from):

- Risk and crisis
- Over-tourism
- Environmental pollution
- Private space of local communities
- Environmentally and socially sensitive areas

5) Cooperate and Compete

Cooperate with international, national and local stakeholders to make Petra tourism through establishment of appropriate competition environment:

Cooperate (with):

- Local stakeholders in terms of social and environmental sustainability
- National stakeholders in terms of national tourism policy and strategy
- International stakeholders in terms of global development approach such as SGDs
- Public and private stakeholders
- Other tourism destinations in terms of tourism promotion

Compete (with):

- Local, national and international competitors to revitalize the tourism industry in Petra
- Other tourism destinations in terms of quality and sustainability by accelerating privatization



Chapter VI.
KEY PERFORMANCE INDICATORS

KEY PERFORMANCE INDICATORS

The KPIs for this Master Plan are the targets to be achieved by implementing the Master Plan by the year 2033. There are five KPIs, encompassing three economic targets, one socio-economic target, and one environmental target. The economic KPIs include increasing expenditure per tourist, the total number of tourists, and overall tourism receipts. The socio-economic KPI focuses on boosting employment in the tourism sector, with particular emphasis on increasing the number of women working in the industry. The environmental KPI tracks the progress of actions taken to enhance environmental sustainability within Petra. These KPIs are designed to ensure balanced growth, socio-economic benefits, and sustainable tourism practices, aligning Petra's development with broader economic, social and environmental goals.

1) Expenditure per Tourist Visiting the Petra Region

This KPI aims to measure and increase the average spending of tourists to enhance the economic benefits of tourism in Petra. According to the visitor survey conducted between April and June 2022, the baseline year amount was established at 245 JOD per stay. This survey revealed the average spending of tourists who stayed between 0-4 nights. When we look at the average spending per night, tourists who stayed between 1-4 nights in Petra spent around 102 JOD per night. This amount covers essential costs such as accommodation, souvenirs, food and beverages, and other consumable items.

To project the future expenditure per tourist, an average inflation rate of 2% was considered, along with a hypothesized increase in the number of nights stayed. The scenario assumes that by 2028, 10% of tourists who currently stay 1 night will extend their stay to 2 nights, and by 2033, 15% will stay 2 nights. Similarly, 5% of tourists who currently stay 2 nights are expected to stay 3 nights by 2028, with this percentage increasing to 10% by 2033.



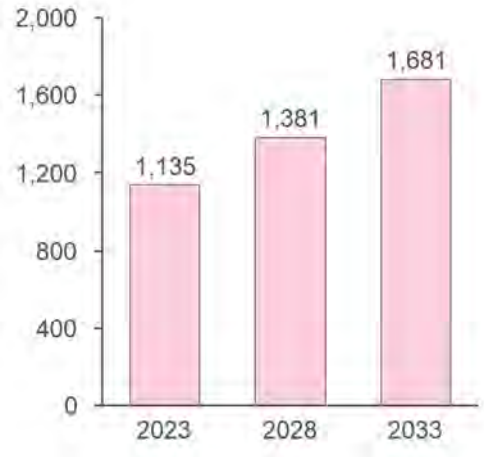
Unit: Jordanian Dinar (JOD)
Source: JICA Project Team Baseline Survey (2022)

Figure 10: Average spending per tourist per stay

Based on these assumptions and the inflation rate, the targeted expenditure per tourist is projected to increase to 278 JOD by 2028 and further to 308 JOD by 2033, as shown in the graph above. This upward trend reflects the strategic goal of encouraging longer stays and higher spending per visit, contributing to the overall economic growth of the Petra region.

2) Number of Tourists

This is to track and increase the total number of visitors to Petra, which directly contributes to the economic vitality of the region. Historically, the number of visitors to Petra has grown at a CAGR of approximately 4%.



Unit: Thousand people
Source: JICA Project Team Baseline Survey (2022)

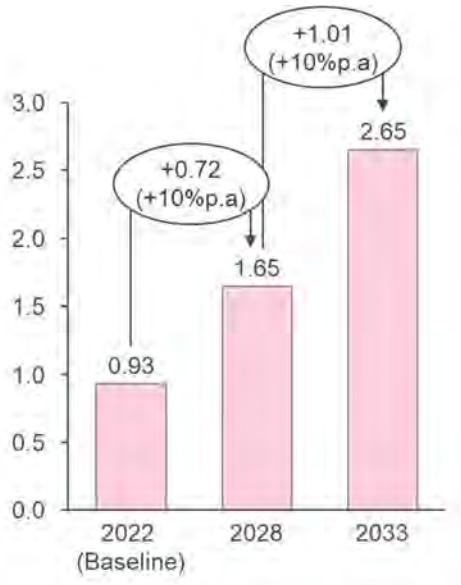
Figure 11: Number of tourist arrivals to Petra

Assuming other factors remain constant, and if the number of tourist arrivals to Petra continues to grow at a CAGR of 4%, it is projected that the number of tourists will surpass 1.6 million by 2033. The assumption for this KPI calculation is that the number of tourists to Petra fully recovered to the 2019 levels in 2023, establishing this year as the baseline.

3) Tourism Receipt in Petra

The third KPI is tourism receipts, which represent the total income generated from tourists visiting Petra. Given the absence of specific data for Petra, the estimation of this KPI is based on the overall tourism receipts for Jordan. According to the Central Bank of Jordan, the total tourism receipts for the country were 5.816 billion USD in 2022.

To determine the portion of these receipts attributable to Petra, the percentage of tourists visiting Petra relative to the total number of visitors to Jordan is considered. In 2022, Petra received 905,000 tourists, which is 18% of Jordan's total 5.05 million visitors. By multiplying this 18% share by the total tourism receipts, the baseline amount of tourism receipts for Petra is calculated to be 0.93 billion USD for 2022.



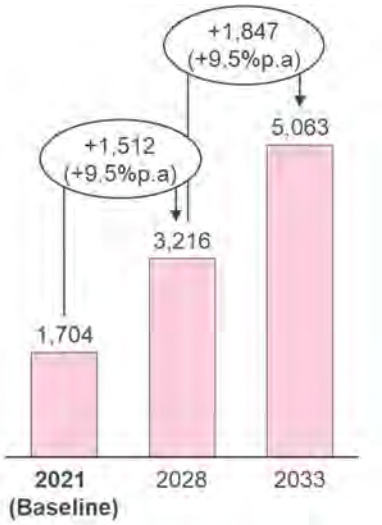
Unit: Billion USD
Source: Central Bank of Jordan

Figure 12: Tourism receipt in Petra

For future projections, Jordan's national Economic Modernization Vision, which anticipates a 10% CAGR in tourism's contribution to GDP, is applied. Assuming Petra's tourism receipt growth aligns with this national trend, the receipts are projected to increase significantly. By 2028, tourism receipts for Petra are expected to reach 1.65 billion USD, and by 2033, they are projected to rise to 2.65 billion USD, as shown in the graph above.

4) Number of Employments in the Tourism Sector in Petra, Especially the Number of Women

The KPI for the number of people employed in Petra's tourism sector, particularly focusing on women, is crucial for the region's socio-economic development. The baseline data for this KPI was adapted from PDTRA's Socio-Economic census conducted in 2021. This census revealed that approximately 21% (around 1,704 people) of the workforce in Petra is employed in the tourism sector, with women making up about 39% of this workforce.



Unit: People
Source: PDTRA's Socio-Economic census

Figure 13: Number of employments

In the target year of 2033, the number of people working in the tourism sector in Petra is projected to be around 5,000, assuming a growth rate consistent with Jordan's Economic Modernization Vision of 9.5%.

A significant objective within this target is to increase the proportion of women in the tourism workforce from a baseline of 39% in 2021 to 47% by 2028, and further to 54% by 2033, aligning with the global percentage identified by the WTTC.

5) Progress of the Action taken for the Environmental Consideration

This KPI aims to measure the implementation and effectiveness of various environmental initiatives to ensure sustainable tourism development in Petra. This KPI can be considered from three perspectives: destination management, waste management, and water management.

Starting in 2023, PDTRA conducted various environmental training programs such as 3R (Reduce, Reuse, Recycle) trainings through JICA's Pilot Project.

Significant milestones are planned for 2028 and beyond. By this year, Petra will see the operation of a new ticketing system to manage tourist numbers, the construction of solid waste treatment facilities, and the implementation of a second Wastewater Treatment Plant (WWTP) with the reuse of treated water for agriculture. By 2033, all physical signage within the PAP will be replaced with digital signage, and a separate collection and recycling system will be fully operational.

These actions highlight Petra's commitment to environmental sustainability, ensuring that tourism growth does not compromise the region's ecological and cultural integrity. The KPI serves as a benchmark to evaluate the success of these environmental initiatives, promoting continuous improvement and responsible tourism practices.



Figure 14: Master Plan KPIs

EX-POST EVALUATION INDICATORS

The ex-post evaluation indicators are essential for assessing the impacts of this Master Plan once its initiatives have been implemented. These indicators provide a framework for measuring the effectiveness of the Master Plan in achieving its objectives and ensuring sustainable tourism development in Petra. By evaluating these indicators, stakeholders can gain insights into the project's success and identify areas for future improvement.

1) Indicator to be used to measure the Impacts of the Project

Status of utilization of the Master Plan prepared by the project to implement tourism development policies and plans in Jordan. This includes assessing how effectively the tourism development policies and plans outlined in the Master Plan have been integrated into national and regional strategies. This encompasses the alignment of local initiatives with the broader goals of Jordan's tourism sector.

Furthermore, the evaluation of training and capacity-building programs conducted for local stakeholders, including tourism operators, community leaders, and government officials, will provide insights into the increased competency and preparedness of stakeholders in managing tourism effectively.

2) Indicator to be used to measure the Impacts after the Implementation of the Master Plan

To measure the impacts after the implementation of the Master Plan, various indicators will be utilized. One key indicator is the tourist expenditure per visit, which measures the average spending per tourist visiting Petra before and after the master plan's implementation. This indicator assesses the economic impact of tourism on the local economy, with an increase in expenditure per tourist indicating a higher value derived from each visitor, contributing to the region's economic sustainability.

Another critical indicator is the number of nights spent, tracking changes in the average number of nights tourists stay in Petra. Longer stays generally correlate with higher tourist expenditure and deeper engagement with local culture and attractions, reflecting the success of efforts to enhance the visitor experience and encourage extended stays.

The evaluation of employment and income in the tourism sector will be also crucial. This indicator will measure the increase in the number and income of local people engaged in the tourism sector, including new jobs created and income generated through tourism products developed and promoted after the Master Plan's implementation. This indicator provides insights into the socio-economic benefits of tourism development for the local community, showcasing the impact on livelihoods and economic opportunities.



Chapter VII.
PROGRAM #1
DESTINATION MANAGEMENT

DESTINATION MANAGEMENT (DM)

A Tourism destination is defined as a physical area with a geographical unity consists of some tourist sites. Petra is inscribed as a UNESCO World Cultural Heritage Site in 1985, and protected zones and buffer zone are determined around the archaeological park. However, the terms of destinations used in this Master Plan includes broader area than the zones designated by UNESCO.

This Master Plan defines Petra as a tourism destination, covering the six communities that make up the administrative district managed under PDTRA.

Destination Management aims to ensure the sustainability of tourism by providing the highest quality experience for visitors and managing the impacts of tourism on the local economy, society and environment. Destination Management includes cross-cutting activities that cover all the processes necessary to maximize the value of a tourist destination. Petra's current advantages/potentials and challenges are summarized in the table below.

1) Advantages/Potentials and Challenges

Table 2: Advantages/Potentials and Challenges on Destination Management (DM)

Advantages and Potentials	Challenges
• Petra has tourism, infrastructure and social development all managed by a single administrative agency, PDTRA, allowing for efficient destination management. • Petra has many attractions to attract tourists, with the PAP registered as a UNESCO World Heritage Site and the cultural space of Bedu registered as a UNESCO World ICH. • Many public and private sectors are actively investing in the tourism sector in Petra. • Tourist service facilities, hotels, restaurants, visitor centers, museums, etc. have been developed. • Petra has good access to the international airport in Aqaba. • Petra is classified as a special economic zone in Jordan and has special tax incentives for investors.	• Need to identify clear vision and goals toward sustainable development in the tourism sector. • Need to establish PPP framework for tourism development. • Need to control the number of tourists to avoid overcrowding in the main route considering its carrying capacity. • Need to control informal businesses including child labor and animal abuse. • Need to provide business opportunities to locals. • Need to develop management skills of local people for tourism businesses. • Need to provide financial support to MSMEs in the tourism sector. • Need to optimize water and solid waste management.

Based on the advantages/potentials and challenges summarized above, the Strategic Program for the development of Destination Management in Petra is as follows.

2) Key Objectives

Establish sustainable destination management framework.

Maximizing the value of tourism in Petra, it will depend on partnership between the public and private sector. Destination Management calls for efforts of different stakeholders to collaborate towards a common goal to ensure the sustainability of the destination now, and for the future.

Therefore, “Establish sustainable destination management framework” is set as the Key Objective for the Strategic Program of Destination Management.

According to the criteria provided by GSTC, sustainability of destination depends on four pillars: (A) Sustainable Management; (B) Socioeconomic Sustainability; (C) Cultural Sustainability; and (D) Environmental Sustainability.

From the perspective of the four pillars of GSTC mentioned above, the projects necessary to achieve the key objective are proposed below.

3) Priority Projects

	Project	Implementation Schedule	Target Beneficiaries
(A) Sustainable Management	DM-1: Strengthen destination management framework in Petra	2025-2026	All stakeholders in the Petra region
	DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan	2025-2026	All stakeholders in the Petra region
	DM-3: Obtain sustainable tourism certification for Destination and Industry	2023-2033	All stakeholders in the Petra region
	DM-4: Install new ticketing system with QR code	2025-2028	All tourists and local people
	DM-5: Strengthen the function of the Visitor Center	2025-2028	All tourists and local people
	DM-6: Establish a tourist information center in each community	2024-2033	All tourists and local people
	DM-7: Develop on-demand tour guide matching system	2024-2033	All tourists, Tour guides
	DM-8: Enhance 4R system for tourism crisis management	2023-2033	All tourists and local people
	DM-9: Develop Petra as a MICE destination	2025-2033	All stakeholders in the Petra region
(B) Socioeconomic Sustainability	DM-10: Create weekly market “Souk Al-Dara”	2023-2033	All tourists and local people
	DM-11: Obtain gender-related certificates in hotels	2024-2033	Hotels, Local Women
	DM-12: Establish a business development framework in Petra	2023-2031	Local people
	DM-13: Facilitate entrepreneurs to access microfinance	2025-2033	Local people
(C) Cultural Sustainability	DM-14: Rehabilitate the Nabataean farming terrace and eco-system	2025-2030	All tourists and local people
	DM-15: Strengthen the function of the Cultural Village	2023-2025	All tourists and local people
	DM-16: Strengthen the function of the Elgee Village	2023-2025	All tourists and local people
(D) Environmental Sustainability	DM-17: Promote smart mobilities	2023-2030	All tourists and local people
	DM-18: Enhance 3R system for circular economy	2023-2033	All tourists and local people

4) Implementation Schedule

Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
DM-1: Strengthen destination management framework in Petra											
DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan											
DM-3: Obtain sustainable tourism certification for Destination and Industry											
DM-4: Install new ticketing system with QR code											
DM-5: Strengthen the function of the Visitor Center											
DM-6: Establish a tourist information center in each community											
DM-7: Develop on-demand tour guide matching system											
DM-8: Enhance 4R system for tourism crisis management											
DM-9: Develop Petra as a MICE destination											
DM-10: Create weekly market “Souk Al-Dara”											
DM-11: Obtain gender-related certificates in hotels											
DM-12: Establish a business development framework in Petra											
DM-13: Facilitate entrepreneurs to access microfinance											
DM-14: Rehabilitate the Nabataean farming terrace and eco-system											
DM-15: Strengthen the function of the Cultural Village											
DM-16: Strengthen the function of the Elgee Village											
DM-17: Promote smart mobilities											
DM-18: Enhance 3R system for circular economy											

The table below shows which of the five KPIs of the Master Plan each proposed project is expected to impact and to contribute to achieving.

5) Expected Impacts

KPI \ Project	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. Expenditure per tourist visiting the Petra Region	○	○	◎	◎	◎	◎	◎	○	◎	◎	○	○	◎	◎	◎	◎	○	○
2. Number of tourists	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	○	◎	◎	◎	◎	○	○
3. Tourism receipt in the Petra Region	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	○	◎	◎	◎	◎	○	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	○	◎	◎	◎	◎	◎	○	◎	◎	◎	◎	◎	◎	◎	◎	○	○
5. Progress of the action taken for environmental consideration	○	○	◎	◎	◎	○	○	○	○	○	○	○	○	○	○	○	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

6) Action Plans

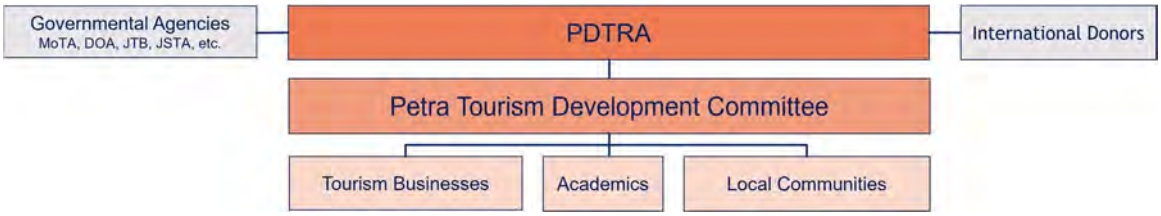
DM-1: Strengthen destination management framework in Petra

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2026	

Description

Establish Destination Management Framework in Petra by:

- Establishing an association/society specially for tourism development in each community as a focal point to implement the activities programed in the Master Plan;
- 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
- Conducting regular committee including public sector (PDTRA) and private sector to manage the destination.



Source: JICA Project Team

Actions	Schedule	Implementer	Partner
DM 1-1: Establish an association/society specially for tourism development in each community as a focal point to implement the activities programed in the Master Plan.	2025	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private sector ・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.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment - Private sector ・Tourism businesses ・Academics ・Local communities
DM 1-3: Conduct regular meeting including public sector (PDTRA) and the private sector to manage the destination.	2026-	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment - Private sector ・Tourism businesses ・Academics ・Local communities

DM-2: Establish a Delivery Unit in PDTRA to implement the Master Plan

Responsible Body	SDGs Goals
Chief Commissioner	
Implementation Schedule	
2025-2026	

Description

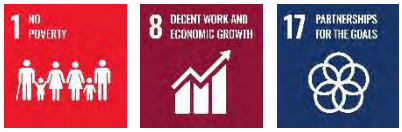
Establish a Delivery Unit in PDTRA:

- To support implementation of the priority projects of the Master Plan;
- To gather and analyze tourism statistic data to manage the destination;
- To provide evidence/data for decision making of PDTRA Board of Commissioners;
- To monitor the socio-economic statistics to measure the impacts of economic and social development in the Petra region through creating a data dashboard; and
- To establish transparent administration and communication platform between public and private sector.

Actions	Schedule	Implementer	Partner
DM 2-1: Establish a Delivery Unit under the direct control of the Chief Commissioner of PDTRA.	2025	- PDTRA ・ Chief Commissioner	- PDTRA ・ Directorate of Project Management ・ Directorate of Investment ・ Directorate of Tourism ・ Petra Visitor Center ・ Directorate of Information Systems ・ Directorate of Financial Affairs - Public sector ・ Relevant state ministries ・ Municipality ・ Social Security Office, etc.
DM 2-2: Recruit analyst team and create data collection system inside PDTRA.	2025	- PDTRA ・ Chief Commissioner	- PDTRA ・ Directorate of Project Management ・ Directorate of Investment ・ Directorate of Tourism ・ Petra Visitor Center ・ Directorate of Information Systems ・ Directorate of Financial Affairs - Public sector ・ Relevant state ministries ・ Municipality ・ Social Security

			Office, etc.
DM 2-3: Centralize tourism and socio-economic statistic data into the Delivery Unit.	2025-2026	- PDTRA ・Chief Commissioner	- PDTRA ・Directorate of Project Management ・Directorate of Investment ・Directorate of Tourism ・Petra Visitor Center ・Directorate of Information Systems ・Directorate of Financial Affairs - Public sector ・Relevant state ministries ・Municipality ・Social Security Office, etc.
DM 2-4: Develop online data dashboard to manage and monitor statistic data.	2025-2026	- PDTRA ・Chief Commissioner	- Private sector ・A private company to create the data dashboard
DM 2-5: Prepare and issue an annual activity report to disclose the progress of projects, financial balance, tourism situation in Petra, etc.	2026-	- PDTRA ・Delivery Unit	—

DM-3: Obtain sustainable tourism certification for destination and industry

Responsible Body	SDGs Goals
Directorate of Investment	
Implementation Schedule	
2023-2033	

Description

Obtain sustainable tourism certification based on the international sustainable tourism criteria such as GSTC by the year 2033 by:

- Providing trainings to the administrative body to recognize the framework of GSTC criteria including GSTC-D and GSTC-I;
- Providing trainings to the private sector to recognize the framework of GSTC criteria including GSTC-D and GSTC-I; and
- Obtaining the certification of GSTC-D and GSTC-I.



Actions	Schedule	Implementer	Partner
DM 3-1: Conduct GSTC sustainable tourism training to the public sector and the private sector (Hotels and Travel agencies).	2023-2024	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism - Private sector ・Hotels ・Travel agencies ・Restaurants
DM 3-2: Conduct GSTC sustainable tourism assessment.	2023-2024	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism - Private sector ・Hotels ・Travel agencies ・Restaurants
DM 3-3: Prepare all necessary requirements as well as logistics arrangements based on the results of GSTC sustainable tourism assessment to obtain the certification of GSTC-D.	2024-2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism - Private sector ・Hotels ・Travel agencies ・Restaurants
DM 3-4: Prepare a concrete roadmap to help Petra's tourism industry gradually achieve the GSTC criteria and obtain the certification of GSTC-I.	2024-2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism - Private sector ・Hotels ・Travel agencies ・Restaurants

DM 3-5:
Obtain the certification of GSTC-I.
	2025-2033	- Private sector
		  · Hotels
		  · Travel agencies
			- PDTRA
			  · Directorate of Investment
			  · Directorate of Tourism

DM 3-6:
Obtain the certification of GSTC-D.
	2025-2033	- PDTRA
		  · Directorate of Investment
			- PDTRA
			  · Directorate of Tourism
			- Private sector
			  · Hotels
			  · Travel agencies
			  · Restaurants

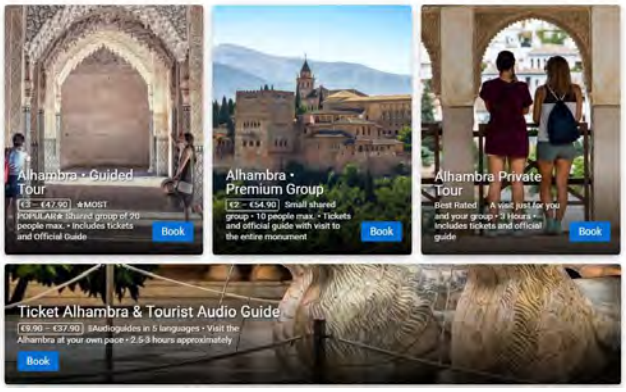
DM-4: Install new ticketing system with QR code

Responsible Body	SDGs Goals
Petra Visitor Center	
Implementation Schedule	
2025-2028	

Description

Install new ticketing system in order to control the number of tourists, obtain statistics, and add a pre-paid system on the ticket valid for payments of the tourist services and transportations in Petra by:

- 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 with QR code; and
- Organizing alliance member (shops, restaurants, etc.) to participate in the pre-paid system.



Source: Alhambra Place Official web site
https://www.alhambraonline.com/

Actions	Schedule	Implementer	Partner
DM 4-1: Coordinate legal and financial arrangement for pre-paid system.	2025-2026	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Information Systems ・Directorate of Tourism ・Directorate of Investment ・Directorate of Media and External Relations - 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).	2025-2026	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Financial Affairs ・Directorate of Legal Affaires ・Directorate of Information Systems ・Directorate of Tourism ・Directorate of Investment

DM 4-3: Procure a concessionaire for design installation, and operation on-line ticketing system and equipment for ticket control with QR code.	2025-2026	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Information Systems ・Directorate of Tourism ・Directorate of Investment
DM 4-4: Install on-line ticketing system and equipment for ticket control with QR code.	2026-2028	- Concessionaire	- PDTRA ・Petra Visitor Center ・Directorate of Information Systems ・Directorate of Tourism ・Directorate of Investment
DM 4-5: Organize alliance member (shops, restaurants, etc.) to participate in the pre-paid system.	2026-2028	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Information Systems ・Directorate of Tourism ・Directorate of Investment

DM-5: Strengthen the function of the Visitor Center

Responsible Body	SDGs Goals
Petra Visitor Center	
Implementation Schedule	
2025-2028	

Description

Reactivate the Visitor Center as a 1) Tourist Information Center (TIC) and 2) Educational Center before visiting the PAP by:

- 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.



Hanauma Bay Visitor center, Honolulu, Hawaii, USA





Office de Tourisme, Paris, France

Actions	Schedule	Implementer	Partner
DM 5-1: 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 Public Work	- PDTRA ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Heritage Resources ・Directorate of Information Systems
DM 5-2: Procure a contractor for design and construction work to install new tourist information center.	2025-2026	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Public Work ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Heritage Resources ・Directorate of Information Systems
DM 5-3: Construct new tourist information center including Tour Desk Service, Educational and Safety Guidance Service, Cloak Service (Coin Lockers), etc.	2026-2027	- Private sector ・Contractor	- PDTRA ・Directorate of Public Work ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Heritage Resources

DM 5-4: Prepare technical specifications and tender documents to procure a vender to prepare an instruction video.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Heritage Resources ・Directorate of Information Systems ・Directorate of Media and External Relations
DM 5-5: Procure a vender.	2025-2026	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Investment
DM 5-6: Prepare an instruction video (e.g., Care for Petra)	2026-2027	- Private sector ・Constructor	- PDTRA ・Petra Visitor Center ・Directorate of Tourism ・Directorate of Investment
DM 5-7: Employ new staff and park rangers to provide services at the tourist information center.	2026-2027	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Investment
DM 5-8: Provide necessary training for the staff. including hygiene, security, quality, natural science etc.	2027-2028	- PDTRA ・Petra Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Investment

DM-6: Establish a tourist information center in each community

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

Facilitate tourist movement among all the six local communities by establishing an information center in each community to provide 1) information about tourism attractions in each community, 2) rest area for tourists, 3) Transit point for local transportation connecting between outside and inside community, 4) market space displaying local products made in each community, and 5) first aid services to tourists.

It shall be achieved by:

- Building information centers in Baidha, Umm Sayhoun, Taybeh, Rajif, and Dlagha;
  *In Wadi Musa, there is already an information center inside the Visitor Center.
- Organizing information provided at the information center;
- Establishing a souvenir shop to sell local products in cooperation with local associations and people;
- Creating exhibitions about local culture, tradition, history, nature, etc.
- Developing new shuttle bus services covering the six local communities;
- Accepting tourists as a meeting spot for local tourism programs offered inside the community and providing a parking area for tour buses; and
- Providing information center staff with training on emergency response (e.g. in the event of a disaster, sudden illness or injury, etc.)

  Note: The information centers shall be located along a highway or main road, not inside the community.



Shuttle bus service in Grand Canyon National Park, USA


Tourism information corner at a rest stop in Chichibu, Japan

Actions	Schedule	Implementer	Partner
DM 6-1: Build information centers in each community (Taybeh, Umm Sayhoun, Baidha, Rajif and Dlagha) by selecting a site along the main road (e.g. Kings Highway) so as not to infringe on private spaces within the community.	2025-2028	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Urban Planning ・Directorate of City Services ・Division of Tourism Transportation ・Directorate of Tourism ・Directorate of Investment ・Directorate of Supplies and Tenders - Private sector ・Construction company

DM 6-2: Organize information provided at the information center. 1) Community maps and guidance 2) Tourist attractions 3) Accommodations 4) Restaurants and cafes 5) Transportation services 6) Events/Activities/Experience 7) Language services	2025-2028	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Economic Development ・Directorate of Investment - Private sector ・Tourism businesses
DM 6-3: Employ local people as staff for the information centers. 1) Receptionists 2) Cleaners 3) Back-office workers, etc.	2025-2028	- PDTRA ・Directorate of Human Resources	- PDTRA ・Directorate of Tourism
DM 6-4: Provide trainings to the information center staff. 1) Skills to provide accurate and appropriate information 2) How to deal with tourists 3) Basic working skills 4) Risk management and emergency response (e.g: disaster, illness, injury, etc.)	2025-2028	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Human Resources - Private sector ・Trainer
DM 6-5: Establish an agreement between PDTRA and local associations to manage the market space inside the information center.	2025-2028	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Economic Development ・Directorate of Local Development ・Directorate of Tourism ・Directorate of Supplies and Tenders
DM 6-6: Create exhibition about local culture, tradition, history, nature, etc.	2025-2028	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Cultural Development ・Directorate of Natural Resources Development
DM 6-7: Enhance the function of the information center as a meeting point for local tourism programs offered inside the community.	2025-2033	- PDTRA ・Directorate of Development Centers and Studies	- PDTRA ・Directorate of Local Development ・Directorate of Tourism ・Product Design Team (Refer to PD-1) - Public/Private sector ・PD Implementation Body (Refer to PD-2)

DM 6-8: Develop a new shuttle bus service covering the six local communities (Visitor Center in Wadi Musa⇔each information center).	2027-2029	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Urban Planning ・Directorate of City Services ・Division of Tourism Transportation ・Directorate of Tourism ・Directorate of Investment ・Directorate of City Services ・Directorate of Museum and Visitor Center - Private sector ・Local transportation companies - Donor

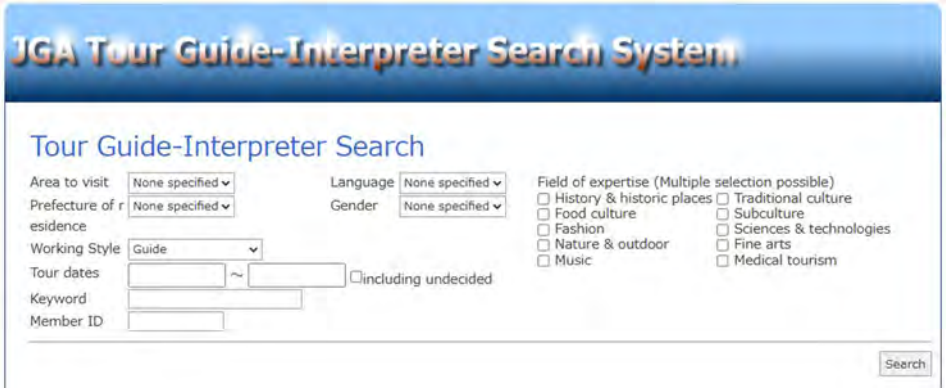
DM-7: Develop on-demand tour guide matching system

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2024-2033	

Description

Provide tour guide services that meet the diverse needs of tourists (e.g. gender, expertise, special needs, etc.) by:

- Designing the details of a new guide booking system;
- Agreeing on the system with the Petra Tour Guide Association;
- Establishing a guide booking website (or booking page on an existing website);
- Launching the service;
- Advertising the booking system (e.g. through SNS such as Facebook, Instagram, etc.); and
- Monitoring the system operation.



Japan Guide Association (JGA) Tour Guide-Interpreter Seach System

Actions	Schedule	Implementer	Partner
DM 7-1: Design the details of the new guide booking system.	2024-2025	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association
DM 7-2: Agree on the system with the Petra Tour Guide Association.	2025	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association
DM 7-3: Establishing a guide booking website (or booking page on an existing website).	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association

DM 7-4: Launch the service.	2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association
DM 7-5: Advertising the booking system.	2026-2030	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association
DM 7-6: Monitor the system operation.	2027-2033	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Museum and Visitor Center - Private sector ・Petra Tour Guide Association

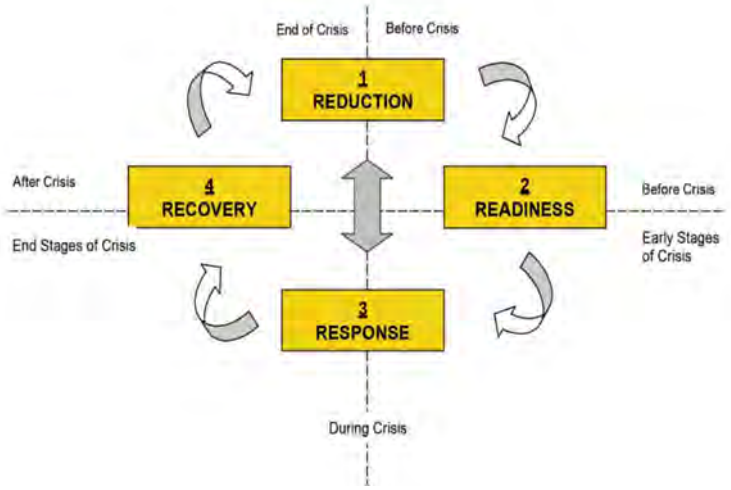
DM-8: Enhance 4R system for tourism crisis management

Responsible Body	SDGs Goals
Directorate of Natural Risks and Disasters	
Implementation Schedule	
2023-2033	

Description

Enhance 4R System of Tourism Crisis Management with participatory approach by:

- Strengthening crisis response capabilities by expanding the stakeholders and target crises of the existing Tourism Crisis Management Plan;
- Strengthening 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 to disseminate information quickly and accurately to tourists and the market through social media, apps, websites, etc.; and
- Brushing up plans and raising stakeholder awareness through periodic operational trainings.



Source: ASEAN Tourism Crisis Communication Manual

Actions	Schedule	Implementer	Partner
DM 8-1: Build (improve) a risk management system based on PPP and review / brush up the existing risk management plans.	2023-2025	- PDTRA ・Directorate of Natural Risks and Disasters	- PDTRA ・Directorate of Petra Archaeological Park Security ・Directorate of Tourism ・Directorate of Local Development - Public Sector ・Local police ・Local governments ・Medical institutions - Private Sector ・Hotels ・Travel agencies ・Tour guides ・Transportation companies ・Local communities around PAP

DM 8-2: Build a mechanism for collecting / disseminating information using SNS or apps.	2024-2025	- PDTRA ・Directorate of Natural Risks and Disasters	- PDTRA ・Directorate of Information Systems ・Directorate of Petra Archaeological Park Security ・Directorate of Tourism ・Directorate of Local Development - Public Sector ・Local police ・Local governments ・Medical institutions - Private Sector ・Hotels ・Travel agencies ・Tour guides ・Transportation companies
DM 8-3: Implement awareness-raising activities based on risk management plans and hazard maps (implementation of disaster prevention drills, etc.)	2023-2028	- PDTRA ・Directorate of Natural Risks and Disasters	- PDTRA ・Directorate of Petra Archaeological Park Security ・Directorate of Tourism ・Directorate of Local Development ・Petra Visitor Center - Public Sector ・Local police ・Local governments ・Medical institutions - Private Sector ・Hotels ・Travel agencies ・Tour guides ・Transportation companies ・Local communities around PAP
DM 8-4: Launch risk information communication rules on the tourism portal site "Visit Petra".	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems ・Directorate of Petra Archaeological Park Security ・Directorate of Tourism ・Directorate of Local Development ・Petra Visitor Center ・Directorate of Media and External Relations - Public sector ・National Center for

			Security and Crisis ・Local police ・Local governments ・Medical institutions - Private Sector ・Hotels ・Travel agencies ・Tour guides ・Transportation companies ・Local communities around PAP
DM 8-5: Strengthen early warning system and safety monitoring system.	2023-2025	- PDTRA ・Directorate of Natural Risks and Disasters	- PDTRA ・Directorate of Information Systems ・Directorate of Petra Archaeological Park Security ・Directorate of Tourism - Public Sector ・Meteorological Agency ・Police
DM 8-6: Formulate Flash Flood MP（FFM）and Watershed Management Plan（WMP).	2023-2025	- PDTRA ・Directorate of Natural Risks and Disasters	- PDTRA ・Directorate of Information Systems ・Directorate of Petra Archaeological Park Security ・Directorate of Public Work - Public Sector ・National Center for Security and Crisis ・Swiss Embassy (SDC)
DM 8-7: Develop flood control dams, small check dams, channel works, etc. based on FFM.	2025-2033	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Natural Risks and Disasters - Public Sector ・National Center for Security and Crisis ・Swiss Embassy (SDC)

DM-9 Develop Petra as a MICE destination

Responsible Body	SDGs Goals
Directorate of Investment	
Implementation Schedule	
2025-2033	

Description

This project aims to develop and enhance Petra region as a MICE destination with cooperation of private and public stakeholders in the tourism in Petra.

1st Phase:

- 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.

2nd Phase:

- Focus on managing Meetings and Incentives in Petra

3rd Phase:

- Continue to manage Conventions and Events.



Actions	Schedule	Implementer	Partner
DM 9-1: 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.	2025-2027	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Petra Visitor Center ・Directorate of Media External Relations
DM 9-2: Designate a land and an investor/donor to construct a venue (convention center) appropriate for (MI)CE usage.	2027-2030	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Investment ・Directorate of Tourism
DM 9-3: Identify existing venues that have potential to accommodate MI groups.	2025-2026	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Petra Visitor Center ・Directorate of Media and External Relations
DM 9-4: Establish an event planning and management company or entity under PPP (held by PDTRA and operated by a private company).	2027-2030	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism - Private Sector ・Event promoter

DM 9-5:
Promote Petra as a MI destination.
	2030-2033	- PDTRA
		  · Directorate of Tourism
			- PDTRA
			  · Directorate of Investment
			  · Directorate of Media and External Relations
			- Public Sector
			  · MoTA
			  · JTB

DM-10: Create weekly market "Souk Al-Dara"

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2023-2033	

Description

Create Weekly Local Market "Souk Al-Dara" to assist local associations, farmers, etc., by:

- Organizing local alliance members;
- Providing local associations, farmers, etc. a temporally market space;
- Exhibiting "Made in Petra" products; and
- Providing trainings to local people to strengthen their business skills and to improve the quality of products.





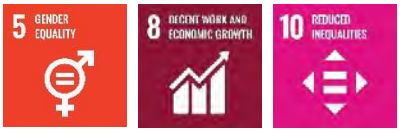


Souk Al-Dara (September 2023 – June 2024)

Actions	Schedule	Implementer	Partner
DM 10-1: Organize local alliance members from the six local communities to open the shops at the Weekly Local Market.	2023-2024	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Cultural Development ・Directorate of Economic Development - Private Sector ・Local associations
DM 10-2: Procure basic equipment (tent, table, chair, etc.)	2023-2024	- PDTRA ・Directorate of Local Development	—
DM 10-3: Provide basic equipment (tent, table, chair, etc.) and market space to local associations to open the market.	2023-2024	- PDTRA ・Directorate of Local Development	—
DM 10-4: Prepare an agreement between PDTRA and local associations to open the shops, including articles of hygiene, security, quality, etc.	2023-2024	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Cultural Development ・Directorate of Economic Development - Private Sector ・Local associations

DM 10-5: Conduct test event as a pilot project.	2023-2024	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Cultural Development ・Directorate of Economic Development - Private Sector ・Local associations
DM 10-6: Provide trainings to local people to strengthen their business skills and to improve the quality of products.	2024-	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Cultural Development ・Directorate of Economic Development - Private Sector ・Local associations

DM-11: Obtain gender-related certificates in hotels

Responsible Body	SDGs Goals
Directorate of Economic Development	
Implementation Schedule	
2024-2033	

Description

Improve the working environment and employment conditions for women in hotels in the Petra region by:

- Checking the procedure and pre-condition of obtaining the certificate and exploring the criteria;
- Conducting a baseline assessment on women-friendly working environment and employment conditions in local hotels;
- Providing trainings on gender equality and women empowerment to employers/managers of hotels;
- Assisting the trained hotels in setting gender-friendly goals and developing action plans;
- Monitoring gender-friendly activities implemented by hotels
  *Hotels shall conduct internal monitoring and submit the monitoring report to PDTRA.
- Assisting the trained hotels in obtaining gender-related certificates issued by internationally accredited entities (e.g.: introducing the certificates, assisting in registration, assisting in preparation of necessary documents);
- Introducing the certified hotels on the PDTRA official website and Facebook; and
- Conducting ex-post evaluation on the outcome/impact of the series of activities in this project.



Example: UN Women's Empowerment Principles



Example: UNDP Gender Equality Seal for Private Sector

Actions	Schedule	Implementer	Partner
DM 11-1: Check the procedure and pre-condition of obtaining the certificate and explore the criteria.	2024-2025	- PDTRA ・Directorate of Economic Development	- Public/Private sector ・Certification entities
DM 11-2: Conduct a baseline survey on women-friendly working environment and employment conditions in hotels and create a database of the baseline data.	2024-2025	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Information Systems - Private sector ・Petra Hotel Owners' Association
DM 11-3: Provide trainings on gender equality and women empowerment to employers/managers of hotels.	2025-2026	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Local Development - International ・Trainer

DM 11-4: Assist the trained hotels in setting gender-friendly goals and developing action plans, including plans for implementation, management, and monitoring.	2026	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Investment - Public/Private sector ・Trainer
DM 11-5: Monitor the implementation of gender-friendly activities by hotels.	2026-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Investment
DM 11-6: Assist the trained hotels in obtaining gender-related certificates issued by an international accredited entity.	2028-2029	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism - Public/Private sector ・Certification entity
DM 11-7: Introducing the certified hotels on the PDTRA official website and SNS.	2028-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Information Systems
DM 11-8: Conduct ex-post evaluation on the outcome/impact of this project and save the endline data in the database.	2030-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Information Systems - Private sector ・Petra Hotel Owners' Association

DM-12: Establish a business development framework in Petra

Responsible Body	SDGs Goals
Directorate of Economic Development	
Implementation Schedule	
2023-2033	

Description

In order to develop a foundation for business development in the Petra region, strengthen the functions of the Directorate of Economic Development in PDTRA based on the structure of:



Structure of the Directorate of Economic Development

Division of Business Incubation shall:

- Rent office space in the incubation center to local business owners;
- Provide childcare facilities in the incubation center and transportation services to and from work for users of the center;
- Provide advice and consulting on business management (e.g. business planning, marketing, promotion, problem solving, accounting, human resources, etc.);
- Connect local businesses and investors; and
- Monitor the development progress of the local businesses which graduated/left from the incubation center.

Division of Career Guidance shall:

- Provide job opportunities and other employment-related information of local tourism businesses through a one-stop platform/website;
- Provide one-on-one career consultation support to enhance the skills of local job seekers;
- Conduct events to connect local tourism businesses with local job seekers; and
- Monitor the achievement of employments among the service users.

Division of Shaqilla Center shall:

- Provide trainings on handicraft (silver, pottery, traditional embroideries, sewing, etc.) and product packaging;
- Assist the trained individuals/associations in promoting their products (e.g. marketing and promotion training);
- Provide trainings on cooking (traditional cuisine, industrial cooking, hygiene, etc.); and
- Assist trained individuals to find employment in hotels and restaurants in the Petra region.



Example: National Employment Platform (Sajjil)
(Ministry of Labor, IMF)
https://www.sajjil.gov.jo/

Actions	Schedule	Implementer	Partner
Division of Business Incubation			
DM 12-1: Build an incubation center with office facilities and childcare facility.	2025-2026	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Economic Development ・Directorate of Investment ・Directorate of Supplies and Tenders - Private sector ・Construction company ・Manufacturers
DM 12-2: Employ and train staff for the incubation center.	2025-2026	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Human Resources - Public/Private sector ・Trainer
DM 12-3: Recruit business owners to move into the incubation center.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment
DM 12-4: Provide transportation services to and from work for users of the center.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment - Private sector ・Transportation company
DM 12-5: Provide advice and consulting on business management.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Information Systems - Private sector ・Trainer/Consultant
DM 12-6: Provide assistance to connect local businesses with investors.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism - Private sector ・Investors
DM 12-7: Monitor the development progress of the local businesses that graduated/left the incubation center.	2027-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment
Division of Career Guidance			
DM 12-8: Train career guidance staff in PDTRA.	2025	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Human Resources - Public/Private ・Trainer

DM 12-9: Establish a career guidance desk (facility) to serve as a contact point.	2025-2026	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Public Work ・Directorate of Investment
DM 12-10: Provide one-on-one career consultation services. 1) Referrals for suitable jobs 2) CV preparation 3) Interview practice	2025-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources - Private sector ・Local tourism businesses
DM 12-11: Conduct seminars on job searching for local job seekers.	2025-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources - Public/Private sector ・Trainer
DM 12-12: Hold business matching events with local job seekers and local businesses.	2025-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources - Private sector ・Local tourism businesses
DM 12-13: Establish a platform/website to disseminate employment-related information. 1) Job opening 2) Information on seminars, events, trainings 3) Booking of one-on-one consultation services 4) Information on qualification useful for employment	2025	- PDTRA ・Directorate of Information Systems	- PDTRA ・Directorate of Economic Development ・Directorate of Tourism ・Directorate of Human Resources - Private sector ・Local tourism businesses
DM 12-14: Monitor the achievement of employments among the service users.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources - Private sector ・Tourism businesses
Division of Shaqilla Center			
DM 12-15: Provide handicraft trainings to local people.	2023-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism - Private sector ・Local associations ・Trainers
DM 12-16: Assist the trained individuals/associations in promoting their products.	2025-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Information Systems - Private sector ・Trainers

DM 12-17: Provide cooking trainings to local people.	2023-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism - Private sector ・Trainers
DM 12-18: Assist trained individuals to find employment in hotels and restaurants in the Petra region.	2025-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources - Private sector ・Tourism businesses

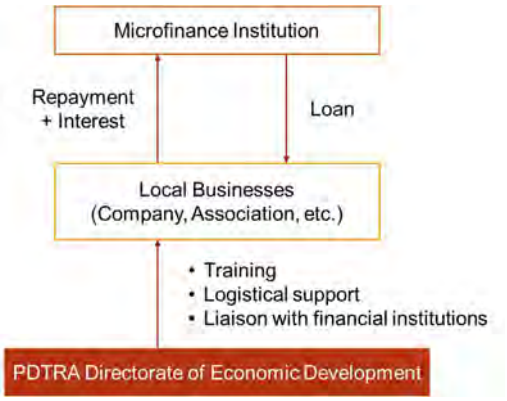
DM-13: Facilitate entrepreneurs to access microfinance

Responsible Body	SDGs Goals
Directorate of Economic Development	
Implementation Schedule	
2025-2033	

Description

Improve local people's access to microfinance and promote their entrepreneurship in the tourism sector by:

- Providing information on microfinance to local entrepreneurs;
- Assisting local entrepreneurs in making their business plans;
- Organizing a competition once a year for local businesses to present their business plans and selecting the best one which is to receive microfinance;
- Assisting the selected business owners in improving their business plans for loan receipt (e.g. drafting a proposal, conducting feasibility studies, etc.);
- Liaising the businesses with microfinance institution;
- Monitoring the business status of the local businesses that received the microfinance and facilitate the completion of loan repayment to the microfinance institution; and
- Introducing good practices of microfinance utilization to other local businesses.



Actions	Schedule	Implementer	Partner
DM 13-1: Build a partnership on microfinance project for local tourism businesses with microfinance institution(s).	2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Economic Development ・Directorate of Financial Affairs ・Directorate of Tourism - Public/Private sector ・Microfinance institution
DM 13-2: Recruit local tourism businesses (companies, associations, groups) that wish to receive microfinance.	2025-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism ・Directorate of Financial Affairs - Public/Private sector ・Microfinance institution
DM 13-3: Organizing a competition once a year for local businesses to select the ones who receive microfinance.	2025-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Investment ・Directorate of Tourism ・Directorate of Financial Affairs - Public/Private sector ・Microfinance institution

DM 13-4: Assist the selected local business owners in improving their business plans for loan receipt.	2025-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Public/Private sector ・Microfinance institution(s)
DM 13-5: Liaise the businesses with the microfinance institution(s).	2025-2030	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Public/Private sector ・Microfinance institution(s)
DM 13-6: Provide loans to the selected local businesses.	2025-2030	- Public/Private sector ・Microfinance institution(s)	- PDTRA ・Directorate of Economic Development ・Directorate of Investment ・Directorate of Tourism ・Directorate of Financial Affairs
DM 13-7: Monitor the business status of the local businesses that received the microfinance.	2026-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Public/Private sector ・Microfinance institution(s)
DM 13-8: Facilitate the completion of loan repayment to the financial institution(s).	2028-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Financial Affairs ・Directorate of Investment - Public/Private sector ・Microfinance institution(s)
DM 13-9: Introduce good practices of microfinance utilization to local businesses.	2027-2033	- PDTRA ・Directorate of Economic Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment

DM-14: Rehabilitate the Nabataean farming terrace and eco-system

Responsible Body	SDGs Goals
Directorate of Heritage Resources	
Implementation Schedule	
2025-2030	

Description

Rehabilitate the Nabataean Farming (Olive, etc.) as a Historical Heritage in Petra by:

- Conduct necessary study to rehabilitate the historical terrace;
- Rehabilitating historical farming terrace;
- Creating an open-air museum; and
- Providing tourism products and experience of the Nabataean historical eco-system to tourists.



Actions	Schedule	Implementer	Partner
DM 14-1: Prepare an agreement between PDTRA and landowners in terms of land use and development project.	2025-2028	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Public Work ・Directorate of Archaeological Documentation and Studies - Private Sector ・Landowner
DM 14-2: Conduct necessary study to rehabilitate the historical terrace.	2028-2029	- PDTRA ・Directorate of Archaeological Documentation and Studies	- Public sector ・Relevant state ministries (DOA, etc.)
DM 14-3: Prepare technical specifications and tender documents to procure contractor for design and construction to rehabilitate the historical terrace.	2030-2031	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Heritage Resources ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Archaeological Documentation and Studies - Public sector ・Relevant state ministries (DOA, etc.)

DM 14-4:
Procure a contractor for design and construction work to rehabilitate the historical terrace.
	2030-2031	- PDTRA
		  · Directorate of Supplies and Tenders
			- PDTRA
			  · Directorate of Public Work
			  · Directorate of Heritage Resources
			  · Directorate of Financial Affaires
			  · Directorate of Legal Affaires
			  · Directorate of Archaeological Documentation and Studies

DM 14-5:
Obtain necessary permissions for construction works.
	2031	- PDTRA
		  · Directorate of Public Work
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Financial Affairs
			  · Directorate of Legal Affairs
			  · Directorate of Archaeological Documentation and Studies
			- Public sector
			  · Relevant state ministries (DOA, etc.)
			- Contractor for design and construction

DM 14-6:
Conduct rehabilitation works.
	2031-2033	- Private sector
		  · Contractor
			- PDTRA
			  · Directorate of Public Work
			  · Directorate of Heritage Resources
			  · Directorate of Financial Affairs
			  · Directorate of Legal Affairs
			  · Directorate of Archaeological Documentation and Studies

DM 14-7:
Prepare an agreement between PDTRA and agent 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 Investment
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Financial Affairs
			  · Directorate of Legal Affairs
			  · Directorate of Tourism
			- Private sector
			  · Hotels
			  · Travel agencies
			  · Local associations

DM-15: Strengthen the function of the Cultural Village

Responsible Body	SDGs Goals
Directorate of Cultural Village	
Implementation Schedule	
2023-2025	

Description

Establish a new reception center for Little Petra area under PPP by:

- Constructing a new reception center;
- Providing tenant spaces for local venders;
- Providing space for night attractions and activities;
- Engaging local company (restaurant, shops, etc.) under PPP.



Actions	Schedule	Implementer	Partner
DM 15-1: Prepare technical specifications and tender documents to procure contractor for design and construction to install a new reception center for Little Petra area.	2023-2024	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Cultural Village ・Directorate of Investment ・Directorate of Tourism ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 15-2: Procure a contractor for design and construction work to install the new reception center.	2024-2025	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Public Work ・Directorate of Cultural Village ・Directorate of Investment ・Directorate of Tourism ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 15-3: Construct a new reception center.	2024-2025	- Contractor for design and construction	- PDTRA ・Directorate of Public Work ・Directorate of Cultural Village ・Directorate of Tourism
DM15-4: Prepare technical specifications and tender documents to procure tenants (restaurants, souvenir shops, etc.).	2024-2025	- PDTRA ・Directorate of Cultural Village	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Investment
DM 15-5: Procure tenants (restaurants,	2024-2025	- PDTRA ・Directorate of	- PDTRA ・Directorate of Cultural

shops, etc.).		Supplies and Tenders	Village ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Investment
DM 15-6: Prepare an agreement between PDTRA and tenant owners, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2025-	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Cultural Village ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs

DM-16: Strengthen the function of the Elgee Village

Responsible Body	SDGs Goals
Directorate of Economic Development	
Implementation Schedule	
2023-2025	

Description

Reactivate the Elgee Village (for SMEs business development) by:

- Providing trainings 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, shops, etc.);
- Exhibiting authentic lifestyle in the village; and
- Establishing cooperative relationship among associations.



Actions	Schedule	Implementer	Partner
DM 16-1: Prepare technical specifications and tender documents to procure contractor for design and construction to renovate the public space of the village.	2023-2024	- PDTRA ・Directorate of Public Work	- PDTRA ・Directorate of Economic Development ・Directorate of Cultural Development ・Directorate of Local Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 16-2: Procure a contractor for design and construction work to renovate the public space of the village.	2023-2024	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Public Work ・Directorate of Economic Development ・Directorate of Cultural Development ・Directorate of Local Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 16-3: Conduct renovation works.	2023-2024	- Private sector ・Contractor for design and construction	- PDTRA ・Directorate of Public Work ・Directorate of Economic Development
DM 16-4: Prepare technical specifications and tender documents to procure tenants (restaurants, shops, etc.).	2023-2024	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Economic Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs

DM 16-5: Procure tenants (restaurants, bar, souvenir shops, etc.).	2023-2024	- PDTRA · Directorate of Investment	- PDTRA · Directorate of Economic Development · Directorate of Financial Affairs · Directorate of Legal Affairs
DM 16-6: Prepare an agreement between PDTRA and tenant owners, including articles of hygiene, security, quality, rate of sustainability fund to be charged on sales amount, etc.	2024-2025	- PDTRA · Directorate of Investment	- PDTRA · Directorate of Economic Development · Directorate of Financial Affairs · Directorate of Legal Affairs

DM-17: Promote sustainable transportation and E-Mobility

Responsible Body	SDGs Goals
Directorate of Petra Archaeological Park Services	
Implementation Schedule	
2023-2030	

Description

Promote E-mobility system by:

- Installing necessary vehicle, equipment and infrastructure;
- Privatizing the operation and maintenance service under PPP; and
- Providing on demand E-mobility services.



Actions	Schedule	Implementer	Partner
DM 17-1: Conduct a feasibility study to install E-mobility as a way of sustainable transportation in Petra, including the study for mode of transports, service routes, tariff system, condition of concession contract, etc.	2023	- PDTRA ・Directorate of Petra Archaeological Park Services	- PDTRA ・Directorate of Urban Planning ・Directorate of Investment ・Directorate of Tourism ・Directorate of Archaeological Documentation and Studies ・Directorate of City Services ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 17-2: Prepare technical specifications and tender documents to procure contractor to install vehicles, equipment and infrastructure.	2023-2024	- PDTRA ・Directorate of Petra Archaeological Park Services	- PDTRA ・Directorate of Urban Planning ・Directorate of Investment ・Directorate of Tourism ・Directorate of City Services ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 17-3: Procure a contractor to install vehicles, equipment and infrastructure.	2023-2024	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Urban Planning ・Directorate of Investment ・Directorate of Tourism ・Directorate of City Services ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs

DM 17-4: Coordinate legal and financial arrangement to establish local transportation company under PPP.	2023-2024	- PDTRA ・Directorate of Petra Archaeological Park Services	- PDTRA ・Directorate of Urban Planning ・Directorate of Investment ・Directorate of Tourism ・Directorate of City Services ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 17-5: Establish a local transportation company to provide operation and maintenance services of E-Mobility under PPP, including an on-demand services system.	2023-2024	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Urban Planning ・Directorate of Tourism ・Directorate of City Services ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Information Systems
DM 17-6: Prepare an agreement between PDTRA and local transportation company, including conditions of concession contract, etc.	2024-2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Financial Affairs ・Directorate of Legal Affairs

DM-18: Enhance 3R system for circular economy

Responsible Body	SDGs Goals
Directorate of City Services	
Implementation Schedule	
2023-2033	

Description

Develop 3R (Reduce, Reuse, Recycle) System for Circular Economy, especially in the field of solid-waste and energy by:

- Conducting awareness rising campaign of the 3R;
- Establishing separate collection and recycle system for solid waste under PPP;
- Enhancing recycle system for wastewater under PPP;
- Transforming public building such as PDTRA and PAP building, the Petra Museum, Visitor Center, Cultural Village, etc., to Net Zero Energy Building (ZEB); and
- Privatizing operation service company.







Actions	Schedule	Implementer	Partner
DM 18-1: Conducting awareness rising campaign of the 3R based on the GSTC criteria.	2023-2024	- PDTRA ・Directorate of Investment	- Public sector ・Relevant state ministries ・Municipality, etc. - Private sector ・Tourism businesses ・Academics ・Local communities
DM 18-2: Coordinate legal and financial arrangement for separate collection and recycle system for solid waste under PPP.	2023-2025	- PDTRA - Directorate of Solid Waste Management	- PDTRA ・Directorate of Investment - Public sector ・Relevant state ministries ・Municipality, etc.
DM 18-3: Establishing separate collection and recycle system for solid waste under PPP.	2023-2025	- PDTRA ・Directorate of Solid Waste Management	- PDTRA ・Directorate of Investment - Public sector ・Relevant state ministries ・Municipality, etc.

DM18-4: Prepare technical specifications and tender documents to procure private operators (Concessionaire) for separate collection and recycle system for solid waste under PPP.	2025	- PDTRA ・Directorate of Solid Waste Management	- PDTRA ・Directorate of Economic Development ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Investment
DM 18-5: Procure a concessionaire for design and installation of separate collection and recycle system for solid waste.	2025-2026	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Solid Waste Management ・Directorate of Financial Affairs ・Directorate of Legal Affairs ・Directorate of Investment
DM 18-6: Installing necessary equipment and infrastructure for separate collection and recycle system for solid-waste, and wastewater.	2026-2028	- Concessionaire	- PDTRA ・Directorate of Solid Waste Management
DM 18-7: Coordinate legal and financial arrangement for producing renewable energy.	2023-2025	- PDTRA ・Directorate of City services	- PDTRA ・Directorate of Investment - Public sector ・Relevant state ministries ・Municipality, etc.
DM18-8: Prepare technical specifications and tender documents to procure contractor for transforming public building to ZEB (Net Zero Energy Building) with renewable energy.	2025	- PDTRA ・Directorate of City services	- PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 18-9: Procure a contractor for transforming public building to ZEB.	2025-2026	- PDTRA ・Directorate of Supplies and Tenders	- PDTRA ・Directorate of Public Work ・Directorate of Financial Affairs ・Directorate of Legal Affairs
DM 18-10: Installing necessary equipment and infrastructure for transforming public building to ZEB.	2026-2028	- Private sector ・Contractor	- PDTRA ・Directorate of Public Work



Chapter VIII.
PROGRAM #2
RESEARCH & DEVELOPMENT

RESEARCH AND DEVELOPMENT (RD)

Tourism in the Petra Region relies on the local cultural and natural heritage. The archaeological site of Petra is registered as the UNESCO World Heritage and managed as PAP. The cultural space of the Bedu in Petra and Wadi Rum is also registered in UNESCO Intangible Cultural Heritage (ICH) list. Natural heritage in the Petra region is planned to be managed as Petra Nature Reserve and Petra Geopark Plan.

In order to develop tourism in the Petra region in a sustainable manner based on Outstanding Universal Value (OUV) of Petra as well as protection of cultural and natural heritage in the region, Research and Development of heritage is the essential process. The cultural, historical and ecological value of natural and cultural heritage is re-discovered and re-evaluated through research, then utilized for cultural/eco-tourism in the Petra region as tourism resources.

The Petra Museum plays an essential role for Research and Development as a hub of research, protection and interpretation of heritage, as well as education, local community awareness/participation and tourism.

Furthermore, an important role of research and development is to understand local economic activities, employment, tourist trends, etc., and to use the information in appropriate marketing and tourism destination management.

Petra's current advantages/potentials and challenges are summarized in the table below from the perspective of Research and Development, especially in the field of cultural/natural heritage and museum.

1) Advantages/Potentials and Challenges

Table 3: Advantages/Potentials and Challenges on Research and Development (RD)

Advantages and Potentials	Challenges
• The archaeological site of Petra is registered/protected as UNESCO World Heritage and operated as PAP by PDTRA. • ICH in the Petra region is registered in the UNESCO ICH list. • The Petra Museum introduces tangible and intangible heritage of the Petra region. • The Petra Museum can play a role as core for heritage protection, education and cultural tourism. • Plenty of research has been implemented on archeology and cultural heritage in the Petra region. • Research Center of PDTRA conducts studies related to heritage and tourism. • PDTRA conducted visitor surveys in order to better understand tourist behavior and also is placing a high value on socioeconomic-related research. • A new interpretation method using AR is under development in PAP and the Petra Museum. • Program for persons with disabilities is under developing by the Petra Museum in cooperation with local NGOs for special needs.	• Need to balance the increasing number of visitors and the carrying capacity of PAP. • Need documentation and protection of cultural and natural heritage. • Need to enhance the usage of the Petra Museum as a core of tourism and local community activities. • Need to improve awareness of local communities, especially younger generation, toward local unique heritage. • Need to build the capacity of the Petra Museum. • Need to increase the resources of the tourists' dynamic data. • Need to measure the impact of tourism on the local communities. • Need to strengthen the information and guidance of PAP's hazardous areas and conservation for tourists.

Based on the advantages/potentials and challenges summarized above, the Strategic Program for the Research and Development in Petra is as follows.

2) Key Objectives

Strengthen capacity for Tourism research, Heritage management and Museum management.

Based on these key objectives, 12 priority projects shown below are planned as the Strategic Programs for Research and Development. These projects consider several priority actions/projects mentioned in the UNESCO Integrated Management Plan of Petra in 2019. The target of the projects is cultural and natural heritage in Petra region. The core of these projects is the Petra Museum in addition to PAP.

3) Priority Projects

	Project	Implementation Schedule	Target Beneficiaries
(A) Tourism Research	RD-1: Development and Utilization of GIS Database for Petra Management and Tourism	2023-2033	PDTRA, all tourists, local people
	RD-2: Research on carrying capacity and visitor flow in PAP	2023-2033	PDTRA, all tourists and local people
	RD-3: Develop a comprehensive tourism statistics dashboard	2023-2025	PDTRA, all tourists and local people
	RD-4: Research for determining Petra's target visitors or persona	2023-2025	PDTRA, all tourists and local people
	RD-5: Make the Petra tourism accessible	2023-2033	All tourists and local people
(B) Heritage Management	RD-6: Digital transformation (DX) of heritage management	2023-2033	All tourists and local people
	RD-7: Development of thematic heritage trails and historical cultural route	2023-2033	PDTRA, all tourists and local people
	RD-8: Protection of archaeological and religious heritage	2023-2033	P PDTRA, all tourists and local people
	RD-9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)	2023-2033	PDTRA, all tourists and local people
	RD-10: Protection of natural heritage and biodiversity	2023-2033	PDTRA, all tourists and local people
(C) Museum Management	RD-11: Enhancement of museum capacity and function	2023-2033	PDTRA, DOA and local people
	RD-12: Enhancement of museum educational activities	2023-2033	PDTRA and local people

4) Implementation Schedule

Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
RD-1: Development and Utilization of GIS Database for Petra Management and Tourism											
RD-2: Research on carrying capacity and visitor flow in PAP											
RD-3: Develop a comprehensive tourism statistics dashboard											
RD-4: Research for determining Petra's target visitors or persona											
RD-5: Make the Petra tourism accessible											
RD-6: Digital transformation (DX) of heritage management											
RD-7: Development of thematic heritage trails and historical cultural route											
RD-8: Protection of archaeological and religious heritage											
RD-9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)											
RD-10: Protection of natural heritage and biodiversity											
RD-11: Enhancement of museum capacity and function											
RD-12: Enhancement of museum educational activities											

The table below shows which of the five KPIs of the Master Plan each proposed project is expected to impact to KPI and to contribute to achieving.

5) Expected Impacts

KPI \ Project	1	2	3	4	5	6	7	8	9	10	11	12
1. Expenditure per tourist visiting the Petra Region	—	○	○	○	○	○	○	○	○	○	○	○
2. Number of tourists	—	○	○	○	○	○	○	○	○	○	○	○
3. Tourism receipt in the Petra Region	—	○	○	○	○	○	○	○	○	○	○	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	—	○	○	○	○	○	○	○	○	○	○	○
5. Progress of the action taken for environmental consideration	◎	◎	○	○	◎	◎	◎	◎	◎	◎	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

6) Action Plans

RD-1: Development and Utilization of GIS Database for Petra Management and Tourism

Responsible Body	SDGs Goals
Directorate of Archaeological Documentation and Studies	
Implementation Schedule	
2023-2033	

Description

Develop a comprehensive GIS database to support various aspects of tourism, research, and management in the Petra area, and enhance public access by

- Identifying and cataloging essential GIS information for tourism, research, and education in the Petra region;
- Designing and developing a standardized GIS database;
- Establishing maintenance and update system for the GIS database and applications;
- Visualizing GIS information through various maps;
- Creating digital tools and applications for public use;
- Distributing and managing the developed digital tools and applications; and
- Implementing educational and community awareness activities.



Risk of rockfall



Digital map for tourlists



Museum artifacts (Excavated sites)

Actions	Schedule	Implementer	Partner
RD1-1: Identify and catalog essential GIS information related to tourism, research, and education, such as archaeological sites, terrain, trails, and hazardous areas in the Petra Region.	2023-2026	- PDTRA ・Directorate of Archaeological Documentation and Studies	- PDTRA ・Directorate of Urban Planning ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources ・Directorate of Tourism - Public sector ・DOA ・UNDP - Others ・German Institute (linked to Amman Citadel project) ・Infograph ・SCHEP ・UNESCO ・Academic partners - Private sector ・Local guides

RD1-2: Design and develop a comprehensive GIS database, detailing processing methods, user numbers, system configuration, hardware/software requirements, and geodatabase design.	2023-2026	- PDTRA · Directorate of Archaeological Documentation and Studies	- PDTRA · Directorate of Urban Planning · Directorate of Museum and Visitor Center · Directorate of Heritage Resources
RD1-3: Establish a maintenance system/rule for the GIS database, detailing responsible entities/persons, update frequency, and budget sources.	2025-2026	- PDTRA · Directorate of Archaeological Documentation and Studies	- PDTRA · Directorate of Urban Planning · Directorate of Museum and Visitor Center · Directorate of Heritage Resources
RD1-4: Visualize the GIS information in various maps, including risk maps, evacuation routes, terrain profiles, heritage distribution, restoration history, and archaeological site maps.	2023-2033	- PDTRA · Directorate of Archaeological Documentation and Studies	- PDTRA · Directorate of Urban Planning · Directorate of Museum and Visitor Center · Directorate of Heritage Resources · Directorate of Tourism · Directorate of Natural Risks and Disasters
RD1-5: Develop digital tools and applications, such as GIS-based maps for smartphones, location-based mobile applications for site certification, and web services for browsing GIS information on archaeological sites, in collaboration with IT companies through tender processes.	2025-2033	- PDTRA · Directorate of Museum and Visitor Center	- PDTRA · Directorate of Heritage Resources · Directorate of Tourism · Directorate of Urban Planning
RD1-6: Distribute and manage the developed mobile and web applications, considering ongoing maintenance, regular updates, and user support, in collaboration with IT companies.	2025-2033	- PDTRA · Directorate of Museum and Visitor Center	- PDTRA · Directorate of Heritage Resources · Directorate of Tourism · Directorate of Urban Planning

RD-2: Research on carrying capacity and visitor flow in PAP

Responsible Body	SDGs Goals
Directorate of Heritage Resources	
Implementation Schedule	
2023-2033	

Description

In order to develop sustainable tourism in PAP, carrying capacity of PAP as a UNESCO World Heritage site needs to be studied, and monitoring of visitor number and flow based on the carrying capacity shall be introduced by:

- Reviewing/Studying the carrying capacity of PAP;
- Reviewing/Studying the pattern of visitors in the past record; and
- Monitoring the visitor flow in PAP using AI.



Actions	Schedule	Implementer	Partner
RD 2-1: Review/Study carrying the capacity of PAP.	2023-2028	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Petra Archaeological Park Services - Public sector ・MoTA ・DOA
RD 2-2: Review/Study the pattern of visitors in the past record.	2023-2028	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Petra Archaeological Park Services - Public sector ・MoTA ・DOA
RD 2-3: Monitor the visitor flow in PAP using AI.	2023-2028	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Petra Archaeological Park Services - Public sector ・MoTA ・DOA

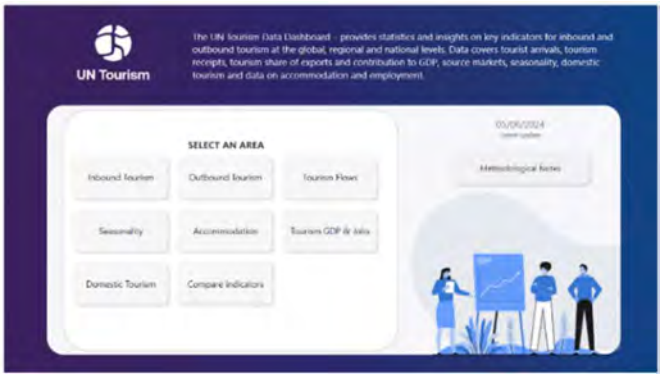
RD-3: Develop a comprehensive tourism statistics dashboard

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2027	

Description

This project aims to create a comprehensive tourism statistics dashboard for Petra, encompassing a wide range of data on the tourism sector. The dashboard will aggregate and visualize data on visitor demographics, behavior, and satisfaction, as well as broader tourism metrics such as economic impact, accommodation occupancy rates, and tourism trends. Utilizing advanced analytics tools, the dashboard will provide actionable insights to inform strategic decision-making, optimize marketing efforts, and enhance visitor services. This dashboard can be served as:

- A platform for sharing the annular report, market insights, and tourism statistics both within and outside of the PDTRA; and
- A real-time data sharing platform by linking with PAP's ticketing system.



Source: UN Tourism Data Dashboard

Actions	Schedule	Implementer	Partner
RD 3-1: Gather all relevant data sources and determine which tourism statistics need to be included in the dashboard.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Delivery Unit ・Division of Tourism Studies ・Directorate of Investment - Public sector ・MoTA ・JTB ・Department of Statistics
RD 3-2: Work closely with MoTA and the Department of Statistics to determine the data structure and dashboard features.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Delivery Unit ・Division of Tourism Studies ・Directorate of Investment - Public sector ・MoTA ・JTB ・Department of Statistics
RD 3-3: Develop technical specifications and tender documents to procure a contractor for designing and developing the tourism statistics dashboard.	2026-2027	- PDTRA ・Directorate of Tourism	- PDTRA ・Delivery Unit ・Directorate of Investment

RD 3-4: Organize training sessions for PDTRA staff and other stakeholders on effective dashboard use.	2026-2027	- PDTRA ・Directorate of Tourism	- PDTRA ・Delivery Unit ・Division of Tourism Studies ・Directorate of Investment - Others ・Industry Professional
RD 3-5: Set up a routine for regular updates and maintenance of the dashboard to ensure data accuracy and relevance.	2026-2027	- PDTRA ・Directorate of Tourism	- PDTRA ・Delivery Unit ・Division of Tourism Studies ・Directorate of Investment

RD-4: Research for determining Petra's target visitors or persona

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

This project focuses on conducting a market study using Segmentation, Targeting, and Positioning (STP) modeling to identify and understand Petra's target visitor segments. By analyzing demographic, psychographic, and behavioral data, the research will segment the market into distinct visitor groups. Through targeting, the study will identify the most attractive segments for Petra and develop tailored positioning strategies to appeal to these groups. Given the dynamic nature of tourism trends and visitor preferences, it is essential that this research is conducted continuously.



Process of conducting STP Analysis

Actions	Schedule	Implementer	Partner
RD 4-1: Train PDTRA's personnel on tourism marketing research methodologies including STP and persona.	2025-2026	- PDTRA · Directorate of Tourism	- Others · Industry professionals · Academia
RD 4-2: Conduct annual surveys to gather data on visitor demographics, psychographics, and behaviors.	2025-2028	- PDTRA · Directorate of Tourism	- PDTRA · Division of Tourism Studies - Others · Industry professionals
RD 4-3: Facilitate focus groups with different visitor segments to gain in-depth insights into their preferences.	2026-2027	- PDTRA · Directorate of Tourism	- PDTRA · Division of Tourism Studies - Others · Industry professionals
RD 4-4: Collect and analyze tourism data from several sources to identify patterns and trends.	2026-2027	- PDTRA · Directorate of Tourism	- PDTRA · Division of Tourism Studies - Others · Industry professionals
RD 4-5: Segment the market into distinct visitor groups based on demographics, psychographics, and other segments.	2026-2027	- PDTRA · Directorate of Tourism	- PDTRA · Division of Tourism Studies - Others · Industry professionals

RD 4-6:
Create visitor personas representing key segments and validate them through further research.
	2027-2028	- PDTRA
		  · Directorate of Tourism
			- PDTRA
			  · Division of Tourism Studies
			- Others
			  · Industry professionals

RD 4-7:
Implement a system for continuous data collection and analysis, regularly updating visitor personas.
	2027-2033	- PDTRA
		  · Directorate of Tourism
			- PDTRA
			  · Division of Tourism Studies

RD-5: Make the Petra tourism accessible

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2023-2033	

Description

Make the Petra tourism accessible, inclusive, and friendly for all by:

- Preparing accessible tourism standards and guideline for tourism facilities and services to develop accessible tourism for all, including the elderly people, families with small children and disabilities;
- Introducing universal design at the main tourism attractions, such as the Visitor Center, Petra Museum, Cultural Village and Archeological Park especially at the facilities along the main trail;
- Providing accessible tourism transportation services;
- Providing accessible tourism assistance services;
- Introducing tactile graphic maps, audio guidance, braille and interpretation service by sign language at the main tourism attractions; and



Also Make the Petra Museum, as life-long learning institute, “Inclusive/accessible” museum for all by providing programs, such as hands-on programs, in addition to barrier-free facilities, for persons with disabilities as well as the elderly people and families with small children.

Actions	Schedule	Implementer	Partner
RD 5-1: Prepare accessible tourism standards and guideline for tourism facilities and services based on the national building code and recommendations by final report of Accessible Tourism Assessment from Accessible Jordan and international standard for accessible tourism.	2023-2025	- PDTRA ・Directorate of Investment & Infrastructure	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services ・Directorate of Museum and Visitor Center ・Directorate of Local Development - Public sector ・Ministry of Equipment ・Ministry of Social Development
RD 5-2: Introduce universal design at the main tourism attractions.	2025-2033	- PDTRA ・Directorate of Investment & Infrastructure	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services ・Directorate of Museum and Visitor Center ・Directorate of Local Development - Public sector ・Ministry of Equipment ・Ministry of Social Development

RD 5-3: Formulate a renovation plan of the tourism facility (Visitor Center, Petra Museum, Parking and the road around the tourist street) and Main site of the Archaeological Park which meets the standard and universal design set in RD 5-1 & 5-2. Renovate the facility according to the renovation plan.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services ・Directorate of Investment ・Directorate of Local Development - Public sector ・Ministry of Equipment ・Ministry of Social Development
RD 5-4: Provide accessible tourism transportation services for the elderly people, families with baby, persons with disabilities, etc.	2025-2030	- PDTRA ・Directorate of Petra Archaeological Park Services	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Museum and Visitor Center ・Directorate of Local Development - Public sector ・Ministry of transport ・Ministry of Social Development
RD 5-5: Provide accessible tourism assistance services (PD-8).	2025-2030	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Investment & Infrastructure ・Directorate of Petra Archaeological Park Services ・Directorate of Local Development - Public sector ・Ministry of Social Development - Private sector ・Guide Association ・Local association ・Tourism businesses
RD 5-6: Formulate guideline for accessible tourism in Petra including braille and sign language interpretation system.	2025-2030	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services ・Directorate of Local Development - Public sector ・Ministry of Social Development - Private sector ・Local NGO for persons with disabilities

RD 5-7: Introducing tactile graphic maps, tactile model of archaeological monument, audio guidance, braille and interpretation service by sign language at the main tourism attractions.	2025-2030	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services ・Directorate of Local Development - Public sector ・Ministry of Social Development - Private sector ・Local NGO for persons with disabilities
RD 5-8: Develop “accessible/inclusive museum” activities with collaboration of local NGO for persons with disabilities (hands-on program with tactile model, gallery talk with sign language etc.).	2023-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Local Development - Public sector ・Ministry of Social Development - Private sector ・Petra Society for Special Needs in Wadi Musa ・NGO for persons with disabilities in whole Jordan ・Jordan Museum Association
RD 5-9: Develop program for the elderly people.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Local Development - Public sector ・Ministry of Social Development - Private sector ・Petra Society for Special Needs in Wadi Musa ・NGO for persons with disabilities in whole Jordan ・Jordan Museum Association
RD 5-10: Develop program for people with small children/baby.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public/Private sector ・Local kindergartens/nurseries - Private sector ・Jordan Museum Association
RD 5-11: Prepare accessible map and sensory map for PAP, Museum and Visitor Center.	2025-2030	- PDTRA Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Tourism ・Directorate of Petra Archaeological Park Services

			· Directorate of Local Development – Public sector · Ministry of Social Development – Private sector · Petra Society for Special Needs in Wadi Musa · NGO for persons with disabilities in whole Jordan · Jordan Museum Association

RD-6: Digital transformation (DX) of heritage management

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2023-2033	

Description

Enhancement of interpretation in the Petra Museum exhibition and PAP site as well as collection management and promotion by digital transformation (DX) considering the evolution of digital technology in the field of heritage tourism in 2030s. Actions includes:

- Introducing multi-language system by using QR code in the Petra Museum exhibition and signages in PAP;
- Introducing AR for several artifacts in the Petra Museum (as mobile application);
- Introducing heritage management system by using QR code label management system;
- Creating text AR interpretation of heritage sites (instead of signage);
- Planning/Making test sample of AR inside the PAP;
- Planning guide tours with AR/VR device (AR mobile app, Smart glass, VR headset etc.); and
- Developing educational activities using AR.







Actions	Schedule	Implementer	Partner
RD 6-1: Introduce multi-language system by using QR code (in the Petra Museum etc.).	2023-2025	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Information Systems - Public sector ・DOA - Others ・Academic ・Foreign archaeological institute
RD 6-2: Plan/Produce VR contents (360-degree video etc.) related to Petra.	2023-2027	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Information Systems - Public sector ・DOA

			・JTB
RD 6-3: Develop AR in the Petra Museum and PAP (by mobile app).	2023-2030	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Information Systems - Public sector ・DOA - Private sector ・Local guides ・Local tour operators ・Local schools
RD 6-4: Develop educational activities using AR/VR	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Local Development ・Directorate of Information Systems - Private sector ・Local NGOs - Others ・Local schools
RD 6-5: Plan guide tours (including Petra Museum tour by curators) with AR/VR (cooperated with PD)	2024-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Tourism ・Directorate of Information Systems - Private sector ・Local tour operators ・Local guides
RD 6-6: Plan and develop AR interpretation using smart glass	2026-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Tourism ・Directorate of Information Systems - Private sector ・Local guides ・Local tour operators ・AR design companies
RD 6-7: Introduce artifacts management system using QR code label	2023-2027	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources - Public sector ・DOA - Others ・Academic

RD 6-8: Digital (3D etc.) documentation of heritage in the Petra region (the Petra Museum etc.)	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Information Systems ・Directorate of Archaeological Documentation and Studies - Public sector ・DOA - Others ・Academic ・Foreign archaeological institute
RD 6-9: Promote Petra Museum and PAP by using VR (by VR headset/in Metaverse etc.)	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Tourism ・Directorate of Information Systems - Public sector ・JTB - Private sector ・Local tour operators

RD-7: Development of thematic heritage trails and historical cultural route

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2023-2033	

Description

Development of alternative trails in addition to the current trails, especially thematic heritage trails connecting the Petra Museum as core and heritage sites, as well as develop historical cultural route of Kings' Highway and Nabataean trade route based on the concept of "cultural route" proposed by UNESCO and enhance management of part of Jordan Trail passing the Petra Region. Actions includes:



- Planning thematic trails related to the history and cultures in the Petra Region, mainly the Nabataean;
- Research/document/protect historical route;
- Updating/Preparing promotion and education materials for thematic trails, historical route etc.;
- Walking tour for thematic trail and historical route; and
- Education/Community awareness activity relating with trails and historical route.

Actions	Schedule	Implementer	Partner
RD 7-1: Plan alternative trails (inside and outside of PAP) including thematic trails.	2023-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Local Development ・Directorate of Cultural Village - Public sector ・DOA - Others ・Academic ・Foreign archaeological institute - Private sector ・Local NGOs
RD 7-2: Research historical route (Kings Highway, Nabataean Trade Route).	2023-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Cultural Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Local

			Development ・Directorate of Cultural Village - Public sector ・DOA ・MOTA - Donor ・USAID (SCHEP) ・JICA - Others ・Jordan Museum ・UNESCO
RD 7-3: Plan walking tour/Guide training for thematic trail and historical route (collaborated with PD).	2023-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Heritage Resources ・Directorate of Tourism - Private sector ・Local guides ・Tour operators
RD 7-4: Update/Prepare promotion/education materials for thematic trails, Kings Highway, Nabataean trade route and Jordan Trail (website, brochure etc.).	2024-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Local Development ・Directorate of Cultural Village - Public sector ・DOA ・MOTA - Donor ・JICA - Others ・Academic
RD 7-5: Enhance community awareness raising activity relating with thematic trail, historical route and Jordan trail.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Local Development ・Directorate of Natural Resources Development - Private sector ・Local NGOs - Others ・Local schools

RD-8: Protection of archaeological and religious heritage

Responsible Body	SDGs Goals
Directorate of Heritage Resources	
Implementation Schedule	
2023-2033	

Description

In order to inherit archaeological heritage of the Petra Region to the next generation as well as to utilize the heritage for cultural tourism in a sustainable way, archaeological heritage in Petra area should be protected by several actions in the field of documentation, research, restoration etc.

In addition, in order to enhance sustainable religious tourism in Petra area, it is essential to implement research and protection of religious heritage site, such as Maqam Nabi Haroun, and to plan religious tourism trail in Petra area based on religious story.

Actions includes:

<Archaeological heritage>

- Conservation center and storage
- Documentation/excavation/research
- Restoration of site
- Heritage database
- Archaeological impact assessment
- Salvage excavation
- Guideline for site visitor
- Cultural heritage rescue programs in emergency case

<Religious heritage>

- Documentation/Restoration/protection
- Religious trail





Actions	Schedule	Implementer	Partner
RD 8-1: Establish a conservation center and a storage in the Petra region.	2023-2030	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies - Public sector ・DOA - Others ・Foreign archaeological institute ・Universities ・UNESCO
RD 8-2: Research heritage in the Petra region (archaeological site and artifacts, Nabataean study etc.).	2023-2033	- PDTRA ・Directorate of Archaeological Documentation and Studies	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・DOA

			- Others ・Foreign archaeological mission/institute ・Universities ・Local and international researchers ・Schools - Private sector ・Local community
RD 8-3: Conserve and rehabilitate archaeological sites inside and outside the PAP (Neolithic Baydah etc.).	2023-2033	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Archaeological Documentation and Studies ・Directorate of Museum and Visitor Center ・Directorate of Baidha Antiquities - Public sector ・DOA - Others ・UNESCO ・Foreign archaeological institute ・Universities ・Schools - Private sector ・NGOs
RD 8-4: Set-up heritage database (archaeological mission, site, artifacts, reference, etc.).	2023-2033	- PDTRA ・Directorate of Archaeological Documentation and Studies	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・DOA - Others ・Foreign archaeological mission/institute ・Universities ・Schools - Private sector ・Local community
RD 8-5: Enhance the archaeological impact assessment and salvage excavation in construction areas.	2023-2033	- PDTRA ・Directorate of Heritage Resources	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Archaeological Documentation and Studies

			· Directorate of Museum and Visitor Center - Public sector · DOA - Others · UNESCO · Foreign archaeological institute · Universities
RD 8-6: Prepare the guideline and rules for visitors to archaeological sites in the Petra region.	2024-2027	- PDTRA · Directorate of Petra Archaeological Park Services	- PDTRA · Directorate of Archaeological Documentation and Studies · Directorate of Museum and Visitor Center - Public sector · MOTA · DOA - Others · Foreign archaeological institute · Universities · Schools - Private sector · NGOs · Tour guides
RD 8-7: Plan cultural heritage rescue programs for emergency conditions.	2023-2027	- PDTRA · Directorate of Petra Archaeological Park Security	- PDTRA · Directorate of Petra Archaeological Park Services · Directorate of Heritage Resources · Directorate of Museum and Visitor Center - Public sector · DOA · Civil defense · Police - Others · UNESCO · International Council of Museums (ICOM)-Jordan · Universities
RD 8-8: Conserve and rehabilitate religious heritage sites.	2024-2033	- PDTRA · Directorate of Heritage Resources	- PDTRA · Directorate of Museum and Visitor Center · Directorate of Archaeological Documentation and Studies - Public sector

			· DOA · MoTA · Ministry of Awqaf and Islamic Affairs · Ministry of Culture - Private sector · Local communities
RD 8-9: Plan religious heritage tourism trail in the Petra region.	2024-2030	- PDTRA · Directorate of Heritage Resources	- PDTRA · Directorate of Museum and Visitor Center · Directorate of Tourism - Public sector · DOA · MoTA · Ministry of Awqaf and Islamic Affairs - Private sector · Local tour operator · Local guides · Local communities

RD-9: Protection and re-evaluation of local traditional culture and Intangible Cultural Heritage (ICH)

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2023-2033	

Description

It is essential, with the participation of local communities, to conduct research, protection and interpretation on ICH/folklore, traditional architecture and cultural landscape in the Petra Region, including the UNESCO ICH "Cultural space of Bedu in Petra and Wadi Rum". Research, collecting and protecting historical document/ maps/ paintings/ photos relating with local traditional life in Petra should be also implemented. Data will be mainly archived in the form of a digital archive.

Re-evaluating the historical and traditional cultures and local products in the Petra Region is essential, that shall lead to develop unique local products in the region. Actions for this field include the whole town museum (eco-museum) plan, work with local artists etc.

Considering SDGs and need for sustainable use of natural resources, such as limited water in the Petra Region, study and re-evaluate the historical and traditional sustainable way of natural resource use, such as rainwater usage, should be also implemented.

Target of the project includes the following field of heritage;

- ICH/folklore
- Traditional architecture
- Cultural landscape
- Historical photos, document, paintings/lithographs and maps
- Historical local product
- Traditional way of natural resource usage (especially water)





Actions	Schedule	Implementer	Partner
<u>RD 9-1:</u> Research ICH/folklore in the Petra region (including folk tools etc.).	2023-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Cultural Development - Public sector ・DOA - Others ・Academic/Universities ・Princess Basma center ・Foreign archaeological institute ・Local schools - Private sector ・Local NGOs ・Student groups ・Local artists

RD 9-2: Research traditional architecture and cultural landscape in the Petra region.	2023-2033	- PDTRA - Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Cultural Development - Public sector ・DOA - Others ・Academic/Universities ・Princess Basma center ・Foreign archaeological institute ・Local schools - Private sector ・Local NGOs ・Student groups ・Local artists
RD 9-3: Research historical photos, document, paintings/lithographs and maps of the Petra region (mainly in library/archive in foreign countries).	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Cultural Development - Public sector ・DOA - Others ・Academic/Universities ・Princess Basma center ・Foreign archaeological institute ・Local schools - Private sector ・Local NGOs ・Student groups ・Local artists
RD 9-4: Conduct research on local products in the past (local grape raisins exported from the Petra region etc.).	2023-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Heritage Resources ・Directorate of Archaeological Documentation and Studies ・Directorate of Cultural Development - Public sector ・DOA

			- Others ・ Academic/Universities ・ Princess Basma center ・ Foreign archaeological institute ・ Local schools - Private sector ・ Local NGOs ・ Student groups ・ Local artists
RD 9-5: Conduct research for re-evaluation of traditional management of natural resources, such as rainwater usage, in terms of SDGs.	2024-2033	- PDTRA ・ Directorate of Museum and Visitor Center	- PDTRA ・ Directorate of Heritage Resources ・ Directorate of Natural Resources Development ・ Directorate of Cultural Development - Public sector ・ DOA - Others ・ Academic/Universities ・ Princess Basma center ・ Foreign archaeological institute ・ Local schools - Private sector ・ Local NGOs ・ Student groups ・ Local artists
RD 9-6: Prepare database and digital archive/database of folk tools, traditional architecture, cultural landscape, historical document and photos etc.	2024-	- PDTRA ・ Directorate of Museum and Visitor Center	- PDTRA ・ Directorate of Heritage Resources ・ Directorate of Archaeological Documentation and Studies ・ Directorate of Cultural Development - Public sector ・ DOA ・ Ministry of Culture - Others ・ Foreign archaeological institute ・ Universities ・ National library in Amman ・ Libraries/archives in foreign countries ・ Museums in foreign countries

RD 9-7:
Conserve and rehabilitate traditional architecture and cultural landscape.
	2024-2033	- PDTRA
		  · Directorate of Heritage Resources
			- PDTRA
			  · Directorate of Museum and Visitor Center
			  · Directorate of Archaeological Documentation and Studies
			  · Directorate of Cultural Development
			  · Directorate of Local Development
			- Public sector
			  · DOA
			- Others
			  · Universities
			  · Schools
			- Private sector
			  · Local NGOs
			  · Local community

RD 9-8:
Plan whole town museum/eco museum in several areas (such as Wadi Musa) with local people to protect local traditional culture and ICH.
	2024-2033	- PDTRA
		  · Directorate of Museum and Visitor Center
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Archaeological Documentation and Studies
			  · Directorate of Cultural Development
			  · Directorate of Local Development
			- Public sector
			  · DOA
			- Others
			  · Universities
			  · Schools
			- Private sector
			  · Local NGOs
			  · Local community

RD 9-9:
Develop educational and community awareness programs about local unique cultures, ICH, traditional building, cultural landscape etc.
	2023-2033	- PDTRA
		  · Directorate of Museum and Visitor Center
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Cultural Development
			- Public sector
			  · DOA
			- Others
			  · Academic/Universities
			  · Princess Basma center
			  · Local schools
			- Private sector
			  · Local NGOs
			  · Student groups
			  · Local artists

RD 9-10:
Develop local products in the Petra region based on historical/traditional unique culture (such as products using Nabataean design, revived local grape raisin etc.).
	2023-2030	- PDTRA
		  · Directorate of Cultural Development
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Museum and Visitor Center
			  · Museum shop operator
			- Public sector
			  · DOA
			- Others
			  · Academic/Universities
			  · Princess Basma center
			  · Local schools
			- Private sector
			  · Local NGOs
			  · Student groups
			  · Local artists

RD 9-11:
Promote artwork by local artists based on local unique cultures.
	2023-2027	- PDTRA
		  · Directorate of Museum and Visitor Center
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Cultural Development
			- Others
			  · Local schools
			- Private sector
			  · Local NGOs
			  · Student groups
			  · Local artists

RD 9-12:
Promote traditional natural resource management, such as rainwater usage, through community awareness campaign for SDGs.
	2025-2033	- PDTRA
		  · Directorate of Museum and Visitor Center
			- PDTRA
			  · Directorate of Heritage Resources
			  · Directorate of Natural Resources Development
			  · Directorate of Cultural Development
			- Public sector
			  · DOA
			- Others
			  · Academic/Universities
			  · Princess Basma center
			  · Foreign archaeological institute
			  · Local schools
			- Private sector
			  · Local NGOs
			  · Student groups
			  · Local artists

RD-10: Protection of natural heritage and biodiversity

Responsible Body	SDGs Goals
Directorate of Natural Resources Development	
Implementation Schedule	
2023-2033	

Description

In order to protect and inherit natural heritage of the Petra Region to the next generation, to promote community awareness toward natural heritage as well as to develop eco-tourism in a sustainable way, Petra Nature Reserve and Petra Geo Park shall be established through:

- Researching/Documenting natural heritage (geology, fauna and flora, ecosystem) in the Petra Region;
- Documenting/Protecting endemic species in the Petra Region (such as *Romulea petraea*);
- Documenting/Protecting threatened species in the Petra Region and monitoring species in the red list;
- Setting-up natural heritage database;
- Planning/Establishing Petra Nature Reserve;
- Planning/Establishing Petra Geo Park;
- Enhancing the management of Masuda proposed nature reserve;
- Planning/Establishing biodiversity research center;
- Enhancing/Developing exhibition/information spots about natural heritage in the Petra Museum and the Visitor Center;
- Developing sustainable eco-tourism/trekking programs, including bird-watching tour;
- Introducing guideline for sustainable eco-tourism/trekking; and
- Building capacity of nature guide in the Petra Region.



Actions	Schedule	Implementer	Partner
RD 10-1: Research natural heritage (geology, fauna and flora, ecosystem) in the Petra region.	2023-2033	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center - Public sector ・Ministry of Environment ・RSCN ・Petra National Trust - Others ・UNDP
RD 10-2: Conserve endemic species in the Petra Region.	2023-2033	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center - Public sector ・Ministry of Environment ・RSCN ・Petra National Trust - Others ・UNDP

RD 10-3: Conserve endangered species in the Petra Region (Revision of red list).	2023-2033	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center - Public sector ・Ministry of Environment ・RSCN ・Petra National Trust - Others ・UNDP
RD 10-4: Set-up natural heritage database.	2023-2033	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Archaeological Documentation and Studies - Public sector ・Ministry of Environment ・RSCN ・Petra National Trust - Others ・UNDP
RD 10-5: Establish Petra Nature Reserve.	2023-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・RSCN ・Ministry of Environment
RD 10-6: Establish Petra Geo Park.	2023-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・RSCN ・Ministry of Environment
RD 10-7: Improve management of Masuda proposed nature reserve (in Dlagha).	2023-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・RSCN ・Ministry of Environment

RD 10-8: Establish a biodiversity research center.	2025-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Heritage Resources - Public sector ・RSCN ・Ministry of Environment
RD 10-9: Develop exhibition/information spots about natural heritage in the Petra Museum and the Visitor Center.	2025-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Natural Resources Development - Public sector ・RSCN ・Petra national trust
RD 10-10: Develop sustainable eco-tourism/trekking programs.	2024-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Petra Archaeological Park Services - Public sector ・RSCN - Private sector ・Local tour operators ・Local guides
RD 10-11: Introduce guideline for sustainable eco-tourism/trekking.	2024-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center ・Directorate of Petra Archaeological Park Services - Public sector ・RSCN - Private sector ・Local tour operators ・Local guides
RD 10-12: Strengthen the capacity of nature guide in the Petra region.	2024-2030	- PDTRA ・Directorate of Natural Resources Development	- PDTRA ・Directorate of Museum and Visitor Center - Public sector ・RSCN - Private sector ・Local tour operators ・Local tour guides

RD-11: Enhancement of capacity and function of the Petra Museum

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2024-2030	

Description

In order to enhance the social role of the Petra Museum as a community hub for heritage research, protection, interpretation, education and community awareness, and cultural tourism, operation management system and capacity/function in each field of the Petra Museum shown below shall be enhanced.

- Operation management
- Collection management
- Preventive conservation
- Research
- Exhibition
- Promotion
- Publication
- Museum shop
- Network with other museums/organizations



Enhancement of museum capacity/function relating with education/local community is mentioned in RD-12

Actions	Schedule	Implementer	Partner
RD 11-1: Enhance operation management (mission statement, legal status, OM chart, staff job description etc.).	2023-2028	- PDTRA ・Directorate of Museum and Visitor Center	—
RD 11-2: Prepare long term action plan.	2023-2025	- PDTRA ・Directorate of Museum and Visitor Center	—
RD 11-3: Enhance collection management (collection database, storage method, artifacts transportation packing, replica production etc.).	2024-2028	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Petra Archaeological Park Services ・Directorate of Archaeological Documentation and Studies - Public sector ・DOA - Others ・Foreign archaeological institute
RD 11-4: Enhance preventive conservation (museum environment control, IPM, etc.).	2023-2028	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・ICOM-Jordan ・Foreign archaeological institute ・Universities

RD 11-5: Enhance research (Artifacts study (materials, conditions), research relating with exhibition etc.).	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・Foreign archaeological institute ・Universities
RD 11-6: Enhance Exhibition: Update contents of exhibition, introduction of gallery talks, multi-language etc.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・Foreign archaeological institute ・Universities - Private sector ・Local communities
RD 11-7: Enhance Exhibition: Implement temporary exhibition related to Petra.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・Foreign archaeological institute ・Universities - Private sector ・Local communities
RD 11-8: Enhance Petra Museum promotion (virtual museum/website, brochure, SNS etc.).	2025-2033	-PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・Foreign archaeological institute ・Universities - Private sector ・Local communities
RD 11-9: Enhance publication (booklet related to the exhibition contents).	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・DOA - Others ・Foreign archaeological institute ・Universities - Private sector ・Local communities
RD 11-10: Improve function and products in the Museum shop.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- PDTRA ・Directorate of Cultural Development ・Museum shop operator - Private sector ・Local NGOs ・Local artists

RD 11-11:
Enhance network with other organizations and tourism sector (museums, universities, schools, NGOs, libraries, tour operators etc.).
	2023-2033	- PDTRA
		  · Directorate of Museum and Visitor Center
			- Public sector
			  · MoTA
			  · DOA
			  · JTB
			- Others
			  · Jordan Museum Association
			  · Universities
			  · Libraries
			  · Foreign archaeological institute
			  · Schools
			- Private sector
			  · NGOs
			  · JITOA
			  · JSTA

RD-12: Enhancement of museum educational activities

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2023-2033	

Description

In order to enhance the role of the Petra Museum as a hub for education, community awareness and tourism, educational and community awareness programs/activities shown below shall be implemented:

- Education programs collaborated with school curriculum;
- Programs for the International Museum Day;
- Hands-on programs;
- Outreach programs with movable museum toolbox and VR museum tour;
- Museum club in schools and youth center;
- Museum Day for schoolteachers;
- Education programs for kindergarten;
- Lifelong educational programs for adult and senior;
- Museum volunteer system; and
- Exhibition guide material for children and school students.





Actions	Schedule	Implementer	Partner
RD 12-1: Organize education programs collaborated with school curriculum.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education ・Ministry of Youth - Others ・Local youth centers ・Schools
RD 12-2: Organize programs for the International Museum Day.	2023-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Private sector ・Local NGOs - Others ・ICOM Jordan
RD 12-3: Organize Hands-on programs.	2023-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Others ・Local schools
RD 12-4: Organize outreach programs to the local communities.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education - Others ・Local schools
RD 12-5: Establish a museum club in schools and youth center.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education ・Ministry of Youth - Others ・Schools ・Local youth center

RD 12-6: Organize programs for schoolteachers on the International Museum Day.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education ・Ministry of Youth - Others ・Local youth centers ・Schools
RD 12-7: Organize education programs for kindergarten.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education - Others ・Kindergarten
RD 12-8: Organize lifelong learning programs for adult and senior.	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education
RD 12-9: Establish a museum volunteer system.	2025-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Public sector ・Ministry of Education
RD 12-10: Prepare an exhibition guide material for children/school students (worksheet etc.).	2024-2033	- PDTRA ・Directorate of Museum and Visitor Center	- Others ・Local schools - Private sector ・Local NGOs



Chapter IX.
PROGRAM #3
PRODUCT DESIGN

PRODUCT DESIGN (PD)

The Petra region is well known for its archaeological sites, represented by the Treasury and Monastery, and registered as a UNESCO World Heritage Site. However, through the baseline survey and inspections, it was revealed that although there are a lot of attractions in the region such as beautiful landscape, sunset view, local life that deeply reflects Bedouin cultures and warm hospitality, the majority of tourists visit only the main site and stay only for one night, which means that the benefit of tourism goes only to the specific community connecting to the main site. The variety of tours in Petra is limited and the number of evening programs is particularly small, which is another reason why tourists do not stay in Petra for more than two nights. It was also found that the number of women and youth working in the tourism sector is small due to the limited job opportunities.

Based on these circumstances, the main goal of Product Design is to "develop tourism products that contribute to the preservation of Petra's history and cultures, as well as to the participation of communities including women and youth in order to bring more tourism benefits to the whole region," which shall also contribute to increase of the amount of money spent by visitors during their stay.

These can be a precious tourism resource to attract tourists not only to the main site but also to the surrounding areas. Through the baseline survey, potentials and challenges of the Petra region from the point of Product Design PD were extracted as follows.

1) Advantages/Potentials and Challenges

Table 4: Advantages/Potentials and Challenges on Product Design (PD)

Advantages and Potentials	Challenges
• Petra is a UNESCO World Heritage Site. • The Petra region has a rich tangible and intangible cultural heritage. • In some communities of Petra region deep influence of Bedouin culture remains in their daily life. • There is beautiful landscape for trekking on side trails in Petra region. • There is potential to develop Community Based Tourism (CBT) products such as local culture experience. • The Petra Museum can be a center to attract visitors to Petra. • There are some unique local handicrafts that can be promoted as “Made in Petra” products. • There are some local Bedouin style food. • People in the Petra region have warm hospitality. • There is a website operated by PDTRA called “Visit Petra”, which is a useful source for tourists to get local information. • Audio guide in PAP is a useful tool for tourists.	• Need to establish more Public-private and Private-private partnership. • Need to increase the number of human resources who can be leaders of Product Design in the communities. • Need to provide training to reinforce the skills and knowledge on how to make products. • Need to establish promotion and distribution channels to sell the developed products. • There is a huge imbalance of benefits from tourism among six communities. • Need to have more chance to engage women and youth into tourism business. • Need to expand the opportunity of involving more people or associations in the community. • Need to increase the production of locally made products. • Need to improve the quality and design of local handicrafts. • Need to diversify the tourism products to cover the missing part e.g. evening programs, adventure tours or new trails to attract new market. • Need to utilize more intangible cultural heritage to make it as new CBT products. • Need to improve the accessible tourism in hardware and software. • Need to improve infrastructure in some community to organize a Community Based Tourism product. • The number of visitors is imbalanced by the season (seasonality issue).

Based on these potentials and challenges, the key objectives and strategic programs for Product Design shall be as follows.

2) Key Objectives

Develop tourism products which contribute to more benefits towards the region including the empowerment of women and the local communities while conserving Petra's history, culture, nature and people's daily life.

To make local tourism programs attractive, the concept of "Community-Based Tourism" is very important. It focuses on the involvement of the local community, providing necessary training to the local stakeholders so that they can utilize tourism resources in the region into tourism products. It also increases job opportunities for local people including women and youth.

However, recently over-tourism is becoming a big issue in many tourist destinations around the world. It affects badly not only people's lives but also nature and cultures. Petra has already accepted more than 2 million tourists in a year, and it causes over-tourism issues in the main site. When considering products in the surrounding communities, it is necessary to avoid this problem happening in the community. In this sense, not only the benefit from tourism but also conservation of cultures, history and lives of local people of the region, the key concept of "Eco Tourism", needs to be considered.

In addition, consideration of the financial vulnerability and weak infrastructure in the communities supported by the public sector is essential, but it must aim that the community can run the tourism businesses independently in the future, which means they do not rely too much on the financial support from the government. Based on this, Product Design Strategic Programs are proposed as follows.

3) Priority Projects

Project		Implementation Schedule	Target Beneficiaries
PD-1:	Create a Management Team in PDTRA focusing on product development activity	2025-2033	All stakeholders in the Petra region
PD-2:	Establish an implementation body in the community	2025-2033	Local community, Local associations, Private sectors
PD-3:	Strengthen Product Development skills	2025-2027	Local community, Local associations, Private sectors
PD-4:	Develop Community-Based Tourism Products	2025-2033	All tourists, Local Community, Local associations, Private Sector
PD-5:	Diversify the Tourism Products in Petra region	2025-2033	All tourists, Local Community, Local associations, Private Sector
PD-6:	Develop MICE tourism business in Petra region	2025-2033	All stakeholders in Petra region
PD-7:	Create an educational program collaborating Petra Museum as a hub of product development	2025-2033	All tourists, Local Community, Local children, Local Associations, Private Sector, Petra Museum, Local museums, PDTRA
PD-8:	Establish the Distribution and Sales channel	2025-2033	Local Community, Local association, Private sectors, PDTRA
PD-9:	Dispersal of tourists to the six communities	2025-2033	All tourists, Local Community, Private sectors
PD-10:	Establish "Made in Petra" Brand for local products	2025-2033	Local Community, Local associations

4) Implementation Schedule

Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
PD-1: Create a Management Team in PDTRA focusing on product development activity											
PD-2: Establish an implementation body in the community											
PD-3: Strengthen Product Development skills											
PD-4: Develop Community-Based Tourism Products											
PD-5: Diversify the Tourism Products in Petra region											
PD-6: Develop MICE tourism business in Petra region											
PD-7: Create an educational program collaborating Petra Museum as a hub of product development											
PD-8: Establish the Distribution and Sales channel											
PD-9: Dispersal of tourists to the six communities											
PD-10: Establish “Made in Petra” Brand for local products											

The table below shows which of the five KPIs of the Master Plan each proposed project is expected to impact and to contribute to achieving it.

5) Expected Impacts

KPI \ Project	1	2	3	4	5	6	7	8	9	10
1. Expenditure per tourist visiting the Petra Region	○	–	◎	◎	◎	◎	◎	◎	◎	◎
2. Number of tourists	○	–	◎	◎	◎	◎	◎	◎	◎	○
3. Tourism receipt in the Petra Region	○	○	◎	◎	◎	◎	◎	◎	◎	◎
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	◎	◎	◎	◎	◎	◎	◎	◎
5. Progress of the action taken for environmental consideration	○	◎	◎	◎	◎	◎	◎	◎	◎	◎

Legend: ◎: Highly contributed, ○: Contributed

6) Action Plans

PD-1: Create a Management Team in PDTRA focusing on product development activity

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

Establish a dedicated team who will work with local community for Product design activity (product development, promotion and sales) in PDTRA;

- To support the implementation of the Action Plan of Product Design strategic programs
- To monitor the product development and sales activity by the community and give them necessary advice; , support and training

To establish transparent administration and communication platforms between the public and private sectors, and among communities.

Actions	Schedule	Implementer	Partner
PD 1-1: Establish a Product Design Team within PDTRA.	2025	- PDTRA ・ Directorate of Tourism	- PDTRA ・ Directorate Local Development ・ Directorate of Investment ・ Directorate of Financial Affairs
PD 1-2: Hold regular meetings with the implementation body in the community to monitor their product development activity and discuss their issues. *The activity will be reviewed, amended and conducted in 3-year term.	2025-2027 2028-2030 2031-2033	- PDTRA ・ Directorate of Tourism	- PDTRA ・ Directorate Local Development ・ Directorate of Investment ・ Directorate of Financial Affairs
PD 1-3: Give necessary advice (e.g.: licensing and legal advice, tourism law, promotion, connection with other stakeholders etc.).	2025-2027 2028-2030 2031-2033	- PDTRA ・ Directorate of Tourism	- PDTRA ・ Directorate Local Development ・ Directorate of Investment ・ Directorate of Financial Affairs
PD 1-4: Consult financial support for local entrepreneurship on tourism. *Refer to DM-13	2025-2027 2028-2030 2031-2033	- PDTRA ・ Directorate of Tourism	- PDTRA ・ Directorate Local Development ・ Directorate of Investment ・ Directorate of Financial Affairs
PD 1-5: Provide the following training related to tourism. - Product Development skills	2025-2027 2028-2030 2031-2033	- PDTRA ・ Directorate of Tourism	- PDTRA ・ Directorate Local Development ・ Directorate of

(PD-3) - Quality improvement of handicrafts (PD-10) - Service Quality improvement (SH-2) - Accessible Tourism (SH-6) - Sustainable Tourism (SH-7) - English language for tourism (SH-8)			Investment · Directorate of Financial Affairs
PD 1-6: Prepare and issue an annual activity report to disclose the progress of activity, financial balance, and tourism human resources situation in Petra.	2025-2027 2028-2030 2031-2033	- PDTRA · Directorate of Tourism	- PDTRA · Directorate Local Development · Directorate of Investment · Directorate of Financial Affairs

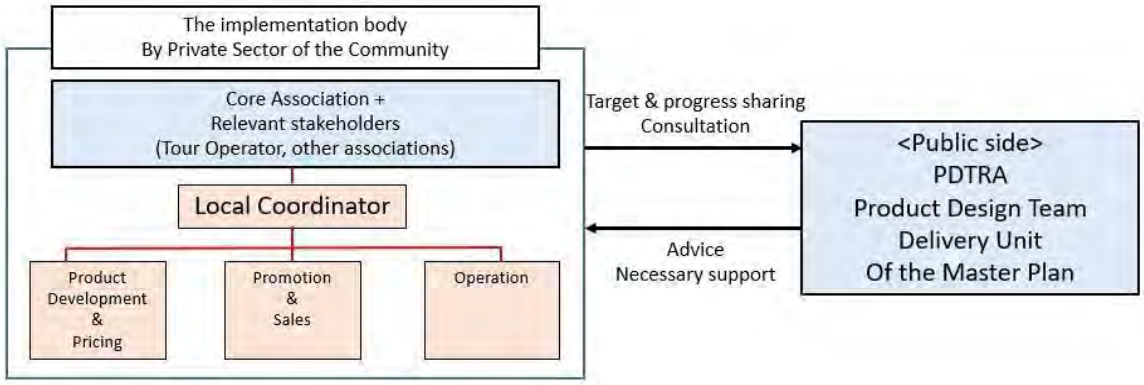
PD-2: Establish an implementation body in the community

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2033	

Description

Establish an implementation body that consists of association and private sector (tour operators) for product development, promotion and sales in the local communities:

- To clarify the responsibility, target and strategy for the product development in the community side;
- To maintain the product development activities independently by the community and private sector,
- To collaborate closely and effectively with PDTRA Delivery Unit.



Actions	Schedule	Implementer	Partner
PD 2-1: Appoint a core association and a local coordinator who are involved in PD Pilot Project) for the implementation body. The core association will call the other associations and private sectors, establish a committee and discuss within the community and PDTRA about the structure and the member of the implementation body.	2025	- Private Sector ・Association who was involved in PD Pilot Project ・Local Coordinator	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Association who are willing to join the product development ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-2: Prepare a technical specification to select tour operators who are eager to work as a member of the implementation body, and when it is selected make an agreement.	2025	- Private Sector ・Implementation body establishment committee	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Association who are willing to join the product development

			・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-3: Appoint staff of the implementation body who is responsible for below activities. - Product development & Pricing - Promotion and sales - Operation	2025	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-4: Set the 3-year sales target as below: - Sales of existing product *Number of materialized tours *Average number of tourists per tour *Total number of people who joined *Total amount of sales *Total amount of profit - Sales of newly developed product *Number of tours developed *Average number of tourists per tour *Total number of people who joined *Total amount of sales *Total amount of profit - Total sales (existing + new products) *Total number of tourists joined *Total amount of sales *Total amount of benefit - Sales of the additional service *Local gifts *Meals (optional lunch, dinner) *Other additional services (if any)	2025	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-5: Set a 3-year strategy below to spread the benefit in the community. - How to involve more people in the activity - How to involve more women and	2025	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector

youth - How to increase the beneficiaries (direct and indirect) - How to raise the local procurement - The purpose to spend the benefit earned by product sales - How to protect the environment			・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-6: Share the sales target and strategy with PDTRA Product Design Team so that each side can have a same goal.	2025	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-7: Provide training arranged by PDTRA (PD1-5) to appointed staff and potential staff (who are eager to work for the tourism in the community). - Product Development skills (PD-2) - Accessible Tourism (SH-6) - Sustainable Tourism (SH-7) - English language for tourism (SH-8)	2025-2026	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-8: The implementation body and local coordinator continue the product development, promotion and sales based on their target and strategy.	2025-2027	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-9: Hold a regular meeting with PDTRA Product Design Team to monitor the activity, discuss the issues, get a necessary advice and support from PDTRA, and share	2025-2027	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial

the progress.			Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-10: Review and revise the sales target and strategy every three years.	2027 2030 2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 2-11: Hold a regular meeting between the Implementation body and PDTRA and discuss about the future direction, organization and role of public and private sector to improve the effectiveness of work.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association

PD-3: Strengthen product development skills

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2027	

Description

This project aims to give the local association staff and local coordinators who will be working as a member of the implementation body in the community the opportunity to strengthen their skill of product development.. It will give the skill and knowledge of product development, quality assurance, sales and promotion so that they can independently keep working on this business. The expected components of the training will be as follows.

- PDCA cycle
- Trends of tourism (SDGs, Diversity, Accessible Tourism, Environment Protection etc.)
- License and regulation for product development and sales
- Marketing
- Finding a tourism resource in the community
- How to make tourism resource into tourism products (story making, interpretation)
- How to make an itinerary
- Pricing
- Promotion & Sales
  *B to B & B to C sales
  *Online promotion (SNS, website)
- Operation & Accounting



Actions	Schedule	Implementer	Partner
PD 3-1: (As referred in PD1-5) Set technical specifications for the training.	2025	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association
PD 3-2: Fix the training schedule and prepare the tender documents to procure the contractors to implement the training.	2025	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association
PD 3-3: Conduct a tender and select a contractor and prepare for the training.	2025	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector

			・JITOA ・Petra Tour Operator Association
PD 3-4: Recruit the trainees. *It is mandatory for the staff of the implementation body. *The people who are eager to work for tourism are also welcomed.	2025-2026	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association
PD 3-5: Conduct a training.	2025-2026	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association
PD 3-6: Get feedback from the participants for future improvement of the training quality.	2025-2026	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association
PD 3-7: Follow-up of the trainees, give some supplement training if necessary.	2025-2027	- PDTRA ・Directorate of Local Development	・PDTRA ・Directorate of Investment ・Directorate of Financial Affairs ・Private Sector ・JITOA ・Petra Tour Operator Association

PD-4: Develop Community-Based Tourism products

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2033	

Description

Develop a local culture experience as a tourism product by the implementation body in the community:

- To increase the attraction of each community in the Petra Region;
- To diversify the tourism products in the Petra Region;
- To give more economic benefit to the community;
- To give opportunities for local residents to rediscover the value of their cultures, nature and life, which makes them to be proud of their community;
- To give job opportunities especially for women and youth to work in tourism industry;
- To provide a knowledge and experience of product development in the community; and
- Based on PDCA cycle the implementation body and PDTRA will repeat the process of PD-4-1 to PD-4-11.





Actions	Schedule	Implementer	Partner
PD 4-1: <Marketing> Do the market research of the similar products in Jordan through website or brochure.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association
PD 4-2: <Finding tourism resources> Check and find tourism resources of the community in cooperation with local people and private sector. Get advice from relevant stakeholders such as tour operators, museum, academic if necessary.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers

PD 4-3: <Story making & interpretation> Based on the marketing (PD4-1), set the target tourists (FIT, group, high-end etc.). New perspectives such as an idea by youth or women should also be taken into consideration to diversify the attraction of the product. Consider the story and how to explain the attraction of the tourism resource. Consider how to transfer the story to the tourists (interpretation)Get advice from stakeholders such as tour operators, museum, academic if necessary.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 4-4: <Making a tourism product> Check the necessary license such as food and beverage, accommodation and regulation to follow. Make a contract of tour arrangement and payment with service providers. Plan logistics as a tourism product. Check the necessary items and equipment. Make an itinerary. Get advice from tour operator if necessary.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local service providers
PD 4-5: <Pricing> Get all the cost for the products. *Materials *Equipment *Personnel costs Add up all the costs and calculate the NET rate. Add the commission to the tour operators and own profit and decide the Gross rate (sales price).	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 4-6: <Test tour> Invite PDTRA Product Design Team members and relevant stakeholders such as tour operators, academics and private sectors and provide the experience to get their feedback. Invite some tourists under the cooperation with hotels or tour operators and provide the experience to get their feedback. Review the program based on their feedback.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers

PD 4-7: <Contracting with tour operator> Prepare sales and payment conditions and negotiate with the tour operators. *Get advice from PDTRA Product Design Team if necessary. Make a contract with tour operators when agreed on the sales condition.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 4-8: <Promotion> Prepare a sales tariff for contracted tour operators. Give them promotional materials such as photos and leaflets. Post the introduction of products on SNS (Facebook, X, Instagram etc.) with the sales contact. Post the information of products on PDTRA's "Visit Petra" website with the sales contact.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 4-9: <Operation> When receive a booking form tour operators send booking request to the service providers. Check the arrangement progress of each service accordingly. Send final group information before the tour starts. Get customers' feedback.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 4-10: <Accounting> Prepare the invoice and send it to the tour operators by due date. Make a payment to the service providers following the contract. Calculate the profit earned from the tour.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers

PD 4-11: <Review and improvement> Based on the feedback from the customers and tour operators evaluate the quality of the product. Share feedback with service providers. Review the services and improve the quality.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers

PD-5: Diversify tourism products in the Petra region

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2033	

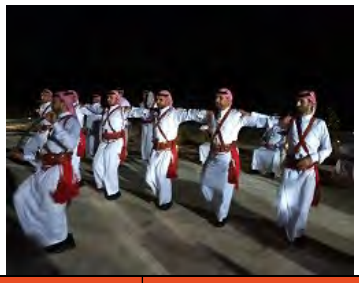
Description

Develop new tourism products to fill the missing parts (evening programs, adventure tours, new trails etc.):

- To diversify the tourism products and give the tourists more attraction
- To increase the value of Petra as World Class Tourist destination
- To enhance the tourists to stay in Petra longer;
- To develop the program following the procedure of PD-4.

As for the service provider for the program in the Cultural Village PDTRA will prepare the document for the specification of work (involvement of the local community should be included in the specification), do the tender and select the contractor who operates the program.







Actions	Schedule	Implementer	Partner
PD 5-1: <Develop Evening local culture experience at the Cultural Village> Utilize the Bedouin tent and provide the local culture experience such as: - Wedding ceremony - Bedouin instrument performance - Making local handicrafts	2025-2027	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers
PD 5-2: <Develop evening dinner show at the meeting room of the Cultural Village> Provide a buffet dinner at the meeting in the cultural village. After dinner enjoy the performance of local dance at the open space in the cultural village.	2025-2027	- Private Sector ・Implementation body	- PDTRA ・Directorate of Tourism ・Directorate of Investment ・Directorate of Financial Affairs - Private Sector ・Member of the Implementation body ・Tribe leaders ・Petra Tour Operator association ・Petra Hotel association ・Local Service Providers

PD 5-3: <Promote the evening program developed in the Pilot Project> We have developed two evening programs as a Pilot Project, that is the “Petra’s rural life in Rajif” and “Traditional Bedouin dinner and star gazing in Baidha”. Promote these programs in the following ways. - Promote on Visit Petra website - B to C sales by local tour operator - Online sales by local tour operator - Promote to JITOA tour operators	2025-2027	- Private Sector ・ Implementation body	- PDTRA ・ Directorate of Tourism ・ Directorate of Investment ・ Directorate of Financial Affairs - Private Sector ・ Member of the Implementation body ・ Tribe leaders ・ Petra Tour Operator association ・ Petra Hotel association ・ Local Service Providers
PD 5-4: <Develop Nature tour in the community> As part of local culture experience (PD-4) utilize a knowledge of local people regarding the nature in the community and develop a nature tour such as: - Exploration of flora and fauna - Natural “Kohl” (Metty) experience for women - Natural herb experience *Collaboration with the research by Petra Museum can also be an idea to collect knowledge.	2025-2033	- Private Sector ・ Implementation body	- PDTRA ・ Directorate of Tourism ・ Directorate of Investment ・ Directorate of Financial Affairs - Private Sector ・ Member of the Implementation body ・ Tribe leaders ・ Petra Tour Operator association ・ Petra Hotel association ・ Local Service Providers
PD 5-5: <Develop New Trails in Petra region> In collaboration with Petra Museum (RD-2 & 3) develop new thematic trails such as: - Exploration of Nabataean Water System (including one developed in the Pilot Project) - Exploration of historical trail “Kings Way” - Exploration of Nabataean Trade Route (incense, spice) - Utilize Jordan Trail.	2025-2033	- Private Sector ・ Implementation body	- PDTRA ・ Directorate of Tourism ・ Directorate of Investment ・ Directorate of Financial Affairs - Private Sector ・ Member of the Implementation body ・ Tribe leaders ・ Petra Tour Operator association ・ Petra Hotel association ・ Local Service Providers
PD 5-6: <Develop authentic Bedouin culture experience> As part of local culture experience develop a program featuring authentic Bedouin Culture Experience such as: - One day Shepherd experience - Weaving by goat hair experience - Local Bedouin food making experience (Samen, Jameed, Arboud, Rashouf etc.)	2025-2033	- Private Sector ・ Implementation body	- PDTRA ・ Directorate of Tourism ・ Directorate of Investment ・ Directorate of Financial Affairs - Private Sector ・ Member of the Implementation body ・ Tribe leaders ・ Petra Tour Operator association ・ Petra Hotel association ・ Local Service Providers

PD-6: Develop MICE tourism business in the Petra region

Responsible Body	SDGs Goals
Directorate of Investment	
Implementation Schedule	
2025-2033	

Description

Develop MICE tourisn to diversify the tourism product in Petra, especially during the summer and winter season (Off-Season) by:



- Provide business service providers (suppliers) related to the MICE tourism, such as Hotel, Restaurants, Catering services, Coach companies, Guides, Event promotors, etc., with educational and practical training to improve their quality of service in preparation for welcoming MICE travelers;
- Increase Handicrafts related stakeholders' capability of production;
- Develop high-quality tours and hands-on experience, as well as team building, entertainment and culinary options attractive to MI clients;
- Procure event promotors for managing catering of Foods & Beverages, equipment, etc., related to the MI tours.
- Procure coaches and buses services appropriate for transporting MICE travelers;

Work continuously on the above actions No.1~3 to welcome more MI groups and then CE groups to Petra.

Actions	Schedule	Implementer	Partner
PD 6-1: Designate a department who will be a focal point to the MICE organizer in PDTRA.	2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4–5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-2: Set technical specifications for the MICE training (educational and practical), product development participants (hands-on products, team building, entertainments and culinary options etc.) and land arrangements (transportation, accommodation) for MICE, prepare	2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs

the document for the tender to select the contractor.			- Public sector ・JTB - Private Sectors ・4–5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-3: Prepare the training with the contractor.	2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-4: Provide the MICE training to business service providers (suppliers) related to the MICE tourism to improve their quality of service in preparation for welcoming MICE traveler.	2025-2027	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for

			entertainment ・Petra Tour Operator association ・JITOA
PD 6-5: Improve the quality and production of local handicrafts used as a giveaway for MICE business (collaboration with PD-11).	2025-2033	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-6: The contractor for product development will develop high-quality tours and hands-on experience, as well as team building, entertainment and culinary options attractive to MICE clients. *It is important that the programs have flexibility so that they could be customized to meet each client's expectations and needs.	2025-2033	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-7: Procure Event promotor for managing catering of Foods & Beverages, equipment, etc., related to the MICE.	2025-2033	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development

			· Directorate of Financial Affairs - Public sector · JTB - Private Sectors · 4-5-star hotels in Petra region · Petra Restaurant association · Event Promotion company · Local association for entertainment · Petra Tour Operator association · JITOA
PD 6-8: The contractor will arrange appropriate hotel and transportation services for MICE clients.	2025-2033	- PDTRA · Directorate of Investment	- PDTRA · Directorate of Tourism · Directorate of Local Development · Directorate of Cultural Development · Directorate of Financial Affairs - Public sector · JTB - Private Sectors · 4-5* hotels in Petra region · Petra Restaurant association · Event Promotion company · Local association for entertainment · Petra Tour Operator association · JITOA
PD 6-9: PDTRA will prepare the promotion kit of MICE and promote Petra as MICE destination in Trade Show or on website.	2025-2033	- PDTRA · Directorate of Investment	- PDTRA · Directorate of Tourism · Directorate of Local Development · Directorate of Cultural Development · Directorate of Financial Affairs - Public sector · JTB - Private Sectors · 4-5-star hotels in Petra region · Petra Restaurant association · Event Promotion

			company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-10: Work continuously on the above actions No.4-9 to welcome more MICE groups and then CE groups to Petra.	2025-2033	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA
PD 6-11: Welcome MICE travelers/programs to Petra.	2025-2033	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Tourism ・Directorate of Local Development ・Directorate of Cultural Development ・Directorate of Financial Affairs - Public sector ・JTB - Private Sectors ・4-5-star hotels in Petra region ・Petra Restaurant association ・Event Promotion company ・Local association for entertainment ・Petra Tour Operator association ・JITOA

PD-7: Create an educational program collaborating with the Petra Museum as a hub of product development

Responsible Body	SDGs Goals
Directorate of Museum and Visitor Center	
Implementation Schedule	
2025-2033	

Description

Utilize the facility and result of research provided by Petra Museum as the important function for product development, providing culture experience and educational programs:

- To utilize the tangible and intangible cultural assets as the local culture experience in alliance with museum's research as tourism products;
- To strengthen the function of the museum as the venue for providing culture experience;
- To strengthen the function of the museum as the educational center; and

To raise awareness of the local people to the value of tangible and intangible cultural assets.

Actions	Schedule	Implementer	Partner
PD 7-1: Utilize the result of the research for tangible and intangible cultural assets by Petra Museum as tourism products. When Petra Museum does the research of the intangible cultural assets, the local people and staff of the implementation body will accompany and check the assets. Discussion with Petra Museum and select suitable assets that can be utilized as local culture experience.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Museum and Visitor Center - Petra Museum - Public sector ・Ministry of Education - Private sectors ・Petra Tour Operator association ・Petra College
PD 7-2: Utilize Petra Museum as the hub to provide the culture experience. The implementation body will provide the local culture experience that will be related to the exhibition of the museum (e.g. Nabatean pottery, instrument play, calligraphy) at some museum event or on the day when the Local Market (Souk Al-Dara) is conducted. Petra Museum will provide a space (in front of the museum entrance or square at the side) to the implementation body.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Museum and Visitor Center - Petra Museum - Public sector ・Ministry of Education - Private sectors ・Petra Tour Operator association - Others ・Petra College
PD 7-3: Develop educational program with Petra Museum and promote it to the schools in Jordan.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Museum and Visitor Center - Petra Museum ・Ministry of Education - Public sector - Private sectors ・Petra Tour Operator association - Others ・Petra College

PD-8: Establish a distribution and sales channel

Responsible Body	SDGs Goals
Directorate of Tourism	  
Implementation Schedule	
2025-2033	

Description

Establish the distribution and sales channel for the developed Community-Based products under the public-private relationship:

- To support the community by establishing the platform to promote and sell the products;
- To get the actual sales result through these channels;
- To establish the relationship with tour operators; and

To get more knowledge and experience how to promote and sell the products.

Actions	Schedule	Implementer	Partner
PD 8-1: B to B sales Make a relationship with JITOA (Jordan Inbound Tour Operator) under the support from PDTRA. Hold a regular meeting with JITOA to get feedback for the newly developed products. When new products are ready prepare the promotional materials (PD-4-8) and deliver it to the JITOA members. Follow-up of the sales situation with JITOA and PDTRA. If there are any challenges in sales discuss about the solution in regular meeting.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Local Development ・Directorate of Investment ・Directorate of Financial Affairs - Private sector ・JITOA ・Petra Tour Operator Association
PD 8-2: B to B to C Sales Set a technical specification of sales and announce to the local tour operators in Petra region. Make an agreement with tour operators who are willing to sell the products to the guests staying in Petra and entrust them to sell. PDTRA and the implementation body will monitor the sales and hold a regular meeting with tour operators.	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Local Development ・Directorate of Investment ・Directorate of Financial Affairs - Private sector ・JITOA ・Petra Tour Operator Association
PD 8-3: B to C Sales PDTRA, the implementation body and tour operators will discuss the future design of the B to C sales, and make an agreement about the new organization for B to C sales. Agreed organization will get a license as a tour operator and start the B to C sales.	2025-2028	- Private Sector ・Implementation body	- PDTRA ・Directorate of Local Development ・Directorate of Investment ・Directorate of Financial Affairs - Private sector ・JITOA ・Petra Tour Operator Association

PD 8-4: Online Promotion Introduce the developed products on “Visit Petra” website, Facebook and Instagram with the booking contact (SP-4). Entrust the tour operators and the new organization for the sales through OTA agents (PD-9-1, PD-9-3).	2025-2033	- Private Sector ・Implementation body	- PDTRA ・Directorate of Local Development ・Directorate of Investment ・Directorate of Financial Affairs - Private sector ・JITOA ・Petra Tour Operator Association

PD-9: Dispersal of tourists in the six communities by digital technology

Responsible Body	SDGs Goals
Directorate of Information Systems	 
Implementation Schedule	
2025-2033	

Description

Develop a location-based application to certify visit in various spots distributed across the six communities by:

- Identify tourism attractions worth visiting distributed in the six communities;
- Weighting the tourism attractions according to their value to visit, distance from Wadi Musa accessibility, etc.;
- Conceiving and develop the prizes for tourists; and
- Developing a location-based application to certify visits to various tourism attractions.

Actions	Schedule	Implementer	Partner
PD 9-1: Identify tourism attractions worth visiting in the six communities through interviews and group work.	2025	- PDTRA ・Directorate of Information Systems	- PDTRA ・Directorate of Tourism - Petra Museum - Private Sector ・Implementation body ・Local Service Providers ・Local associations
PD 9-2: Investigate accessibility of each identified tourism attraction and acquire GPS coordinates of each.	2025	- PDTRA ・Directorate of Information Systems	- PDTRA ・Directorate of Tourism - Petra Museum - Private Sector ・Implementation body ・Local Service Providers ・Local associations
PD 9-3: Create a guide showing descriptions and access information for the identified tourism attractions.	2025-2026	- PDTRA ・Directorate of Information Systems	- PDTRA ・Directorate of Tourism - Petra Museum - Private Sector ・Implementation body ・Local Service Providers ・Local associations
PD 9-4: Give scores to the tourism attractions according to their value to visit, distance from Wadi Musa, accessibility, etc.	2025-2026	- PDTRA ・Directorate of Information Systems	- PDTRA ・Directorate of Tourism - Petra Museum - Private Sector ・Implementation body ・Local Service Providers ・Local associations

PD 9-5:
Select an IT company to develop a location-based application through a tender process.
	2026	- PDTRA
		  · Directorate of Information Systems
			- PDTRA
			  · Directorate of Tourism
			- Petra Museum
			- Private Sector
			  · Implementation body
			  · Local Service Providers
			  · Local associations

PD 9-6:
Develop a location-based application to certify visit to the identified tourism attractions, considering the connection of the application with the other services such as guidance in PAP, a ticketing service, etc.
	2026-2027	- PDTRA
		  · Directorate of Information Systems
			- PDTRA
			  · Directorate of Tourism
			- Petra Museum
			- Private Sector
			  · Implementation body
			  · Local Service Providers
			  · Local associations

PD 9-7:
Conceive and develop prizes for tourists visiting the identified tourism attractions based on their scores.
	2025-2033	- PDTRA
		  · Directorate of Information Systems
			- PDTRA
			  · Directorate of Tourism
			- Petra Museum
			- Private Sector
			  · Implementation body
			  · Local Service Providers
			  · Local associations

PD-10: Establish “Made in Petra” brand for local products

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2033	

Description

Establish “Made in Petra” brand for local products:

- To confirm the brand image of Petra through the certified products; and
- To guarantee the quality of the products.





Actions	Schedule	Implementer	Partner
PD 10-1: Establish a committee within PDTRA and set the criteria of “Made in Petra” brand. The committee will prepare the certificate and logo of “Made in Petra” brand. The expected products will be as follows: *Handicrafts *Textile *Food	2025	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private Sector ・Consulting company ・Local association
PD 10-2: Local Association or Private sector will apply to get the certificate as “Made in Petra” brand. PDTRA will examine the product and make a judgement if it meets the criteria. Certified products will be allowed to use “Made in Petra” logo.	2025-2033	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private Sector ・Consulting company ・Local association
PD 10-3: <Sales support for certified products> PDTRA will support the sales of the certified products. *Promote the products on “Visit Petra” website and SNS *Provide the sales venue e.g. at the Visitor Center, Cultural Village, Elgee Village or Museum shop	2025-2033	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private Sector ・Consulting company ・Influencers

*Promote “Made in Petra” brand at the Local Market “Souk Al Dara” *Invite a wholesaler to the Local Market and arrange a business matching opportunity with the association. *Organize a promotion event to introduce the certified products			
PD 10-4: <Quality improvement training> PDTRA will prepare the technical specification and the documents for the tender of training in quality improvement of the local products. Prepare the training with a contractor and provide the training. Monitor the improvement of the products by the trainee.	2025-2033	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private Sector ・Consulting company ・Local designers
PD 10-5: <Enhance product innovation> PDTRA will organize the opportunity of exchanging ideas with local association and the young artists in Petra region. Local association will try the new design products in collaboration with young artists while preserving the traditional techniques.	2025-2033	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Investment - Private Sector ・Consulting company ・Local designers



Chapter X.
PROGRAM #4
SALES & PROMOTION

SALES AND PROMOTION (SP)

The Sales and Promotion section addresses Petra's marketing spectrum, promoting the destination with strategic, well-planned marketing principles. It highlights Petra's unique offerings to ensure consistent and effective promotion.

The Sales component emphasizes tourism products with high additional value that directly benefit the Petra region. It aims to enhance tourism's economic impact by developing exceptional products and services, fostering business-friendly environment where Petra's private sector can improve business acumen and expand globally by collaborating with various market agencies.

Promotion's focus is on targeting the right visitors at the right time, ensuring that Petra's tourism products are presented in the most appealing and timely manner. Promoting Petra as a key tourism resource of Jordan is a core responsibility of the JTB. This Master Plan aligns with this national role, aiming to bolster the promotional activities of PDTRA in harmony with JTB's efforts.

Ultimately, the Sales and Promotion supports and enhances the existing marketing framework, aiming to elevate Petra as a premier global destination, ensuring sustainable growth and economic benefits. Petra's current advantages, potentials, and challenges in sales and promotion are summarized in the table below.

1) Advantages/Potentials and Challenges

Table 5: Advantages/Potentials and Challenges on Sales and Promotion (SP)

Advantages and Potentials	Challenges
• Petra is regarded as the crown jewel and featured in most of JTB's international promotions, enhancing its visibility and attractiveness. • Petra is continuing to be regarded as a potential hub for Golden Triangle promotion, creating synergy with other key destinations in Jordan. • Emerging markets like China and Brazil are receiving significant promotional attention from JTB, expanding Petra's reach. • Each tour operator in Petra is having strong relationships with travel agencies in the source markets, facilitating effective and targeted marketing campaigns. • Petra's historical and archaeological significance serves as a unique selling point, attracting culturally interested tourists. • The unique landscape of Petra is providing diverse promotional opportunities, including eco-tourism and adventure tourism campaigns.	• Need to conduct preliminary marketing strategy studies, including learning from other destinations. • Need to target markets and customers effectively with digital transformation (DX) strategies. • Need to establish a consistent promotion cycle with cooperation based on Public-Private Partnerships. • Need to address the limited human resources dedicated to sales, promotion, and digital marketing. • Need to implement appropriate market pricing strategies to remain competitive. • Need to enhance mobile and web promotion channels to reach a wider audience. • Need to develop and maintain a robust online and social media presence to attract and engage potential visitors. • Need to execute targeted marketing campaigns that resonate with diverse international markets.

Based on the advantages/potentials and challenges summarized above, the Strategic Program for the development of Sales and Promotion in Petra is as follows.

2) Key Objectives

Enhance marketing and promotional capabilities through understanding of marketing principles and outperformance in digital marketing.

Enhancing marketing and promotional capabilities involves mastering core marketing principles and excelling in digital marketing. This includes understanding and applying effective marketing strategies to promote Petra, leveraging digital tools and platforms to reach a wider audience, and ensuring that all marketing efforts are data-driven and aligned with best practices. By focusing on

these areas, Petra can significantly improve its visibility, attract more visitors, and maintain a competitive edge in the global tourism market.

3) Priority Projects

Project	Implementation Schedule	Target Beneficiaries
SP-1: Elevate Petra's branding as a destination	2024-2033	All stakeholders in the Petra region
SP-2: Continuously promote Petra's off-the-beaten-path products	2023-2033	All stakeholders in the Petra region
SP-3: Enhance digital marketing capability	2023-2033	All stakeholders in the Petra region
SP-4: Develop comprehensive Petra marketing toolkit	2025-2026	All stakeholders in the Petra region
SP-5: Continuously monitor and update Visit Petra's website and mobile application	2023-2033	All stakeholders in the Petra region
SP-6: Boost social media engagement with targeted campaigns	2023-2033	All stakeholders in the Petra region
SP-7: Develop generative AI backed digital marketing approaches	2026-2027	All stakeholders in the Petra region
SP-8: Promote Petra as a MICE destination	2025-2033	Hotels and local SMEs
SP-9: Encourage local service providers to engage in digital marketing	2025-2033	Hotels and local SMEs

4) Implementation Schedule

Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SP-1: Elevate Petra's branding as a destination											
SP-2: Continuously promote Petra's off-the-beaten-path products											
SP-3: Enhance digital marketing capability											
SP-4: Develop comprehensive Petra marketing toolkit											
SP-5: Continuously monitor and update Visit Petra's website and mobile application											
SP-6: Boost social media engagement with targeted campaigns											
SP-7: Develop generative AI backed digital marketing approaches											
SP-8: Promote Petra as a MICE destination											
SP-9: Encourage local service providers to engage in digital marketing											

The table below shows which of the five KPIs of the Master Plan each proposed project is expected to impact and to contribute to achieving.

5) Expected Impacts

KPI \ Project	1	2	3	4	5	6	7	8	9
1. Expenditure per tourist visiting the Petra Region	○	◎	○	○	○	○	○	◎	○
2. Number of tourists	◎	◎	◎	○	○	◎	◎	◎	○
3. Tourism receipt in the Petra Region	○	◎	◎	○	○	◎	◎	◎	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	○	○	○	○	○	◎	○
5. Progress of the action taken for environmental consideration	○	○	○	○	○	○	○	○	○

Legend: ◎: Highly contributed, ○: Contributed

6) Action Plans

SP-1: Elevate Petra's branding as a destination

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2024-2033	

Description

Creating and improving Petra's branding image is paramount to establishing it as a leading global tourist destination. This action plan focuses on a strategic, multi-faceted approach to enhance Petra's visibility and appeal in the international market. By developing a strong, recognizable brand identity and leveraging various promotional channels, this initiative aims to showcase Petra's unique heritage, cultural significance, and unparalleled experiences to a worldwide audience.

Petra
VISIT PETRA

Newly developed destination logo



Newly developed Petra's Tagline

Actions	Schedule	Implementer	Partner
SP 1-1: Collaborate with a wide range of stakeholders and brainstorm Petra's branding strategy that authentically represent Petra.	2023-2024	- PDTRA ・Directorate of Tourism	- Public sector ・JTB
SP 1-2: Design a unique logo specifically for the destination that is easily captured and remembered.	2023-2024	- PDTRA ・Directorate of Tourism	- Public sector ・JTB - Private sector ・Industry professionals
SP 1-3: Develop a memorable and catchy tagline that captures the spirit of Petra, highlighting its uniqueness and allure.	2023-2024	- PDTRA ・Directorate of Tourism	- Public sector ・JTB - Private sector ・Industry professionals
SP 1-4: Build a straightforward, easy-to-navigate website that highlights Petra's key attractions, cultural experiences, and essential tourist information.	2023-2024	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals
SP 1-5: Share the determined Petra branding concept with JTB to ensure alignment and consistency in messaging.	2025-2033	- PDTRA ・Directorate of Tourism	- Public sector ・JTB

SP-2: Continuously promote Petra's off-the-beaten-path products

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2033	

Description

Promoting Petra's lesser-known attractions is crucial for diversifying the tourism offerings and spreading the benefits of tourism more evenly throughout the region. This project focuses on bringing attention to the hidden gems of Petra, providing tourists with unique and enriching experiences beyond the well-trodden paths. The promotion to these off-the-beaten-path products can be conducted by:

- Creating and marketing travel packages that include these hidden gems, offering exclusive experiences to attract adventurous tourists; and
- Organizing familiarization trips for travel agents and influencers to experience and promote these products.



Local Tour Operators FAM Trip



Promoting new product at ITB Berlin



Pamphlet promote Petra's hidden gems

Actions	Schedule	Implementer	Partner
SP 2-1: Plan and host local and international FAM trips for media influencers, tour operators, and travel agencies.	2023-2024	PDTRA - Directorate of Tourism	- Public sector ・JTB - Private sector ・JITOA ・Hotels ・Tour Operators ・Airlines
SP 2-2: Collaborate with JTB and consistently join national, regional, and international tourism expos.	2023-2024	PDTRA - Directorate of Tourism	- Public sector ・JTB
SP 2-3: Create an attractive pamphlet showcasing Petra's new tourism products with essential details.	2023-2024	PDTRA - Directorate of Tourism	- Private sector ・Industry professionals
SP 2-4: Produce engaging digital contents for Visit Petra website and social media accounts	2024-2025	PDTRA - Directorate of Tourism	- Public sector ・JTB - Private sector ・Industry professionals
SP 2-5: Partner with airline carriers, including LCCs, via in-flight magazines, announcements, and co-branded marketing.	2026-2033	PDTRA - Directorate of Tourism	- Public sector ・JTB - Private sector ・Industry professionals ・Airlines (including LCCs)

SP-3: Enhance digital marketing capability

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2033	

Description

Enhancing digital marketing capability focuses on training marketing teams and local businesses in advanced digital tools and techniques. The aim is to improve Petra's online visibility and engagement through Search Engine Optimization (SEO, social media, and content marketing. By leveraging analytics to measure and optimize performance, this project positions Petra as a top digital destination, attracting a global audience. The digital marketing capabilities need to be exercised by:

- Continuously updating Visit Petra's website & App in a more modern and appealing manner;
- Engaging in social media promotions to interact with potential visitors;
- Continuously creating digital contents, including promotional video; and
- Conducting capacity-building through on-the-job training (OJT) and other practical training sessions.



Digital marketing training to PDTRA Staffs



Creation of digital content for new product

Actions	Schedule	Implementer	Partner
SP 3-1: Determine the optimal digital marketing channels and their associated KPIs.	2025-2026	- PDTRA ・Directorate of Tourism	- Public sector ・JTB - Private sector ・Local professionals
SP 3-2: Train marketing teams and local service providers on the latest digital marketing trends and tools.	2023-2024	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals
SP 3-3: Continuously produce and distribute high-quality digital content, including promotional videos and blog posts.	2023-2024	- PDTRA ・Directorate of Tourism	- Public sector ・JTB - Private sector ・Industry professionals
SP 3-4: Provide know-how on the use of advanced analytics tools to track, measure, and optimize digital marketing campaigns effectively.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals

SP-4: Develop comprehensive Petra Marketing toolkit

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2026	

Description

Developing a comprehensive Petra marketing toolkit aims to equip marketing teams and local businesses with essential materials and strategies to effectively promote Petra. This toolkit will include high-quality images, videos, brochures, and standardized messaging guidelines, ensuring consistent and compelling promotion across all marketing channels. This toolkit support Petra's promotion by:

- Ensuring uniform branding and messaging across various platforms and marketing efforts;
- Providing ready-to-use marketing materials, such as templates for brochures and social media posts, saving time and resources for local businesses;
- Enhancing the quality of promotional content with professional-grade images and videos, making Petra more appealing to potential visitors; and
- Offering customizable tools that can be tailored to different target audiences and market needs, including specific campaigns for various demographics.



Images of Petra Marketing Toolkit

Actions	Schedule	Implementer	Partner
SP 4-1: Develop a library of professional photos and videos showcasing Petra's attractions, with usage guidelines.	2025-2026	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information System - Public sector · JTB - Private sector · Industry professionals
SP 4-2: Set up an online resource center where marketing teams and local businesses can access digital tools.	2025-2026	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information System - Private sector · Industry professionals
SP 4-3: Create customizable templates for brochures, flyers, social media posts, and emails, with training on their effective use.	2025-2026	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 4-4: Provide regular training on toolkit usage.	2025-2026	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals

SP-5: Continuously monitor and update Visit Petra's website and mobile application

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2033	

Description

Ensuring the Visit Petra website and mobile app remain current and user-friendly is vital for effective digital engagement. Regular updates will include fresh content, improved navigation, and the latest information on attractions and events. This proactive approach will help maintain Petra's strong online presence and attract more visitors by:

- Frequently refreshing the content with the latest information on attractions, events, and news to keep users engaged and informed;
- Enhancing website and app navigation, update design elements, and ensure compatibility with new devices and technologies; and
- Establish systems to collect and analyze user feedback, allowing for continuous improvements based on visitor suggestions and preferences.



Updated Visit Petra Website



Updated Visit Petra APP

Actions	Schedule	Implementer	Partner
SP 5-1: Update the website and app, focusing on design, content, and adding booking features.	2023-2024	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals
SP 5-2: Conduct ongoing training sessions on the latest updates for the website and mobile application.	2023-2024	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals
SP 5-3: Use analytics tools to monitor user behavior and optimize performance.	2025-2033	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals
SP 5-4: Regularly update and strengthen security features to protect user data.	2025-2033	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems

SP-6: Boost social media engagement with targeted campaigns

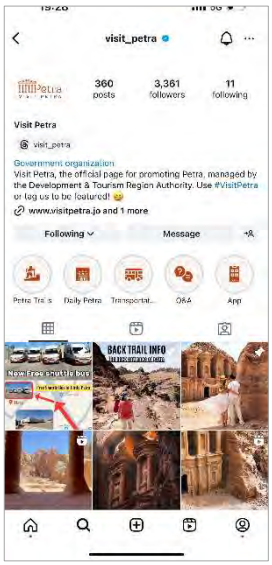
Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2033	

Description

Boosting social media engagement involves creating and executing targeted campaigns to attract and engage a wider audience. This strategy will utilize data-driven insights to tailor content specifically for different demographics and interests. Regularly posting engaging content, including videos, images, and interactive posts, will keep followers interested and active.



Visit Petra's verified Facebook Account



Visit Petra's verified Instagram account

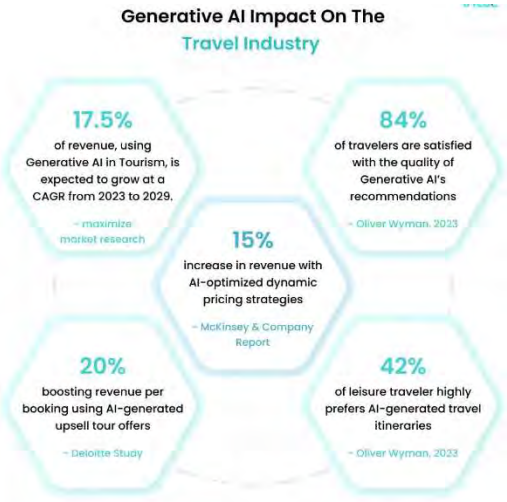
Actions	Schedule	Implementer	Partner
SP 6-1: Verify Visit Petra's Facebook and Instagram accounts to boost credibility and trustworthiness.	2023-2024	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 6-2: Run targeted advertising campaigns on social media platforms to increase engagement and follower count.	2023-2024	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 6-3: Actively respond to comments and foster a sense of connection with the audience.	2025-2026	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals
SP 6-4: Schedule engaging posts tailored to specific demographics.	2024-2033	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 6-5: Use social media analytics tools to track the effectiveness of paid ads.	2024-2033	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals

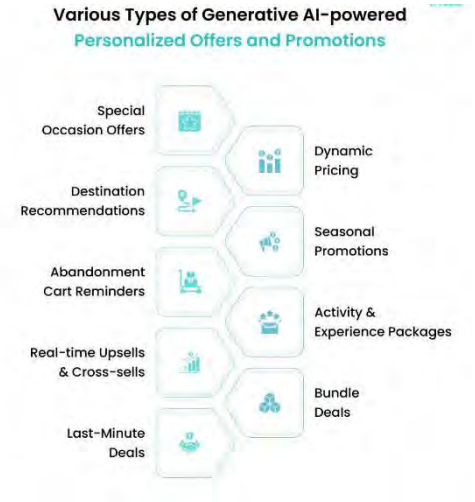
SP-7: Develop generative AI backed digital marketing approaches

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2026-2027	

Description

Integrating generative AI into Visit Petra's website and social media will enhance personalization and engagement. This project will use AI to create dynamic content, such as personalized recommendations, trip planners, and interactive experiences tailored to individual visitors. AI-driven analytics will optimize marketing strategies by providing deeper insights into visitor behavior and preferences. By leveraging AI, Visit Petra can offer more relevant and timely information, improving user experience and increasing conversion rates.





Source: intuz.com

Actions	Schedule	Implementer	Partner
SP 7-1: Implement AI algorithms on the Visit Petra website and social media to provide personalized content and trip planning suggestions.	2026-2027	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 7-2: Create AI-driven chatbots to assist visitors with trip planning and real-time recommendations.	2026-2027	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals
SP 7-3: Use AI analytics tools to gather and analyze visitor data, optimizing marketing strategies.	2026-2027	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 7-4: Utilize generative AI to produce personalized marketing content such as emails and social media posts.	2026-2027	- PDTRA · Directorate of Tourism	- PDTRA · Directorate of Information Systems - Private sector · Industry professionals

SP-8: Promote Petra as a MICE destination

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

By enhancing its facilities and services, Petra seeks to attract international business events and corporate gatherings. This strategy involves targeted marketing campaigns, partnerships with event organizers, and the development of specialized infrastructure. The goal is to boost tourism revenue and establish Petra as a leading hub for MICE activities. This initiative also supports the broader objective of diversifying Petra's tourism offerings by:

- Promoting Petra's unique appeal as a MICE destination through targeted global marketing campaigns; and
- Collaborating with international event organizers and corporate planners.





Source: IBTM World and IMEX, International MICE Exhibitions

Actions	Schedule	Implementer	Partner
SP 8-1: Designate the person in charge in marketing team responsible for MICE marketing & promotion.	2025-2026	- PDTRA · Directorate of Tourism	- PDTRA · Board of commissioners
SP 8-2: Develop campaigns to highlight Petra's unique cultural heritage and advanced MICE facilities.	2026-2027	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 8-3: Showcase Petra's MICE capabilities at leading expos like IMEX Frankfurt, IBTM World, and IT&CM Asia.	2027-2033	- PDTRA · Directorate of Tourism	- Public sector · JTB - Private sector · Industry professionals
SP 8-4: Produce engaging brochures, videos, and digital content to highlight Petra's MICE offerings.	2026-2027	- PDTRA · Directorate of Tourism	- Public sector · JTB - Private sector · Industry professionals
SP 8-5: Partner with industry publications to feature Petra's MICE advantages in key media outlets.	2026-2027	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals

SP-9: Encourage local service providers to engage in digital marketing

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

This project aims to empower local service providers in Petra to enhance their digital marketing efforts. By offering training and resources, this project helps businesses improve their online presence and reach a broader audience. It includes workshops on social media marketing, website optimization, and digital advertising. The goal is to boost local businesses' visibility and attract more visitors to Petra. This initiative also supports sustainable tourism by encouraging local economic growth.



Facebook account of Nabataean ladies Cooperative



Facebook account of Bait Al-Anbat



Facebook account of Petra Pottery Association

Actions	Schedule	Implementer	Partner
SP 9-1: Organize workshops for local service providers on social media marketing and website development to enhance their online presence.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Economic Development - Private sector ・Industry professionals
SP 9-2: Create and distribute easy-to-follow guides and toolkits on digital marketing strategies.	2026-2027	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals
SP 9-3: Establish a mentorship program where digital marketing experts provide one-on-one guidance to local businesses for their online visibility.	2027-2033	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals
SP 9-4: Implement a system for tracking the digital marketing performance of local businesses and provide ongoing support and feedback to help them continuously improve.	2026-2027	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Information Systems - Private sector ・Industry professionals



Chapter XI.
PROGRAM #5
SERVICE & HOSPITALITY

SERVICE AND HOSPITALITY (SH)

Service and Hospitality is essential elements for improving customer satisfaction.

Service and Hospitality often need clarification but have different definitions.

Hospitality addresses the emotional and psychological aspects of the customer and does not create a master-servant relationship. On the other hand, the service addresses the customer's requirements. The customer has the right to receive services commensurate with the amount paid, and the service provider must provide services commensurate with the amount received. In tourism, various service providers (defined as 'tourism human resources') interact with tourists and provide the required services.

Tourism human resources working in Petra are hospitable and friendly. However, many people confuse hospitality with service, which sometimes results in inadequate services and too much friendliness, which can mislead tourists.

Tourists' impressions and evaluations of Petra are greatly influenced by the quality of the services and hospitality provided by tourism human resources and their language, behavior, and demeanor. Therefore, human resources are important in increasing tourists' satisfaction with Petra.

Service and Hospitality aims to increase tourist satisfaction by ensuring that human resources in the Petra tourism sector understand what service is and provide services that meet tourist requirements and are worth the money tourists pay. It also aims to increase tourist comfort levels by understanding the personal distance physically and psychologically and by communicating with tourists to feel comfortable while maintaining a rich spirit of hospitality.

Petra's current advantages/potentials and challenges in Service and Hospitality are summarized in the table below.

1) Advantages/Potentials and Challenges

Table 6: Advantages/Potentials and Challenges on Service and Hospitality (SH)

Advantages and Potentials	Challenges
• There are many vibrant MSMEs in the tourism sector and they are highly motivated. • The private sector is raising awareness of the importance of hospitality and service quality. • Many people working in the tourism sector are highly motivated to acquire new knowledge and technical skills. • Young people and women are a great asset to tourism's human resources. • People in Petra are hospitable, helpful and friendly. • Petra has a college and a vocational school, where many young people study tourism. • Many women in the local community desire to work in the tourism sector. • Local communities are increasingly keen to create tourism products that benefit residents.	• Need to increase knowledge and skills in Services and Hospitality. • Need to understand comfortable personal distance. • Need to increase management-level understanding of crisis management and service management. • Need to have trainers in the Petra region who can conduct trainings on Service and Hospitality. • Need to understand and be able to deal with tourists with special needs. • Need to improve communication and English language skills. • Need to promote understanding and increasing of women working in the tourism sector. • Need to ensure a sustainable tourism development and tourism workforce in the communities.

Based on the advantages/potentials and challenges summarized above, the Strategic Program for Service and hospitality is as follows.

2) Key Objectives

Improve service quality to increase tourist satisfaction and develop human resources to ensure stable provision of tourism services.

To increase tourists' satisfaction with Petra, it is important to provide services that meet the demands of diverse tourists and appropriate hospitality to tourists.

To improve Petra's Services and Hospitality, tourism sector human resources need to acquire multifaceted knowledge and skills, such as developing expertise in their respective fields, responding to tourists' diverse needs, and communicating appropriately with tourists.

In addition, one factor for improving Service and Hospitality is that tourism human resources should be highly motivated and proud of their work. For this purpose, local communities must develop understanding of tourism and motivate tourism human resources. In the case of enterprises, the owners and upper management must know about service management such as supporting and appropriately evaluating employees, to increase employee satisfaction. This is because increasing employee satisfaction will increase the motivation of the tourism human resources working there, which will increase tourists' satisfaction.

The vigorous work of current human resources will stimulate young people to become future human resources in the Petra tourism sector and promote women's employment in the tourism industry.

Therefore, as a Strategic Program for Service and Hospitality, the following projects are proposed to achieve the key objective of " Improve service quality to increase tourist satisfaction and develop human resources to ensure stable provision of tourism services."

3) Priority Projects

Project	Implementation Schedule	Target Beneficiaries
SH-1: Establish a Service Quality Assurance Division in PDTRA	2024-2033	All tourism human resources and its candidates
SH-2: Improve service quality of hotels and restaurants	2023-2030	Hotel, Restaurant, Petra College, Vocational schools
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)	2023-2026	Hotel, Restaurant
SH-4: Strengthen the capacity of hotels and restaurants for crisis management	2025-2028	Hotel, Restaurant
SH-5: Strengthen the capacity of hotels and restaurants for service management	2025-2028	Hotel, Restaurant
SH-6: Strengthen the capacity of tourism professionals for accessible tourism	2023-2030	All tourism human resources (business/local communities)
SH-7: Enhance the knowledge among local communities for sustainable tourism	2023-2033	Local communities (individuals/associations)
SH-8: Improve the English and communication skills of local people and tourism professionals	2023-2028	Local women and youth (current and potential workers in the tourism sector)
SH-9: Encourage a competitive business environment in Petra	2025-2033	All stakeholders

4) Implementation Schedule

Project	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
SH-1: Establish a Service Quality Assurance Division in PDTRA											
SH-2: Improve service quality of hotels and restaurants											
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)											
SH-4: Strengthen the capacity of hotels and restaurants for crisis management											
SH-5: Strengthen the capacity of hotels and restaurants for service management											
SH-6: Strengthen the capacity of tourism professionals for accessible tourism											
SH-7: Enhance the knowledge among local communities for sustainable tourism											
SH-8: Improve the English and communication skills of local people and tourism professionals											
SH-9: Encourage a competitive business environment in Petra											

The table below shows which of the five KPIs of the Master Plan each proposed project is expected to impact to contribute to achieving it.

5) Expected Impacts

KPI \ Project	1	2	3	4	5	6	7	8	9
1. Expenditure per tourist visiting the Petra Region	○	◎	◎	○	◎	◎	◎	○	○
2. Number of tourists	○	○	○	○	○	◎	◎	○	○
3. Tourism receipt in the Petra Region	○	◎	◎	○	◎	◎	◎	○	○
4. Number of employments in the tourism sector in the Petra Region, especially the number of women	○	◎	◎	◎	◎	◎	○	◎	◎
5. Progress of the action taken for environmental consideration	○	○	○	○	○	○	◎	○	○

Legend: ◎: Highly contributed, ○: Contributed

6) Action Plans

SH-1: Establish a Service Quality Assurance Division in PDTRA

Responsible Boday	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2024-2033	

Description

Establish a Service Quality Assurance Division in PDTRA:

- To be the focal point for implementing the Service & Hospitality Action Plan;
- To liaise with Delivery Unit (DM-2) in implementing Service & Hospitality action plans;
- To be the driving force behind improving service and hospitality in Petra and encouraging youth and women in the tourism sector to form a sustainable workforce;
- To assign one head and three staff;
- To establish transparent administration and communication platforms between the public and private sectors;
- To arrange all necessary work to implement the action plan in cooperation with outside contractors and the private sector in Petra; and
- To monitor and examine training and activities' effectiveness and issues.

Actions	Schedule	Implementer	Partner
SH 1-1: Establish a Service Quality Assurance Division under the direct control of the Directorate of Tourism of PDTRA and assign one head and three staff.	2024-2025	- PDTRA ・Directorate of Tourism	—
SH 1-2: Set timelines and man-hours for implementing the action plans.	2024-2025	- PDTRA ・Directorate of Tourism	—
SH 1-3: Examine the overall quality of services and hospitality in Petra, the attitudes of human resources in the tourism sector, and youth and women's views on tourism. *This examination should be carried out regularly.	2025-2033	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment - Private sector ・Tourism business ・Local associations - Others ・Petra College and vocational schools
SH 1-4: Determine KPIs to be used as indicators of service & hospitality improvement after implementing all action plans.	2025	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment

SH 1-5: Prepare technical specifications and tender documents to procure contractors to implement training and activities.	2025-2033	- PDTRA · Directorate of Supplies and Tenders	- PDTRA · Directorate of Tourism · Directorate of Local Development · Directorate of Investment
SH 1-6: Prepare all requirements and logistics arrangements and implement training and activities aligned with the schedule.	2025-2033	- PDTRA · Service Quality Assurance Division	- PDTRA · Directorate of Local Development · Directorate of Investment
SH 1-7: Prepare and issue an annual activity report to disclose the progress of projects, financial balance, and tourism human resources situation in Petra.	2025-2033	- PDTRA · Service Quality Assurance Division	- PDTRA · Directorate of Local Development · Directorate of Investment
SH 1-8: Evaluate the effectiveness of the action plan in 1 year after completing the action plan.	2030-2033	- PDTRA · Service Quality Assurance Division	- PDTRA · Directorate of Local Development · Directorate of Investment

SH-2: Improve service quality of hotels and restaurants

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2030	

Description

Provide opportunities for hotel and restaurant employees to acquire knowledge and technical skills in service and hospitality.

- To offer section-specialized training to the employees in the hotel and restaurant sector;
- To offer different types of training, depending on years of experience in the industry;
- To offer the same training several times so that more hotel and restaurant employees can participate;
- To issue certificates of completion of the training; and
- To follow up on the training and conduct post-evaluations, including the effectiveness of the training.

Promote the Dos & Don'ts video to educate newcomers in hotels and restaurants and as a teaching tool in vocational schools and Petra College.



Pilot Project - Service and Hospitality Training (Feb. 2024)

Actions	Schedule	Implementer	Partner
SH 2-1: Assess the knowledge and skills of hotel and restaurant employees in service and hospitality.	2023-2025	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 2-2: Determine detailed plans for Introductory Training. (1) Contents. (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants at each training, etc.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 2-3: Arrange application forms and accept applications for participation in Introductory Training.	2025-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 2-4: Conduct Introductory Training for hotels (front office, bell desk, housekeeping, and food & beverage staff) and restaurants (hall and kitchen staff) by the contractor.	2025-2026	- PDTRA ・Service Quality Assurance Division	- Contractor

SH 2-5: Monitor and follow up on each training and conduct post-evaluations.	2025-2026	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 2-6: Conduct Introductory Training by the TOT trainees (refer to SH3).	2027-2030	- PDTRA ・Service Quality Assurance Division	- TOT trainees
SH 2-7: Monitor and follow up on each training and conduct post-evaluations.	2027-2030	- PDTRA ・Service Quality Assurance Division	- TOT trainees - Private sector ・Hotel Association ・Restaurant Association
SH 2-8: Determine detailed plans for Advanced Training. (1) Contents. (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants at each training, etc.	2028	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 2-9: Arrange application forms and accept applications for participation in Advanced Training.	2028-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 2-10: Conduct Advanced Training for hotels (front desk, housekeeping, and food & beverage staff) and restaurants (hall and kitchen staff) by the contractor.	2028-2030	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 2-11: Monitor and follow up on each training and conduct post-evaluations.	2028-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 2-12: Conduct briefings for the tourism and education sectors to introduce Dos & Don'ts videos as a teaching tool for newcomers and students who study tourism.	2023-2025	- PDTRA ・Service Quality Assurance Division	- Private sector ・Hotel Association ・Restaurant Association - Others ・Petra Collage and vocational schools
SH 2-13: Encourage the use of Dos & Don'ts videos in the tourism and educational sectors.	2025-2027	- PDTRA ・Service Quality Assurance Division	- Private sector ・Hotel Association ・Restaurant Association - Others ・Petra Collage and vocational schools

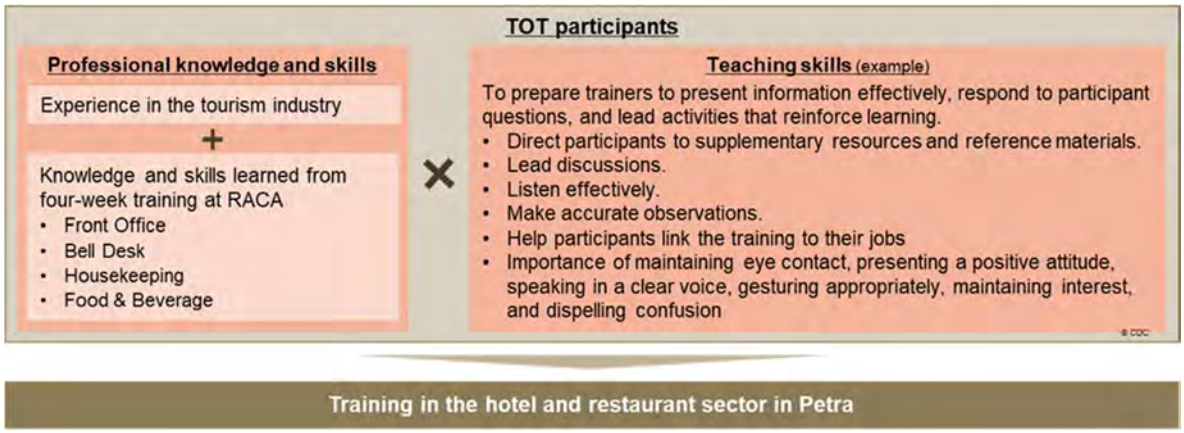
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2026	

Description

Provide an opportunity for the RACA trainees who demonstrate exceptional performance and can consider Petra's benefits in acquiring the skills and techniques necessary to effectively transfer their knowledge and expertise to the employees in the hotel and restaurant sector in Petra.

- To offer the TOT (training of trainers) program to the RACA trainees under several conditions;
- To issue certificates of completion of the training; and
- To follow up on the training and verify its effectiveness.



Actions	Schedule	Implementer	Partner
SH 3-1: Determine trainees from the RACA trainees.	2023-2025	- PDTRA ・Service Quality Assurance Division	- RACA trainees
SH 3-2: Discuss possible training periods with the training contractor.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor - RACA trainees
SH 3-3: Organize briefings on the "TOT Program" and ensure that selected trainees (from this point onwards, RACA trainees are referred to as TOT trainees) understand the importance of training trainers from among the tourism human resources working in Petra.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor - TOT trainees - Private sector ・Hotel Association ・Restaurant Association
SH 3-4: The hotel association, restaurant association, TOT trainees, and PDTRA agree that the TOT trainees will conduct Introductory Training for the employees in the hotels and restaurants sector in Petra.	2025	- PDTRA ・Service Quality Assurance Division	- TOT trainees - Private sector ・Hotel Association ・Restaurant Association

SH 3-5: Conduct Training of Trainers for the TOT trainees.	2026	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 3-6: Monitor and follow up on training.	2026	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 3-7: Provide Introductory Training schedules (2027-2030) for hotels and restaurants. The TOT trainees will conduct Introductory Training on Improving Service Quality (refer to SH2-6).	2026	- PDTRA ・Service Quality Assurance Division	- TOT trainees - Private sector ・Hotel Association ・Restaurant Association

SH-4: Strengthen the capacity of hotels and restaurants for crisis management

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2028	

Description

Provide opportunities for management people to understand crisis management.

- To offer training to management people in the hotel and restaurant sector;
- To offer the same training several times so that more hotel and restaurant management can participate; and
- To follow up on the training and conduct post-evaluations, including the effectiveness of the training.



Actions	Schedule	Implementer	Partner
SH 4-1: Assess knowledge of Crisis Management.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 4-2: Determine detailed plans for Crisis Management Training. (1) Contents. (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants at each training, etc.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 4-3: Arrange application forms and accept applications for participation in Crisis Management Training.	2026-2028	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 4-4: Conduct Crisis Management Training for owners and general managers in hotels and restaurants.	2026-2028	- PDTRA ・Service Quality Assurance Division	- Contractor

- Training includes preparing a manual and checklist of activities against crises, tailored to each company's situation.			
SH 4-5: Monitor and follow up on each training and conduct post-evaluations.	2026-2028	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association

SH-5: Strengthen the capacity of hotels and restaurants for service management

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2028	

Description

Provide opportunities for management people to understand service management:

- To offer training to the management people in the hotel and restaurant sector;
- To offer the same training several times so that more hotel and restaurant management can participate; and
- To follow up on the training and conduct post-evaluations, including the effectiveness of the training.



Actions	Schedule	Implementer	Partner
SH 5-1: Assess knowledge of Service Management (e.g., assessing employee performance, maintaining employee motivation, supporting and treating employees, becoming a role model for employees in providing higher value service to customers, etc.).	2025	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association
SH 5-2: Determine detailed plans for Service Management Training. (1) Contents. (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants at each training, etc.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 5-3: Arrange application forms and accept applications for participation in Service Management Training.	2026-2028	- PDTRA ・Service Quality Assurance Division	- Contractor - Private sector ・Hotel Association ・Restaurant Association

SH 5-4: Conduct Service Management Training for managers and supervisors in the HR department in hotels and for owners and managers in restaurants. - Training includes developing evaluation criteria for employee performance.	2026-2028	- PDTRA · Service Quality Assurance Division	- Contractor

SH 5-5:
Monitor and follow up on each training and conduct post-evaluations.
	2026-2028	- PDTRA
		  · Service Quality Assurance Division
			- Contractor
			- Private sector
			  · Hotel Association
			  · Restaurant Association

SH-6: Strengthen the capacity of tourism professionals for accessible tourism

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2023-2030	

Description

Provide opportunities for tourism human resources (public, business, and local communities) to acquire knowledge and technical skills in accessible tourism:

- To offer different types of training to the trainees in the tourism sector;
- To offer the same training several times so that more tourism human resources can participate;
- To issue certificates of completion of the training; and
- To follow up on the training and conduct post-evaluations, including the effectiveness of the training.






Pilot Project - Accessible Tourism Training (Dec. 2023)

Actions	Schedule	Implementer	Partner
SH 6-1: Assess knowledge and skills of Accessible Tourism.	2023-2025	- PDTRA ・Service Quality Assurance Division	- Contractor - PDTRA ・Directorate of Local Development ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance - Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local associations
SH 6-2: Determine detailed plans for Introductory Training. (1) Contents (e.g., definition of disabilities, types of disabilities, challenges faced by people with disabilities, methods for providing appropriate assistance, etc.) (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants in each training, etc.	2025	- PDTRA ・Service Quality Assurance Division	- Contractor

SH 6-3: Arrange application forms and accept applications for participation in Introductory Training.	2026-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - PDTRA ・Directorate of Local Development ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance - Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local associations
SH 6-4: Conduct Introductory Training for all tourism human resources and local people involved in Product Design projects.	2026-2030	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 6-5: Monitor and follow up on each training and conduct post-evaluations.	2026-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - PDTRA ・Directorate of Local Development ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance - Private sector ・Hotel Association ・Restaurant Association ・Guide Association ・Local associations
SH 6-6: Determine detailed plans for Advanced Training. (1) Contents (e.g., in-depth knowledge and advanced skills necessary for offering exceptional assistance to tourists with disabilities, etc.) (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants in each training, etc.	2026	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 6-7: Arrange application forms and accept applications for participation in Advanced Training.	2027-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - PDTRA ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance

			- Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local associations
SH 6- 8: Conduct Advanced Training for those who completed Introductory Training.	2027-2030	- PDTRA ・Service Quality Assurance Division	- Contractor
SH 6-9: Monitor and follow up on each training and conduct post-evaluations.	2027-2030	- PDTRA ・Service Quality Assurance Division	- Contractor - PDTRA ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance - Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local associations

SH-7: Enhance the knowledge among local communities for sustainable tourism

Responsible Body	SDGs Goals
Directorate of Investment	
Implementation Schedule	
2023-2033	

Description

Provide opportunities for local communities (individuals/associations) to acquire knowledge in sustainable tourism:

- To offer training to local communities (individuals/associations) that are involved in developing community-based tourism products;
- To offer the same training several times so that more associations and individuals can participate; and
- To follow up on the training and conduct post-evaluations, including the effectiveness of the training.

GSTC certificate holders in PDTRA lead to create knowledge and experience-sharing opportunities among communities.





Pilot Project - Sustainable Tourism Training (Feb. 2024)

Actions	Schedule	Implementer	Partner
SH 7-1: Assess knowledge of Sustainable Tourism.	2023-2025	- PDTRA ・Directorate of Investment	- PDTRA ・Directorate of Local Development ・GSTC certification holders - Private sector ・Local Associations
SH 7-2 Determine detailed plans for "Sustainability Training." (1) Contents (e.g., GSTC pillars, the case for sustainability, hygiene practice, etc.) (2) Number of training days. (3) Overall schedule and timeline, including the number of training sessions. (4) Number of participants in each training, etc.	2025	- PDTRA ・Directorate of Investment	- Contractor
SH 7-3: Arrange application forms and accept applications for participation in Sustainable Tourism Training.	2025-2027	- PDTRA ・Directorate of Investment	- Contractor - PDTRA ・Directorate of Local Development - Private sector ・Local Associations

SH 7-4: Conduct Sustainable Tourism Training for local people involved in Product Design projects.	2025-2027	- PDTRA · Directorate of Investment	- Contractor

SH 7-5:
Monitor and follow up training and conduct post-evaluations.
	2025-2027	- PDTRA
		  · Directorate of Investment
			- Contractor
			- PDTRA
			  · Directorate of Local Development
			  · GSTC certification holders
			- Private sector
			  · Local Associations

SH 7-6:
Create knowledge and experience-sharing opportunities among communities.
	2025-2033	- PDTRA
		  · Director of Investment
			- PDTRA
			  · Directorate of Local Development
			  · GSTC certification holders
			- Private sector
			  · Local Associations

SH-8: Improve the English and communication skills of local people and tourism professionals

Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2024-2033	

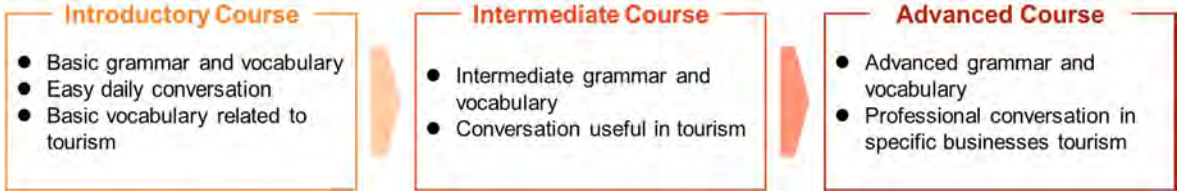
Description

Improve English and communication skills which are useful in tourism among local people, especially women and youth, by:

- Offering different types of learning courses according to the level of each student and characteristics of occupations in the tourism sector;
- Issuing certificates of completion of the learning courses, which is useful for local employment in the tourism sector; and
- Following up on the courses and conducting post-evaluations, including the effectiveness of the courses for their work/employment.

The main target of this project is local women and youth (under 30) in the Petra region who are currently working in the tourism sector and those who are interested in working in the tourism sector in the future.

These courses are not single courses but should be provided repeatedly.



Actions	Schedule	Implementer	Partner
SH 8-1: Determine the detailed plans for each learning course. (1) Contents (2) Schedule (3) Target (4) Number of students etc.	2024-2025	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Economic Development ・Directorate of Human Resources ・Service Quality Assurance Division
SH 8-2: Procure contractor(s)/trainer(s) to provide the learning course.	2025	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources ・Directorate of Investment ・Directorate of Supplies and Tenders ・Service Quality Assurance Division
SH 8-3: Receive applications and confirm the students for the learning course.	2025-2032	- PDTRA ・Directorate of Local Development	- PDTRA ・Directorate of Tourism ・Directorate of Human Resources ・Service Quality Assurance Division - Trainer (academic, private company, etc.)

SH 8-4:
Conduct a placement test to determine the level and needs of each applicant.
	2025-2032	- PDTRA
		  · Directorate of Local Development
			- PDTRA
			  · Directorate of Tourism
			  · Directorate of Human Resources
			  · Service Quality Assurance Division
			- Trainer (academic, private company, etc.)

SH 8-5:
Conduct learning courses
	2025-2032	- PDTRA
		  · Directorate of Local Development
			- PDTRA
			  · Directorate of Tourism
			  · Directorate of Human Resources
			  · Service Quality Assurance Division
			- Trainer (academic, private company, etc.)

SH 8-6:
Issue certificates to students who completed the courses.
	2025-2032	- PDTRA
		  · Directorate of Local Development
			- PDTRA
			  · Directorate of Tourism
			  · Directorate of Human Resources
			  · Service Quality Assurance Division
			- Trainer (academic, private company, etc.)

SH 8-7:
Provide support for students to make the most of the course completion for their employment through the career guidance system proposed in DM-12.
	2026-2033	- PDTRA
		  · Service Quality Assurance Division
			- PDTRA
			  · Directorate of Local Development
			  · Directorate of Economic Development
			  · Directorate of Tourism
			  · Directorate of Human Resources
			- Private sector
			  · Tourism businesses

SH 8-8:
Monitor and follow up on the courses and conduct post-evaluations.
	2027-2033	- PDTRA
		  · Directorate of Local Development
			- PDTRA
			  · Directorate of Tourism
			  · Directorate of Human Resources
			  · Directorate of Economic Development
			  · Service Quality Assurance Division
			- Private sector
			  · Tourism businesses

SH-9: Encourage a competitive business environment in Petra

Responsible Body	SDGs Goals
Directorate of Tourism	
Implementation Schedule	
2025-2033	

Description

Raise awareness of the importance of service and hospitality among Petra's tourism human resources and foster pride in working in the tourism industry:

- To create a credo for Petra's tourism human resources to share the service creed and the spirit of hospitality that has been handed down since the Nabatean era;
- To conduct service competitions every year with a certification for winners; and
- To motivate youth and women in the tourism industry.



The Ritz-Carlton CREDO

Actions	Schedule	Implementer	Partner
SH 9-1: Assess the readiness of service human resources working in the Petra region and the value of their services in developing a Petra Service Credo.	2025-2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment - Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local Associations
SH 9-2: Determine the contents of the credo.	2026	- PDTRA ・Directorate of Tourism	- PDTRA ・Directorate of Local Development ・Directorate of Investment
SH 9-3: Create the credo and distribute the credo to all human resources working in the tourism sector, both public and private.	2027	- PDTRA ・Service Quality Assurance Division	- PDTRA ・Directorate of Museum and Visitor Center ・Division of Follow-up and Quality Assurance - Private sector ・Hotel Association ・Restaurant Association ・Tour Guide Association ・Local Associations
SH 9-4: Prepare evaluation criteria and a checklist to verify the quality of service that hotels and restaurants provide for Service Quality Competition.	2027	- PDTRA ・Service Quality Assurance Division	—

SH 9-5: Discuss the prizes and raise funds to prepare prizes.	2027-2030	- PDTRA ・Directorate of Tourism	- Private sector ・Hotel Association ・Restaurant Association ・Local Association ・Individuals who support the prizes
SH 9-6: Prepare an application form for conducting Service Quality Competitions, distribute the form, and accept applications for participation.	2027-2030	- PDTRA ・Service Quality Assurance Division	- Private sector ・Hotel Association ・Restaurant Association
SH 9-7: Assigned undercover investigators.	2028-2032	- PDTRA ・Service Quality Assurance Division	—
SH 9-8: Implement the Service Quality Competition. (Jan. to Dec.) Conduct periodic undercover investigations, evaluate social networking assessments and guest satisfaction forms, colleague recommendations, Dos & Don'ts video use, number of employees and management people participating in training (especially SH2, 4, 5, 6, and 8), etc.	2028-2032	- PDTRA ・Service Quality Assurance Division	- Private sector ・Hotel Association ・Restaurant Association
SH 9-9: Choose the best hotel (and hotel staff) and restaurant (and restaurant staff). Prizes and certificates (service ambassador badges for individual winners) are presented at the Awards Ceremony.	2029-2033	- PDTRA ・Directorate of Tourism	- Private sector ・Hotel Association ・Restaurant Association



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