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.

November 3rd, 2024

Petra Development and Tourism Region Authority (PDTRA)

Chief Commissioner

H. E. Dr. Fares Abdel Hafez Al-Braizat

TABLE OF CONTENS

EXECUTIVE SUMMARY 1

OBJECTIVE AND TARGET OF THE MASTER PLAN 1

OUR APPROACH AND TARGET 1

1) Value Chain Approach 1
2) Target Area and Target Year 1

VISION AND GUIDING PRINCIPLES 1

1) Vision 1
2) Guiding Principles 1

KEY PERFORMANCE INDICATORS (KPI) 1

STRATEGIC PROGRAMS 2

1) Program #1: Destination Management (DM) 2
2) Program #2: Research and Development (RD) 2
3) Program #3: Product Design (PD) 3
4) Program #4: Sales and Promotion (SP) 3
5) Program #5: Service and Hospitality (SH) 3

Chapter I. INTRODUCTION 5

INTRODUCTION 6

1) Background 6
2) Objective 6
3) Target Area 6
4) Target Year 7
5) Implementation Framework 7

Chapter II. CURRENT STATUS OF PETRA 9

PETRA IN NUMBERS 10

1) Number of Visitors 10
2) Source Market 11
3) Number of Nights Spent 11
4) Average Per Night Spending by Nationality 12
5) Seasonality 13

SWOT Analysis of the Petra region 14

Chapter III. MASTER PLAN STRUCTURE 15

MASTER PLAN STRUCTURE 16

1) Value Chain Approach 16
2) Master Plan Framework 18
3) Definition 18

Chapter IV. VISION 19

VISION 20

1) Tourism in Petra Today 20

2) Our Story of the Nabateans 20
3) Mind of As-Salam 20
4) Living in Harmony 20
5) Our Identity 20
6) To Strengthen Petra as A World-Class Destination 21
7) To Pass on Our Heart 21
8) WE ARE PETRA 21
9) Our Vision 21

Chapter V. GUIDING PRINCIPLES 23

GUIDING PRINCIPLES 24
1) Simplify and Diversify 24
2) Localize and Globalize 24
3) Conserve and Develop 24
4) Integrate and Separate 25
5) Cooperate and Compete 25

Chapter VI. KEY PERFORMANCE INDICATORS 27

KEY PERFORMANCE INDICATORS 28
1) Expenditure per Tourist Visiting the Petra Region 28
2) Number of Tourists 28
3) Tourism Receipt in Petra 29
4) Number of Employments in the Tourism Sector in Petra, Especially the Number of Women 29
5) Progress of the Action taken for the Environmental Consideration 30

EX-POST EVALUATION INDICATORS 31
1) Indicator to be used to measure the Impacts of the Project 31
2) Indicator to be used to measure the Impacts after the Implementation of the Master Plan 31

Chapter VII. PROGRAM #1 DESTINATION MANAGEMENT 33

DESTINATION MANAGEMENT (DM) 34
1) Advantages/Potentials and Challenges 34
2) Key Objectives 34
3) Priority Projects 35
4) Implementation Schedule 36
5) Expected Impacts 37
6) Action Plans 38

Chapter VIII. PROGRAM #2 RESEARCH & DEVELOPMENT 77

RESEARCH AND DEVELOPMENT (RD) 78
1) Advantages/Potentials and Challenges 78
2) Key Objectives 79
3) Priority Projects 79
4) Implementation Schedule 80
5) Expected Impacts 80
6) Action Plans 81

Chapter IX. PROGRAM #3 PRODUCT DESIGN 115

PRODUCT DESIGN (PD) 116
1) Advantages/Potentials and Challenges 116
2) Key Objectives 117
3) Priority Projects 117
4) Implementation Schedule 118
5) Expected Impacts 118
6) Action Plans 119
Chapter X. PROGRAM #4 SALES & PROMOTION 145
SALES AND PROMOTION (SP) 146
1) Advantages/Potentials and Challenges 146
2) Key Objectives 146
3) Priority Projects 147
4) Implementation Schedule 147
5) Expected Impacts 148
6) Action Plans 149
Chapter XI. PROGRAM #5 SERVICE & HOSPITALITY 159
SERVICE AND HOSPITALITY (SH) 160
1) Advantages/Potentials and Challenges 160
2) Key Objectives 161
3) Priority Projects 161
4) Implementation Schedule 162
5) Expected Impacts 162
6) Action Plans 163

TABLES AND FIGURES

Tables

Table 1: SWOT Analysis of the Petra Region 14
Table 2: Advantages/Potentials and Challenges on Destination Management (DM)..... 34
Table 3: Advantages/Potentials and Challenges on Research and Development (RD) 78
Table 4: Advantages/Potentials and Challenges on Product Design (PD).....116
Table 5: Advantages/Potentials and Challenges on Sales and Promotion (SP) 146
Table 6: Advantages/Potentials and Challenges on Service and Hospitality (SH)..... 160

Figures

Figure 1: 6 communities in the Petra region 6
Figure 2: Number of visitors to Petra 10
Figure 3: Visitors by source market (2019).....11
Figure 4: Visitors by source market (2023).....11
Figure 5: Average number of nights stay in Petra 12
Figure 6: Top 30 Nationality by Per Night Spending..... 12
Figure 7: Monthly number of visitors to Petra 13
Figure 8: Five processes of the tourism value chain 16
Figure 9: Master Plan Framework..... 18
Figure 10: Average spending per tourist per stay..... 28
Figure 11: Number of tourist arrivals to Petra 28
Figure 12: Tourism receipt in Petra 29
Figure 13: Number of employments 29
Figure 14: Master Plan KPIs 30

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.

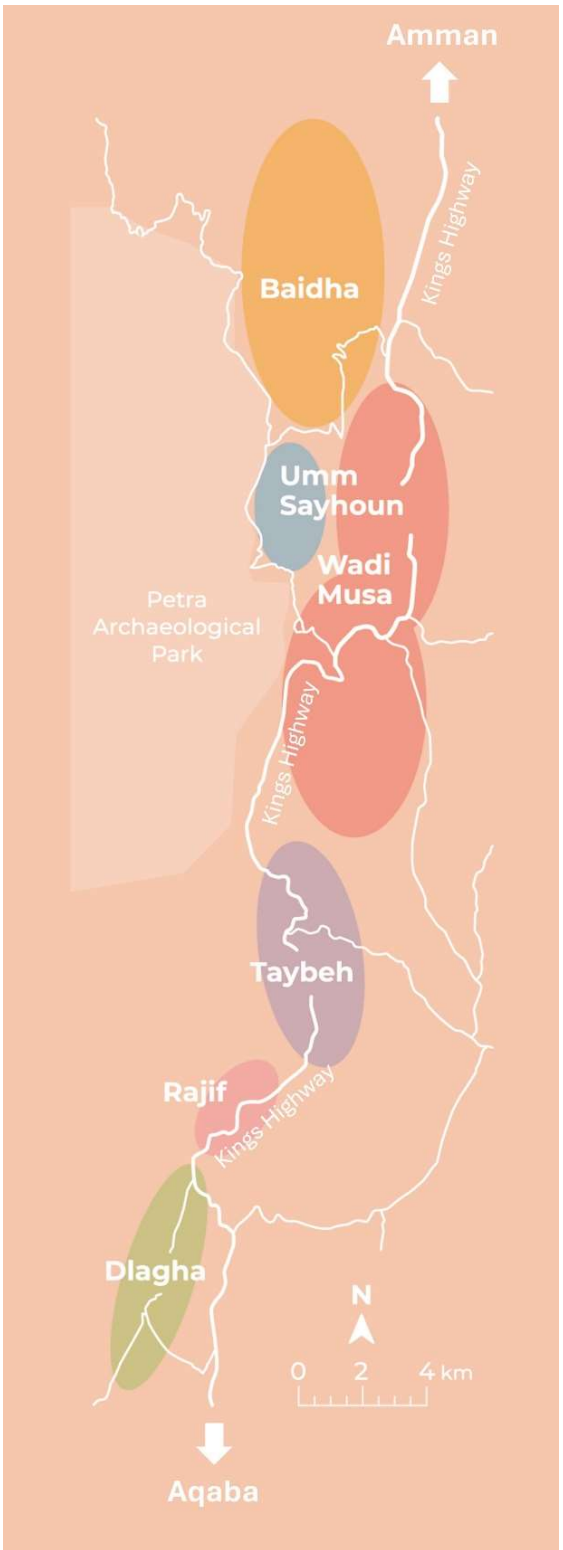


Figure 1: 6 communities in the Petra region

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.

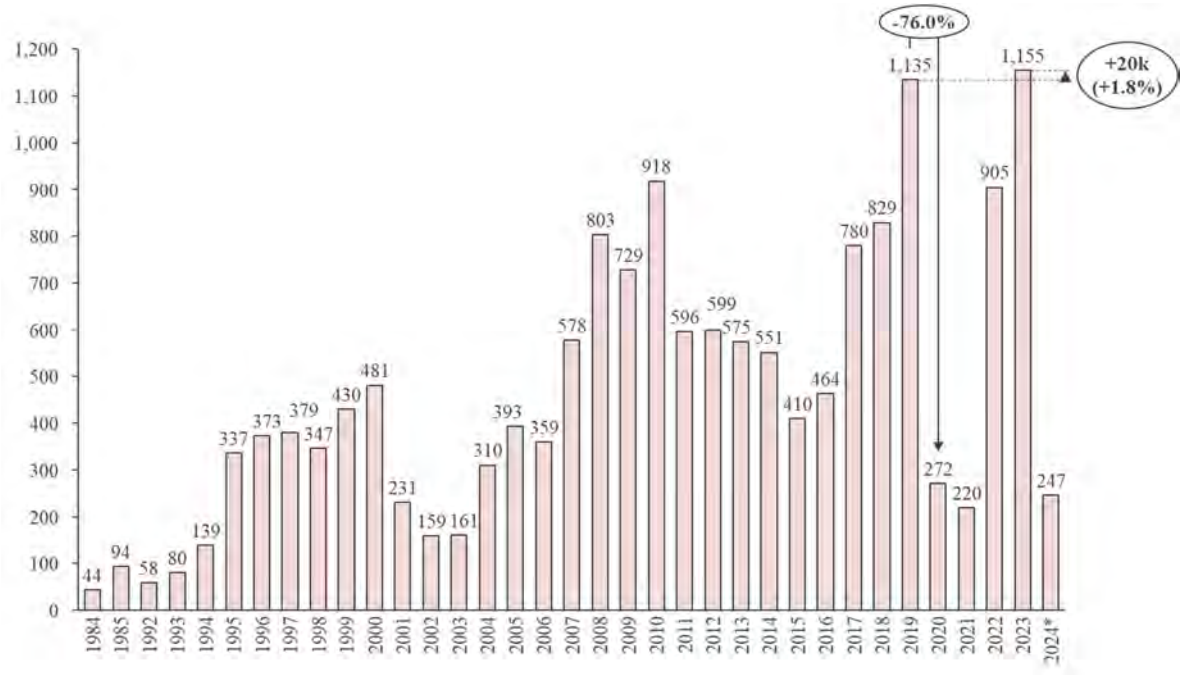
The Project for Formulating a Tourism Development Master Plan in the Petra Region was implemented within the above framework from April 2021 to February 2025.

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.

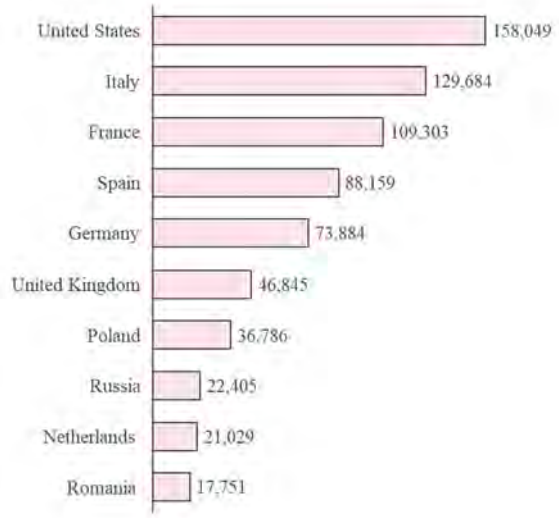
As of May 2024, around 247,000 visitors have visited Petra. This number reflects the ongoing challenges the tourism sector faces, indicating that while there has been a recovery, external factors continue to influence the growth trajectory.

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.

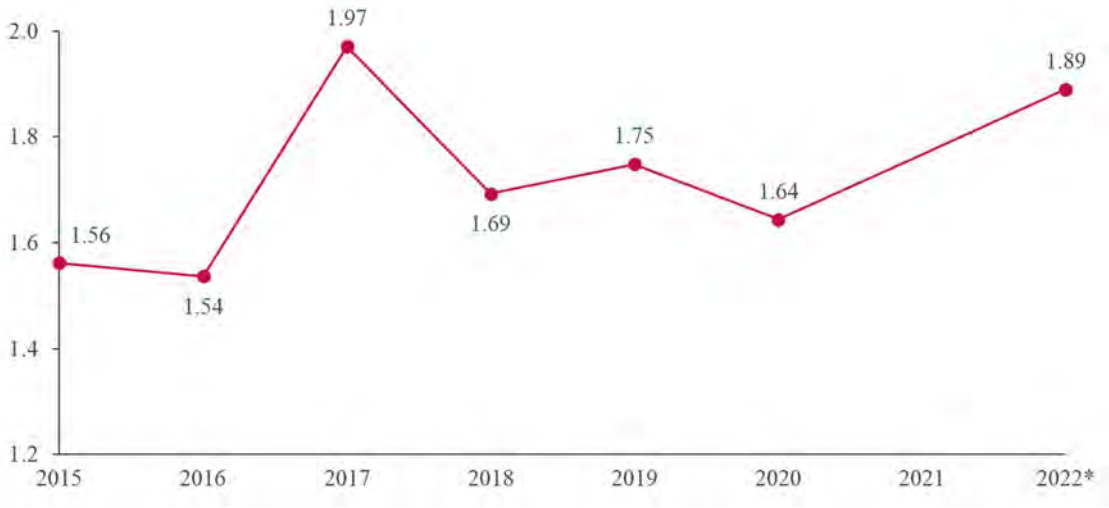
Conversely, Romania emerged as a new entrant in the top 10 source markets by 2023, likely due to the increased availability of Low-Cost Carrier (LCC) flights and targeted marketing efforts. Additionally, Poland showed a marked increase in its ranking, demonstrating a substantial rise in visitors, which 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

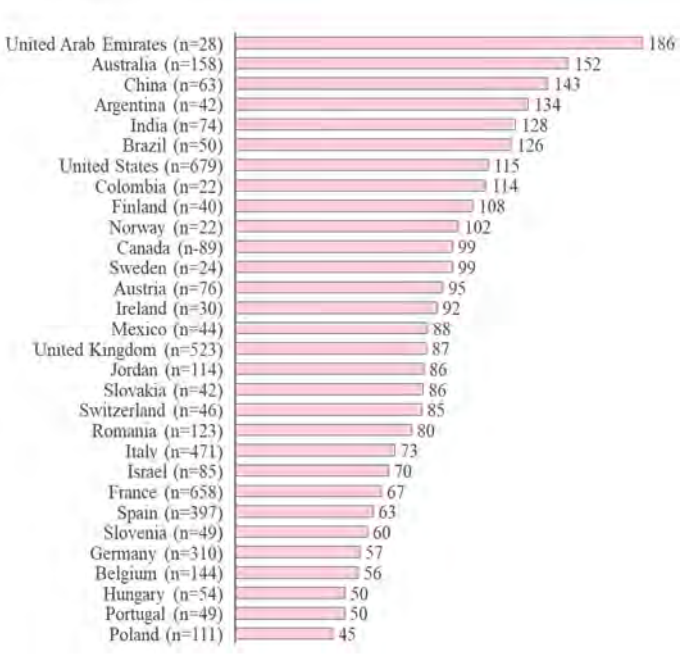
Figure 5: Average number of nights stay in Petra

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.

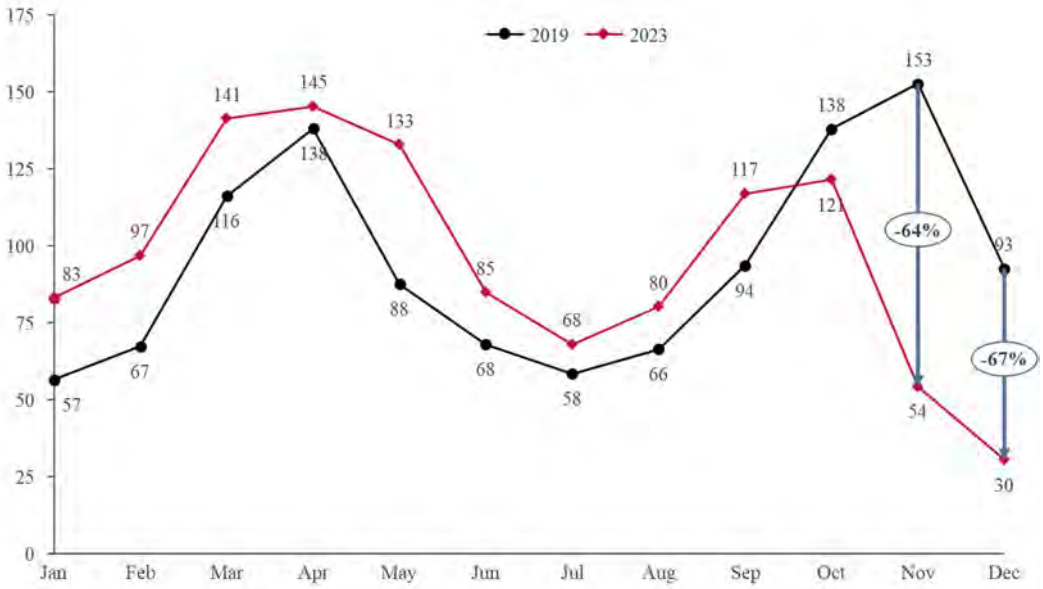


Unit: Jordanian Dinar (JOD)
Source: JICA Project Team Baseline Survey (2022)

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.

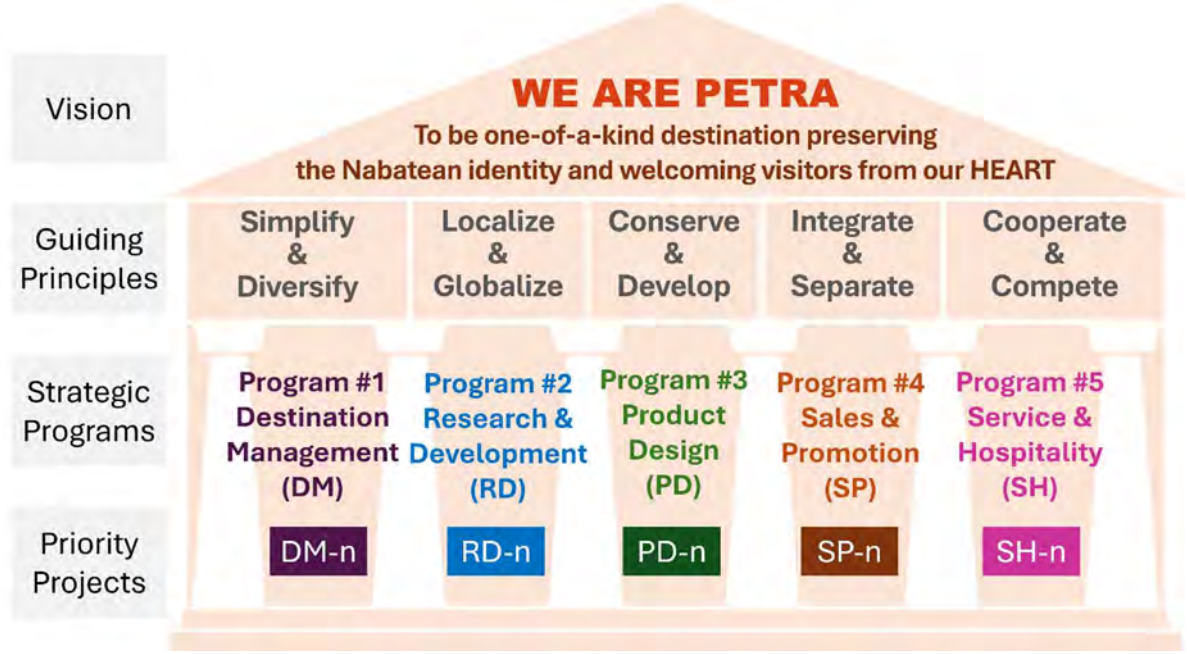
It is important to establish a cycle that improve the entire process of the Value Chain based on the lessons learned through after-sales services and to maximize the value of the tourist destination.

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.

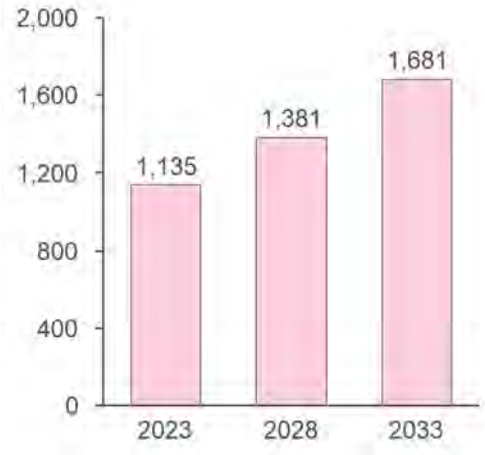
Unit: Jordanian Dinar (JOD)
Source: JICA Project Team Baseline Survey (2022)

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)

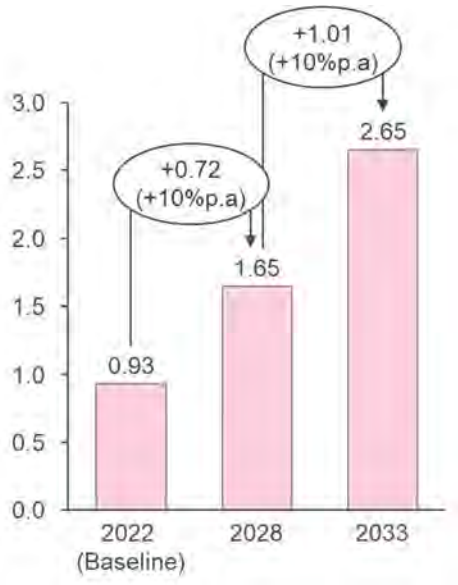
Figure 11: Number of tourist arrivals to Petra

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.



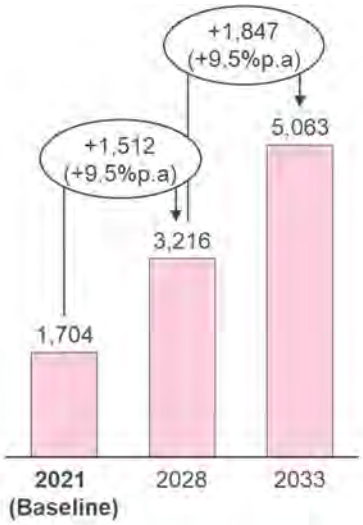
Unit: Billion USD
Source: Central Bank of Jordan

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

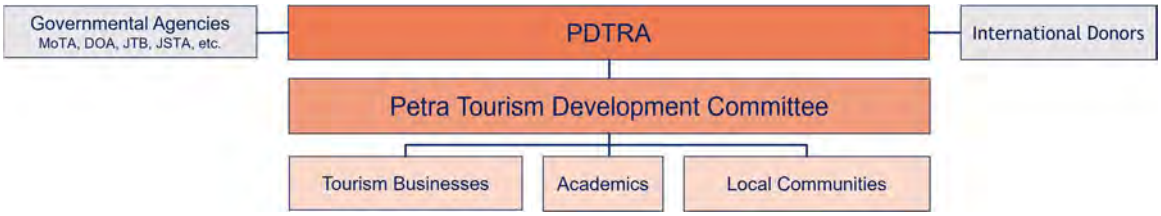
DM-1: Strengthen destination management framework in Petra

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

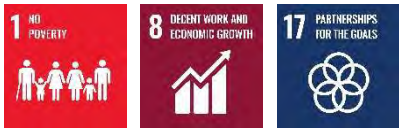
Establish a Delivery Unit in PDTRA:

- 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

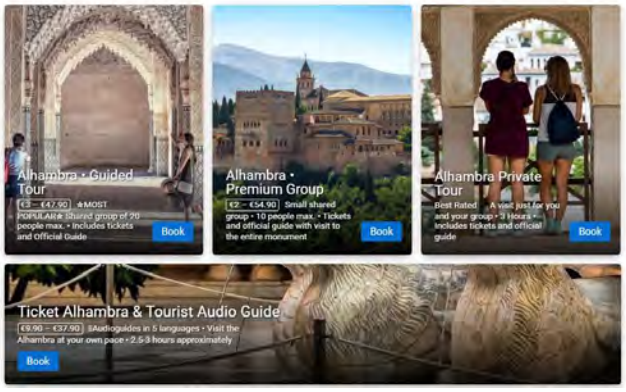
DM-4: Install new ticketing system with QR code

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

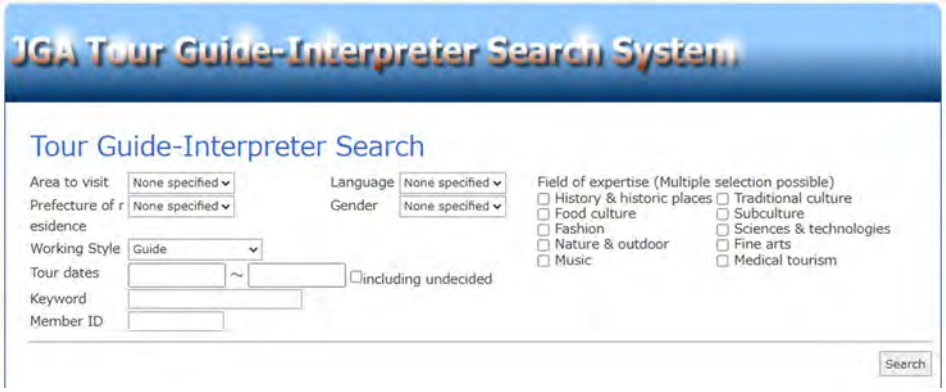
DM-7: Develop on-demand tour guide matching system

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

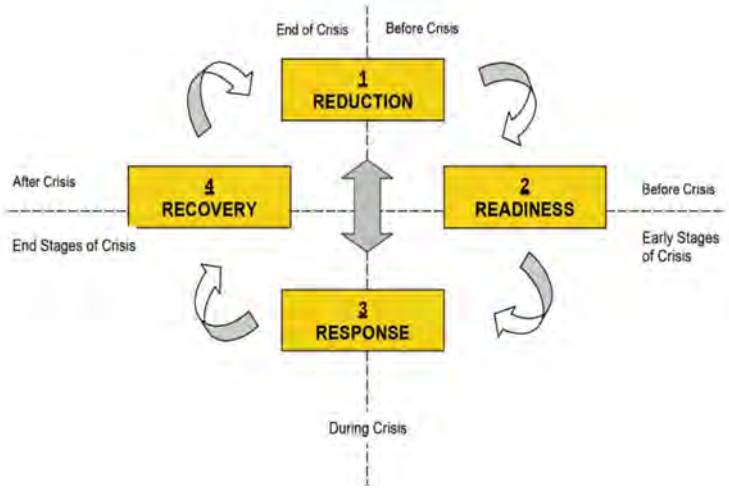
DM-8: Enhance 4R system for tourism crisis management

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:

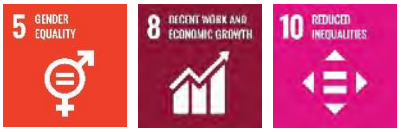
- Organizing local alliance members;
- Providing local associations, farmers, etc. a temporally market space;
- Exhibiting "Made in Petra" products; and
- Providing trainings to local people to strengthen their business skills and to improve the quality of products.

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

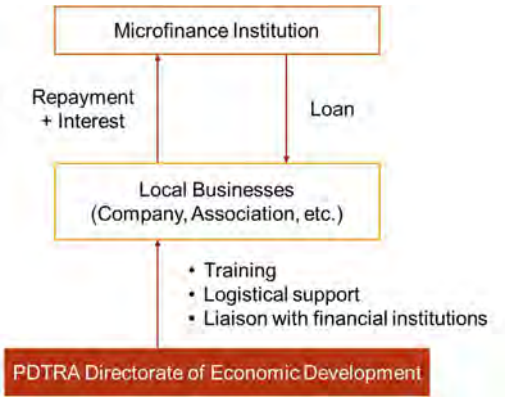
DM-13: Facilitate entrepreneurs to access microfinance

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

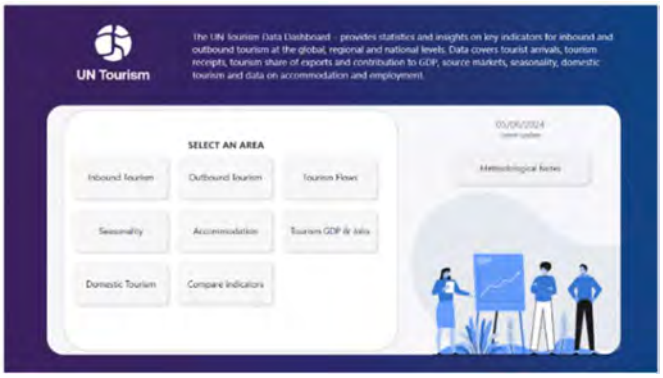
RD-3: Develop a comprehensive tourism statistics dashboard

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

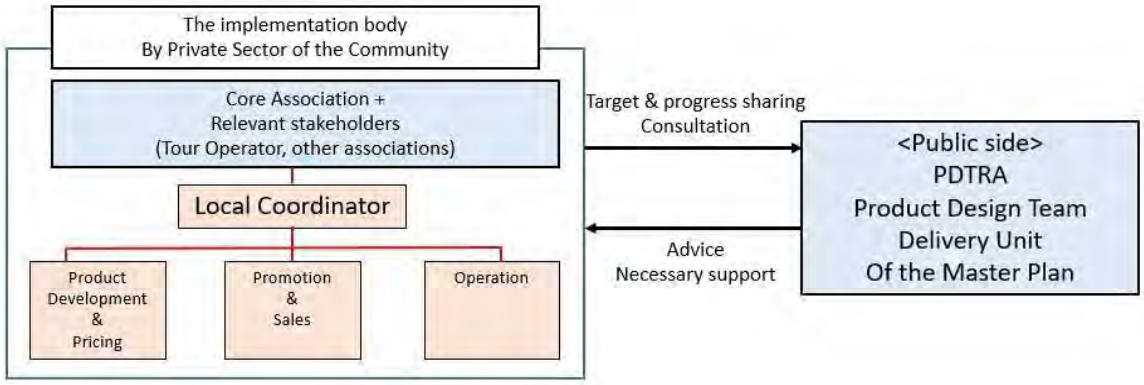
PD-2: Establish an implementation body in the community

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

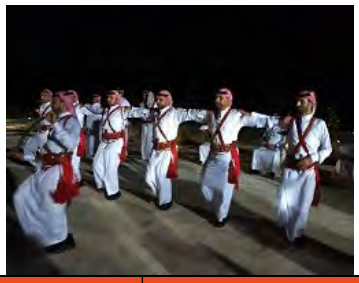
Responsible Body	SDGs Goals
Directorate of Local Development	
Implementation Schedule	
2025-2033	

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

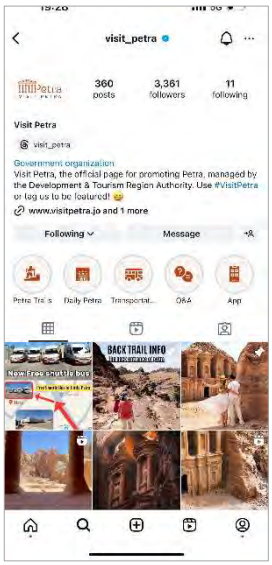
SP-6: Boost social media engagement with targeted campaigns

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

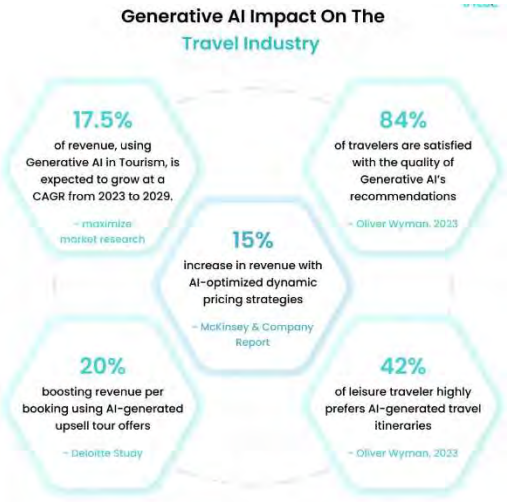
Actions	Schedule	Implementer	Partner
SP 6-1: Verify Visit Petra's Facebook and Instagram accounts to boost credibility and trustworthiness.	2023-2024	- PDTRA · Directorate of Tourism	- Private sector · Industry professionals
SP 6-2: Run targeted advertising campaigns on social media platforms to increase 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

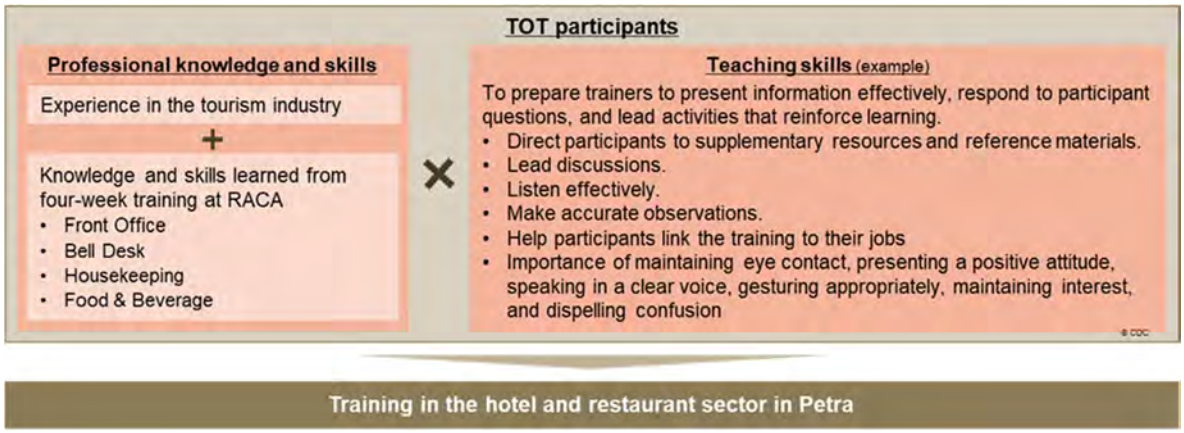
SH-3: Establish a framework to enhance the knowledge of services through TOT (Training of Trainers)

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	

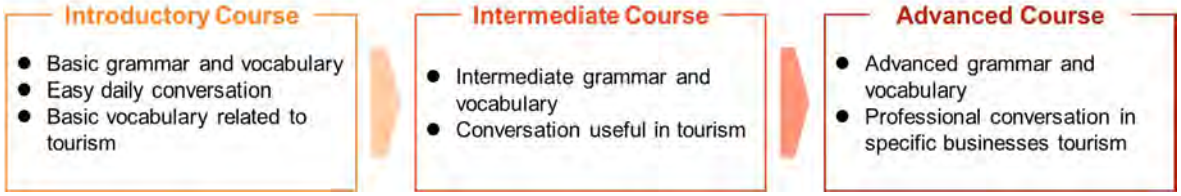
Description

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

Petra Development & Tourism Region Authority (PDTRA)
Petra District, Ma'an Governorate, JORDAN
https://padc.pdtra.gov.jo/en/home
Visit Petra: https://visitpetra.jo/

Japan International Cooperation Agency (JICA)
5-25 Niban-cho, Chiyoda-ku, Tokyo, JAPAN
https://www.jica.go.jp/english/index.html