



وزارة السياحة والآثار  
Ministry of Tourism & Antiquities

# **JORDAN NATIONAL TOURISM STRATEGY**

**2021 - 2025**

*A Tourism Strategy That Is Fit for Purpose  
and Circumstance*





**“Tourism sector growth calls for bolstering public-private cooperation to enhance Jordan’s competitiveness as a popular destination in the region”.**

His Majesty King Abdullah II  
January 2020

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# 1. Preface

2019 was a stellar year for the Jordanian tourism industry with record number of visitors (5.3 million) and revenues (JD 4.1 billion), representing approximately 13% of GDP. Additionally, Petra celebrated receiving over 1 million visitors. Based on such strong growth, ambitious plans were laid for 2020 and beyond. Alas, with the spread of the COVID-19 pandemic in early 2020, these plans were derailed and Jordan, like many other countries suffered severe economic impacts in the months following the outbreak. The COVID-19 pandemic has swept the globe with lightning speed and impacted every country, with the travel & tourism sector being the hardest hit and most likely the last to recover. Every aspect of Jordan's tourism value chain (hotels, restaurants, transport, tour guides & operators, airlines etc.) ground to a sudden halt, thus threatening the very survival of the tourism establishments and those who work in them. The retort to COVID-19 required four distinct phases: Response, Recovery, Resilience and Reforms.

The RESPONSE phase was designed to protect the health of Jordanians, tourists, the tourism sector and those who work in it. The Government of Jordan and the Ministry of Tourism and Antiquities took drastic actions that included border closures, curfews and lockdowns, closures of tourism sites and businesses, development of health & safety protocols, and the training of inspection teams.

The RECOVERY phase aimed to limit damage to the economy, including those in the tourism sector by focusing on financial liquidity and employment protection. The Government of Jordan (GoJ), The Central Bank of Jordan (CJB), The Social Security Corporation (SSC), The Ministry of Tourism and Antiquities (MoTA) and Jordan Tourism Board (JTB) took several monetary and fiscal actions to support the tourism sectors such as reduction of interest rates, sales tax and service fees as well as pumping significant amounts of liquidity into the economy, the provision of soft loans and waiving fees.

The RESILIENCE phase was designed to, wherever possible, get back to pre-COVID-19 levels and build abilities to deal with the 'new normal'. It included the launch of several niche tourism products such as medical tourism and film tourism and boosting the domestic tourism segment, which proved to be very successful in the absence of international travelers. This phase also included the gradual reopening of tourism activities, the reopening of airports and quarantine cancellation for international visitors. Additionally, the launch of the Tourism Resilience Fund provided a protective layer to the tourism sector to shield it from the pandemic's impacts.

Furthermore, COVID-19 provided MoTA with the opportunity to look beyond the pandemic by introducing structural and impactful REFORMS in regulations, business re-alignment, access to Jordan, investments, governance, competitiveness and ease of doing business to empower the tourism industry to grow and flourish.

Therefore, COVID-19 and its impact made it imperative to conduct a review of the Jordan National Tourism Strategy that was planned for launch before the onset of the Coronavirus pandemic. This living document's contents reflect the implications of COVID-19 and the perceived way forward for the period 2021-2025. They are congruent with MoTA's strategic action plans as submitted to The Prime Ministry, the Ministry of Planning and International Cooperation (MoPIC), and the Green Growth National Action Plan 2021-2025 as well as UN-SDGs and various NGOs such as the World Bank.

See Annex A for details of the various phases relating to COVID-19.

## 2. Executive Summary

In addition to being the major contributor to the Jordanian economy, the tourism industry has the ability to provide inclusiveness to every location/segment of Jordan.

The Jordan National Tourism Strategy 2021-2025 places the tourism sector at the heart of Jordan's economy and society. The Strategy addresses the challenges and gaps Jordan faces and aligns them with the strengths and opportunities the country can build on to bolster national economic growth and job creation.

This Strategy is the result of input from stakeholders and beneficiaries from the tourism sector value chain – the various Tourism Associations, as well as other key stakeholders from the private sector, were well represented in the various workshops, each of which was headed by a leading figure from the private sector. Such engagement provided the sector with a sense of involvement in the development of the strategy and hence their buy-in. MoTA played a key role in the logistics and facilitation of these consultative workshops.

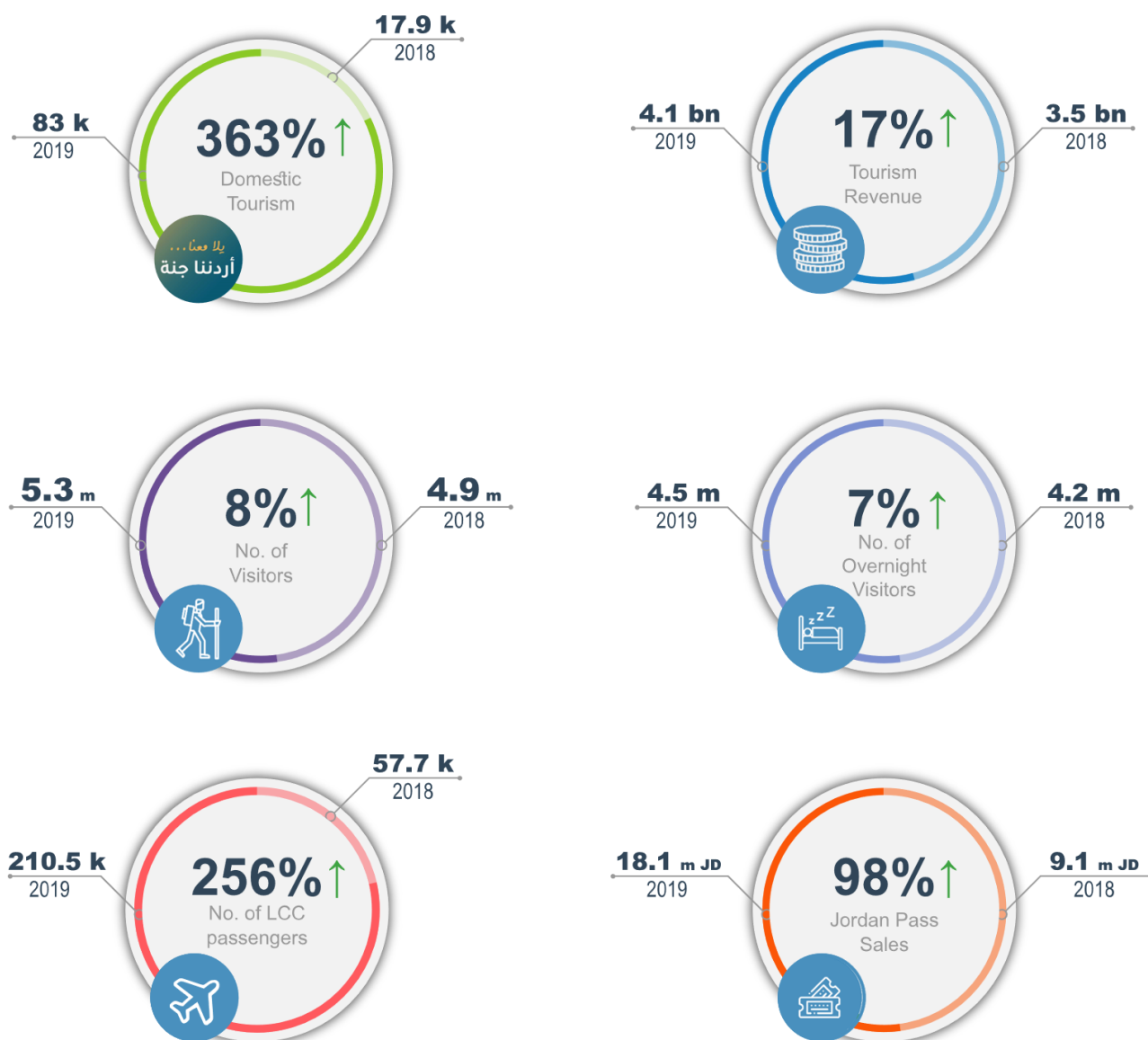
Additionally, MoTA/JTB and DoA will take the lead in coordinating activities, efforts, projects, policies and strategies with counterparts in ASEZA, PDTRA, Baptism Site Commission etc., possibly through the re-constituted National Tourism Council as well as representation on the Jordan Tourism Board.

This strategy espouses a number of noble causes including the protection of Jordan's abundance of cultural heritage, development of human resources as well as the design/marketing of rich products/services/experiences. It will also tackle the needed reforms in order to rid the industry from inhibitors that are stunting growth, investments and efficiencies and thereby increase its competitiveness in the face of major regional players in the tourism domain.

### 3. Jordan Tourism Landscape and Performance

- **Performance – 2019**

2019 was a record year for the Jordanian Tourism industry as can be seen from the achievements below:

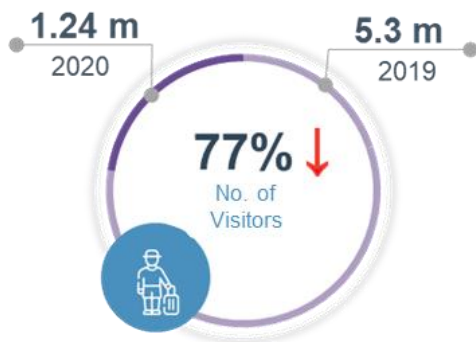
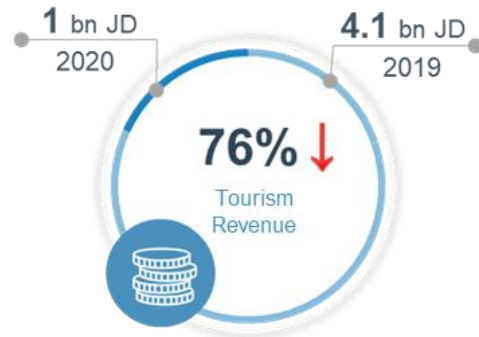


Sites that attracted the most visitors in 2019 are Petra (+37%), Jerash (+44%), Wadi Rum (+51%), Baptism Site (+29%), Madaba (+49%), and Mount Nebo (+40%).



- **Performance – 2020**

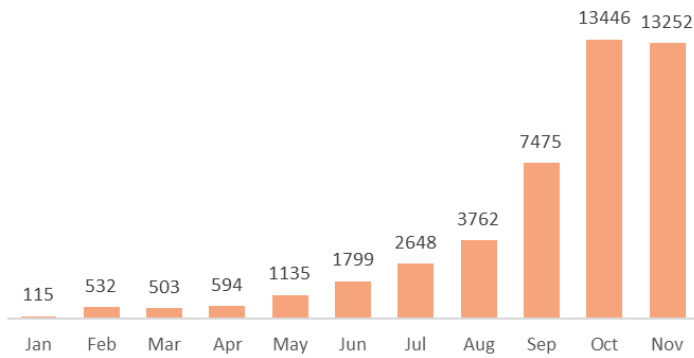
The effects of COVID-19 were most visible in 2020, which witnessed a drastic decline in the performance of the Jordanian Tourism industry with most KPIs suffering a 75%+ decline.



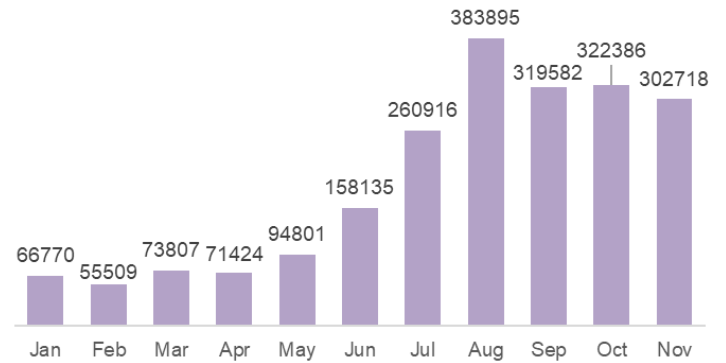
- **Performance – 2021**

Some offshoots of recovery in the Tourism Industry were witnessed in the second half of 2021 as can be seen from the KPIs below

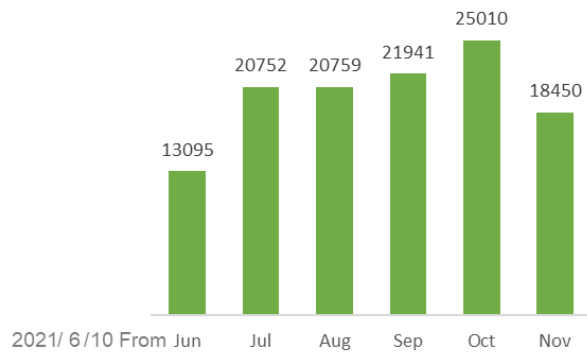
Jordan Pass tickets



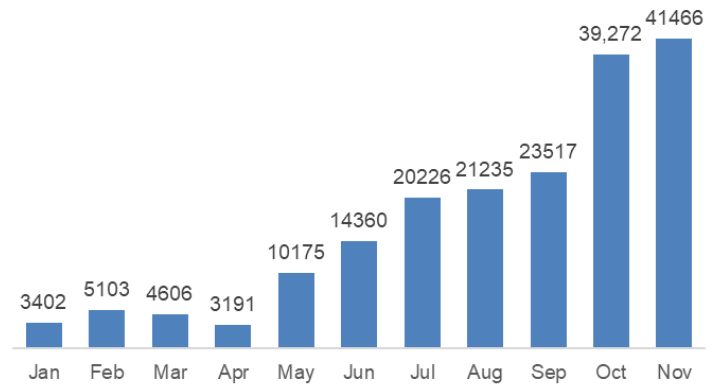
Visitors



Urdonna Jannah



Petra Visitors





- **Competitive Landscape**

Despite the abundance of unique tourism sites such as Petra, Dead Sea, Baptism Site and a myriad of heritage/cultural sites as well as a huge variety of tourism products, Jordan is generally perceived to be uncompetitive when compared to regional players such as Egypt and Turkey. To this end, with the technical assistance of the World Bank and UNWTO, it is anticipated that two bespoke studies will be conducted to ascertain the competitiveness levels of the Jordan Tourism sector and provide remedial actions/policies (where applicable):

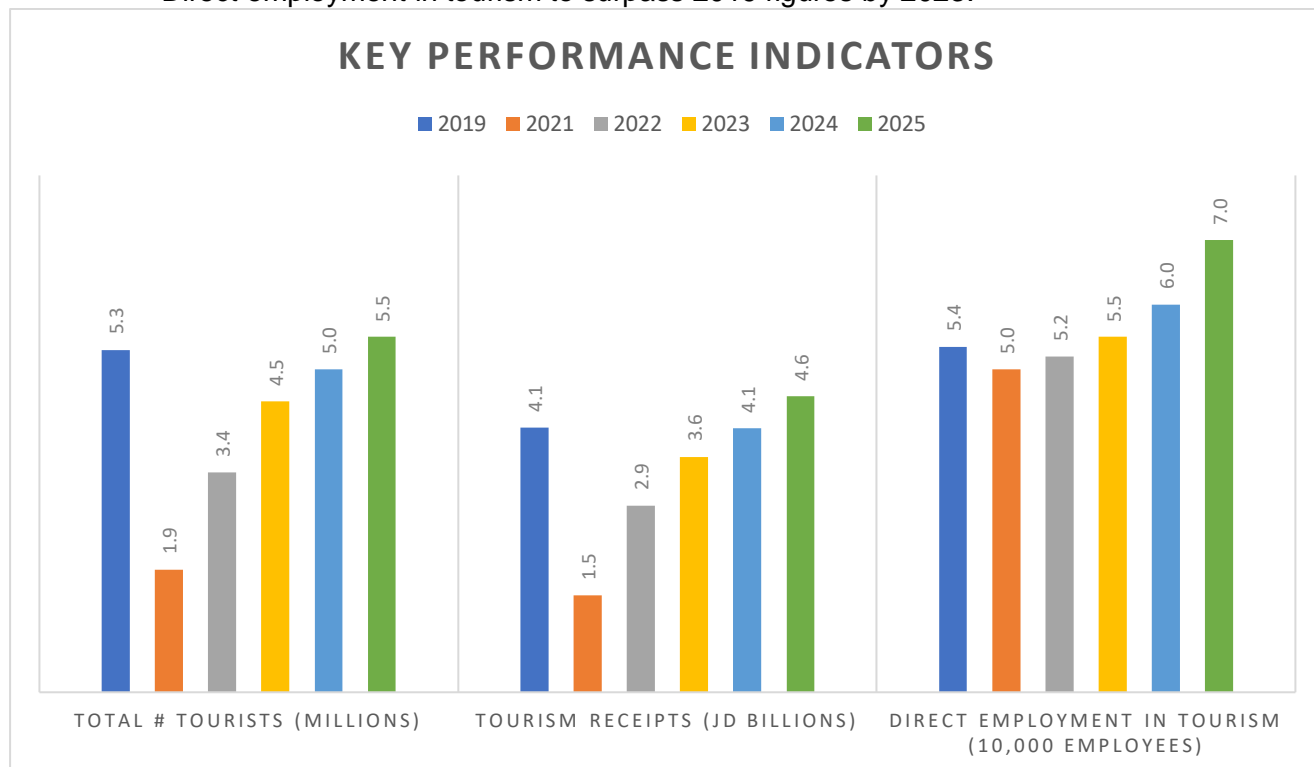
1. The analysis of the cost structure for tourism value chain, whose aims include:
  - Assessing the typical end-to-end customer journey from 'Pre-arrival' to 'Post-trip' in order to map out all key stakeholders in the value chain of the tourism sector in Jordan.
  - Profiling and estimating operational cost structure for each player in the identified value-chain. The data will be collected through a combination of desktop research and field-based observations.
  - Benchmarking the cost structure of the industry with competing destinations.
  - Evaluating the impact of existing government interventions and analysis of the likely outcomes and implications if no further intervention/reforms are undertaken to increase competitiveness.
  - Identifying areas for improvement across the value chain and providing recommendations for different industry segments (MoTA, JTB, hotels, tour operators, etc.) to improve the competitiveness of the sector.
2. Conduct research in to current & future trends relating to tourism industry:
  - Segments
    - Airlines
    - Tourism Transport
    - Food & Beverage
    - Accommodation e.g. Hotels etc.
    - Tour Guides
    - Handicraft
    - Tour Operators
    - etc.
  - Products & Services
    - International Tourism
    - Domestic Tourism
    - Cultural Tourism
    - Medical & Wellness
    - Niche Tourism (Filming, Gastronomy....)
    - Others
  - Technology
    - Digitalization of services
    - Self-service e.g. e-visa, e-payment, e-booking etc.
  - Business re-alignment
    - New business models
    - Investments/disinvestments/diversification/consolidation etc.
    - etc.

**The output of these studies will be utilized in addressing any shortcomings, and where necessary, review/update the strategy to reflect any required action plans.**

## 4. Key Performance Indicators

This strategy envisages<sup>1</sup>:

- The number of tourists to exceed 2019 levels by 2025
- Total receipts to recover to 2019 levels by 2024
- Direct employment in tourism to surpass 2019 figures by 2023.



In addition to the above-mentioned KPIs, the performance of the tourism sector will be complemented by a further set of sub-KPIs, some of which can be seen in Annex B. These will be core components of a Management Information System/Dashboard, most of which will be available to external entities including the private sector.

The set of KPIs in the MIS system will be reviewed/updated on a regular basis, and where necessary such updates will be reflected in future releases of the strategy.

The KPIs will be monitored on regular basis (Target Vs. Actual) as demonstrated by the example in Annex C. Any major deviations will require corrective interventions.

<sup>1</sup> Extrapolated from "Forecasting Study to Understand Impact of COVID-19 on Jordan's Tourism Sector" - USAID Report April 2021

## 5. Vision/Mission:

### 5.1 Vision:

“To create inclusive economic growth through authentic and sustainable tourism products & experiences and eliminate the impact of COVID-19”.

### 5.2 Mission:

We realize our vision through:

- Highlighting the uniqueness of Jordan’s history and heritage
- Development of products and experiences which exceed the expectations of international, regional and domestic tourists
- Solid partnership between the private sector and an empowered Ministry of Tourism and Antiquities
- Inclusiveness of local communities
- Preservation and protection of Jordan’s heritage and cultural sites
- Initiating meaningful reforms to accelerate investment and improve competitiveness.

## 6. Strategic Objectives:

The Jordan National Tourism Strategy revolves around five major Strategic Objectives namely:

- SO.1 – Products
- SO.2 – Human Resources
- SO.3 – Marketing
- SO.4 - Heritage Protection
- SO.5 - Reforms

The rationale for choosing these five Strategic Objectives is as follows:

- The Products, Marketing and Humans Resources Strategic Objectives are core to the tourism industry and have been key pillars in all previous Tourism Strategies
- COVID 19 was an eye-opener as to the vulnerability of the tourism sector and hence some Reforms were needed to provide resilience
- Jordan's heritage sites are the key assets and major attractions for international tourists, hence their protection is imperative



Further elaborations on each of the five Strategic Objectives will be outlined further in subsequent sections

### 6.1 SO.1 Product Development

There is a plethora of niche tourism products that should not be discounted as a potential source of revenue, however, The Jordan National Tourism Strategy will focus on the following products:

- Culture and Heritage Tourism
- Well-being Tourism (Mind, Body & Soul)
  - Wellness
  - Medical
  - Faith
  - Adventure Tourism
- MICE Tourism (Meetings, Incentives, Conferences, Events)
- Domestic Tourism

MoTA and JTB efforts will focus on the development and promotion of these products and associated experiences as well as niche products which encourage innovation, entrepreneurship, technology adoption and deliver involvement/value to the local communities.

It is anticipated that a Jordan-wide Tourism Digital Map/App will be developed, which will outline the various types of tourism to be found at any particular location as well as full details of accommodation facilities, activities e.g. trails/rock climbing/camping/ornithology/diving/gastronomy etc., plus other useful information such as narratives, GPS coordinates etc. Such a map will be an enabler to extending the tourist's stay in any particular location.

#### 6.1.1 Culture and Heritage Tourism

Approximately 85% of international visitors to Jordan come for culture and heritage tourism. The primary sites for this activity are Petra, Wadi Rum, the Dead Sea, the Baptism Site and Amman. MoTA/JTB, along with the private sector will aim to upgrade cultural and heritage offerings in these and others secondary locations. By availing such products to tourist's itineraries, this will result in extending the length of stay and an increase in expenditure.

#### 6.1.2 Wellbeing Tourism

In Jordan's National Tourism Strategy, the term 'Wellbeing' encompasses the holistic products as they relate to the health of Mind, Body and Soul.

### **A. Wellness Tourism**

Wellness tourism is projected to grow globally at 7.5% annually, with 1.2 billion wellness travelers worldwide by 2030. Jordan has assets that can be developed to attract a growing number of health and wellness travelers and boasts some of the world's most spiritual assets, including its biggest natural spa at the Dead Sea. It also has sites with potential that are not yet developed or accessible, such as Al Hemmeh, and Wadi Ben Hamad. The nascent, yet potentially lucrative health and wellness segment, requires efforts to provide comprehensive and integrated packages of products and services that attract health and wellness tourists from traditional and new markets.

### **B. Medical Tourism**

To strengthen Jordan's leading position as a medical tourism destination, a public-private council (High Health Council) has been formed to stimulate investment. The National Medical Tourism Strategy 2018-2022 is published and is aligned with Jordan's National Tourism Strategy. The aim of this Strategy is for Jordan to be one of the top 5 countries globally targeted for health and wellness tourism.<sup>2</sup> Medical Tourism has suffered badly as a result of COVID-19 and hence activities will focus on reviving this sector to pre-COVID levels by 2025 – such activities will include easing of travel restrictions for restricted nationalities and facilitating easier visa requirements.

### **C. Faith-based Tourism**

The World Tourism Organization estimates that approximately 330 million tourists visit the world's key religious sites every year.<sup>3</sup>

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<sup>2</sup> The National Medical Tourism Strategy 2018-2022

<sup>3</sup> <https://ntaonline.com/markets/faith-travel-association>

Jordan is very well positioned to develop its faith-based tourism market due to its unique position and history in the Holy Land. It hosts the primary Muslim and Christian sites including the Baptism Site of Jesus Christ and Mount Nebo, Madaba, Makower, Um Qais, Pella, as well as numerous shrines of Prophets and Companions. Faith-based products and domestic experiences need to be developed to enhance domestic tourism and attract visitors throughout the year.

#### **D. Adventure Tourism**

The global adventure tourism market is projected to grow at an annual rate of 13.3% by 2026 <sup>4</sup>. Adventure tourism involves travel to remote areas for unique and challenging experiences and interaction with local communities. While Jordan is well placed to embrace adventure tourism, its adventure product is in its infancy. It requires robust research and development and investment and marketing efforts to grow this potentially lucrative tourism niche product. For Jordan to become a regional destination for adventure tourism, a strong private-sector-led ecosystem is required. The economic potential of adventure tourism must be assessed, and a legislative framework prepared.

##### **6.1.3 MICE Tourism**

Jordan is well placed to improve its market share in the global MICE industry. With its iconic heritage sites and natural assets and necessary infrastructure, Jordan is in a strong position to attract MICE business. Jordan boasts one of the largest convention facilities in the Middle East, the King Hussein Bin Talal Convention Center at the Dead Sea. With excellent air access and global-brand hotels, Jordan has most of the necessary ingredients to enhance its competitive edge and increase its market share in the global MICE industry.

Two key elements are:

- a) Availability of high-profile conference and meeting facilities and connected infrastructure. The King Hussein Bin Talal Convention Centre at the Dead Sea is the largest convention facility in Jordan. Besides, Jordan has a wide range of convention facilities located within global-brand hotels.
- b) Jordan's iconic heritage sites and cultural experiences, which make it a compelling destination for "bleisure" travel.

##### **6.1.4 Domestic Tourism**

In the absence of international tourism, Domestic Tourism, in the form of Urdunna Jannah, has been a great success in keeping the various tourism establishments (Tourism Transport, Restaurants, Hotels, Tour Operators, Tour Guides) "ticking". There was a record number of domestic tourists in 2020 (200k Vs. 83k in 2019).

Domestic Tourism will focus on areas hardest hit by COVID-19 such as Petra and Wadi Rum and will also be used as a tool to offset the impact of seasonality.

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<sup>4</sup> <https://www.alliedmarketresearch.com/adventure-tourism-market>



## **6.2 SO.2 Human Resources Development**

The Human Resources Strategic Objective is mainly concerned with the following ambitions:

- Education and training of qualified human resources for tourism sector employment that are congruent with local and regional market needs. Training opportunities will be availed to those in the private sector and will focus on the professionalization of the workforce and national/international certification programs. MoTA will coordinate such efforts with the Ministry of Labor and other interested parties such as the Sector Skills Council.
- Increasing employment of Jordanians
- Engaging women and people with disabilities in tourism careers and jobs
- Involvement of local communities in tourism activities and businesses throughout Jordan
- Training program for MoTA/DoA/JTB/Sector staff.

## **6.3 SO.3 Marketing**

This Strategic Objective will focus on the following activities:

- Enhancement and effectiveness of marketing, branding and positioning
- Minimizing the impact of seasonal tourism through the disbursement of regional and international visitors
- Enhancing digital marketing
- Building resilience and the ability to bounce back after adverse events
- Enhancing travel to Jordan via Low Cost Carriers

## **6.4 SO.4 Heritage Protection**

Heritage Protection is an important Strategic Objective, whose aim is to deliver:

- Site Preservation, Conservation, Consolidation, Restoration, Rehabilitation – this activity is within the remit of the Department of Antiquities (DoA)
- Site Improvement – this activity is undertaken by MoTA

Significant financial investments are projected for Heritage Protection including improvements for 15 major sites over the next three years (2022–2024) - these include, but not limited to the following:

Site	Governorate	Year
Al Harrah	Mafrq	2022
Amman Citadel	Amman	2022
Amra Palace	Zarka	2022
Of Salt City	Salt	2022
Um Al Rasas	Madaba	2022
Jerash	Jerash	2023
Um Qais	Irbid	2023
Halabat Palace	Zarka	2023
Al Mushatta Palace	Zarka	2023
Um Al Jmal	Mafrq	2023
Ajlun Castle	Ajlun	2024
Al Shoubak Castel	Maan	2024
Al Aqaba Castle	Aqaba	2024
Islamic Ayla	Aqaba	2024
Byzantine Church	Aqaba	2024

Building on the recent success of Salt being designated as a UNESCO World Heritage site, five new sites (Phase 1 - Al Harrah and Um Al Jmal) and (Phase 2 Madaba, Iraq Al Amir, Karak) will be nominated for inclusion on the UNESCO World Heritage List.

The Heritage Protection initiatives are expected to provide positive economic and employment opportunities to the local communities especially to those located within underdeveloped governorates. Heritage Protection will also be a key enabler to the diversification of tourism offerings.

## 6.5 SO.5 Reforms

Reforms have been identified as a key Enabler/Strategic Objective to the success of the tourism industry and will endeavor to deliver the following:

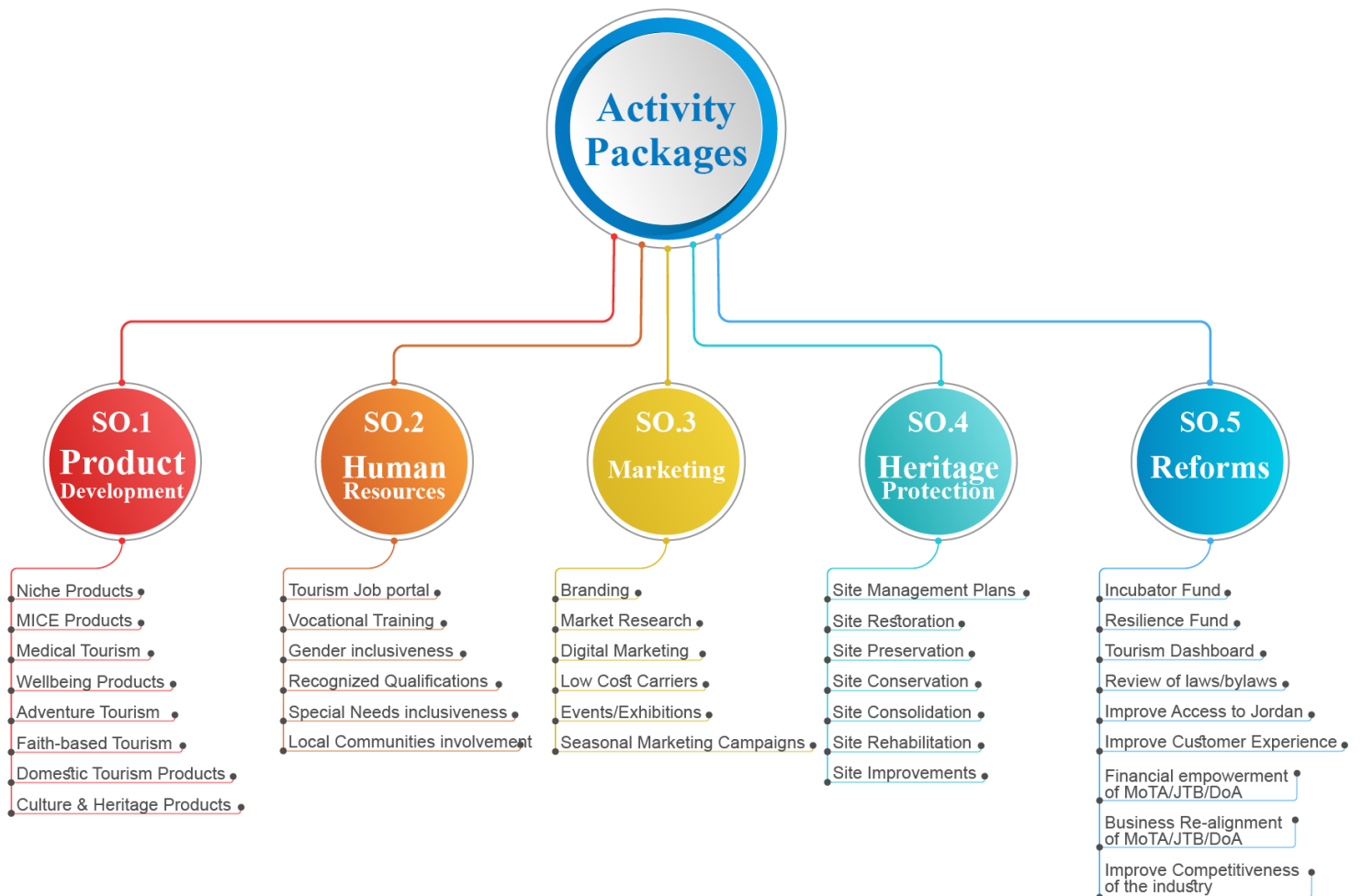
- Empowerment of MoTA/JTB/DoA through increase government funding/grants
- Review all pertinent laws/bylaws in order to remove inhibitors to investments and growth as well as reduction of operational costs to the sector
- Business realignment of MoTA/JTB and DoA organizations in order to deliver focus on core activities and synergies
- Improve access to Jordan for tourists including e-visas, review of restricted nationalities etc.
- Improved customer experience for the tourist.

## 7. Strategy Execution

In order to ensure successful execution of the Jordan National Tourism Strategy, initiatives at lower levels of granularity in the form of Activity Packages and Action Plans need to be detailed and elaborated.

### 7.1 Activity Packages

Here, high level areas of activities (Activity Packages) are identified as is illustrated below:



## 7.2 Action Plans

For each of the Strategic Objectives, there may be a number of Action Plans, each of which will specify details of the action, responsibilities, timescales, KPIs etc. in the form of a Project Card and Project Plan (See example in Annex D). Additionally, Action Plans (Enablers) will be mapped against desirable outcomes such as increase in the number of tourists, receipts, employment, investments etc. These will, where possible, be quantified e.g. In 2022 Low Cost Carriers will increase the number of visitors by 500k and receipts by 129 million JD. Moreover, these are mapped against the UN Strategic Development Goals and the Green Growth National Action Plan (SDGs/GGNAP) – See Annex E.

Strategic Objective	Action	Leader	Target date	KPI/Comment
<b>Heritage Protection</b>	Site Management Plans for 5 sites/year	DoA/MoTA	Dec-25	
	Site Security (CCTV/Fences/Lighting)	MoTA	Sep-25	20 sites
	Site Preservation, Conservation, Consolidation, Restoration, Rehabilitation	DoA	Dec-24	(2) 2021/ (5) 2022/ (10) 2023/ (12) 2024
	Nomination of 3 archaeological sites to UNESCO	DoA	Dec-24	Salt (Done) /Um Jmal/Harrah
	National documentation for artifacts in archaeological Museums	DOA	Dec-25	DOJAN
	Archaeological warehouse/Library/Labs	DOA	Dec-25	NWEIJES
<b>Human Resources</b>	Launch of Job Portal	MoTA/JRA	Sep-21	Done
	Vaccination of sector employees	MoTA	Aug-21	Done
	Develop 'Gender Inclusion' Action plan	MoTA	Dec-21	
	Develop "Accessible Tourism" action plan including facilities/employment	MoTA/SSC	Oct-21	
	Training action plan for MoTA/DoA/JTB & sector	MoTA/DoA/JTB	Dec-21	
<b>Marketing</b>	Launch of Kingdom of Time brand	JTB	Nov-21	Done
	Agreement with new LCCs	JTB	Dec-25	# new routes to Amman & Aqaba + #number of passengers
	Develop Jordan digital map of all tourism sites	JTB	Jun-22	
	Digital marketing campaign including global travel sites (Expedia/Trip Advisor etc.)	JTB	Dec-21	
	Targeted marketing campaign to reduce impact of seasonality	JTB	Dec-21	
	Accept vaccination certificates as alternative to PCR test(s)	MoTA	Jun-21	Done

Strategic Objective	Action	Leader	Target date	KPI/Comment
Products	Launch of Urdunna Jannah	JTB	20th May 2021	Done
	Restructure organization to include product management department	MoTA	Sep-21	In progress
	Increase medical tourists to 253k by 2025 from 2020 base of 55k.	JPHA	Dec-25	158k (2021), 181k (2022), 209k (2023), 230k (2024), 253k (2025)
	Increase average revenue from tourist to over 1000+ JD	JTB/Tour Operators	Dec-23	
	Increase average stay of tourist to 5+ nights	JTB/Tour Operators	Oct-23	
	Launch Educational products targeting regional countries	MoTA/JTB /MoHE	Jun-22	
	Develop Festivals calendar that includes all governorates	JTB	Jan-22	
	Review/Amend Jordan Pass	MoTA	Oct-21	
Reforms	Review 5 bylaws to remove obstacles of doing business	MoTA	Sep-22	
	Operational launch of Resilience Fund	JTB	Aug-21	Done
	Create an investment & community empowerment directorate	MoTA	Sep-21	Done
	Launch 5 million JD Tourism incubator fund	MoTA	Mar-22	
	Develop Tourism MIS/Dashboard	MoTA	Oct-21	In progress
	Develop customer satisfaction system @ sites	MoTA	Mar-22	
	Conduct Social & Environmental impact study on Jordan National Tourism Strategy	MoTA/UNDP	Nov-21	In progress
	Digitization of all MoTA services	MoTA	Jul-23	In progress
	Establish research/analytics department	MoTA	Sep-21	Done
	Unification/Reduction of electricity tariffs	MoTA	Dec-21	
	Re-constitute/re-activate National Tourism Council	MoTA	Aug-21	
	Petra Resilience Fund	MoTA/PDTRA	Sep-21	1 million JD
	e-Vises + Review Restricted Nationality	MoTA/JTB/MoI	Oct-21	

### 7.3 Project Management Office (PMO)

The MoTA Project Management Office will supervise the execution of the action plans by supporting those responsible for the planning, execution, monitoring and reporting activities.

### 7.4 Strategy Alignment with Executive Plans

The Jordan National Tourism Strategy is consistent with existing executive 3 & 5 year plans as submitted to the Prime Ministry & MoPIC as well as those agreed with other entities such as TheWorld Bank, USAID, EBRD etc. The mapping below shows the consistency of the Strategic Objectives of the Jordan National Tourism Strategy and the projects as submitted to the Prime Ministry and MoPIC.



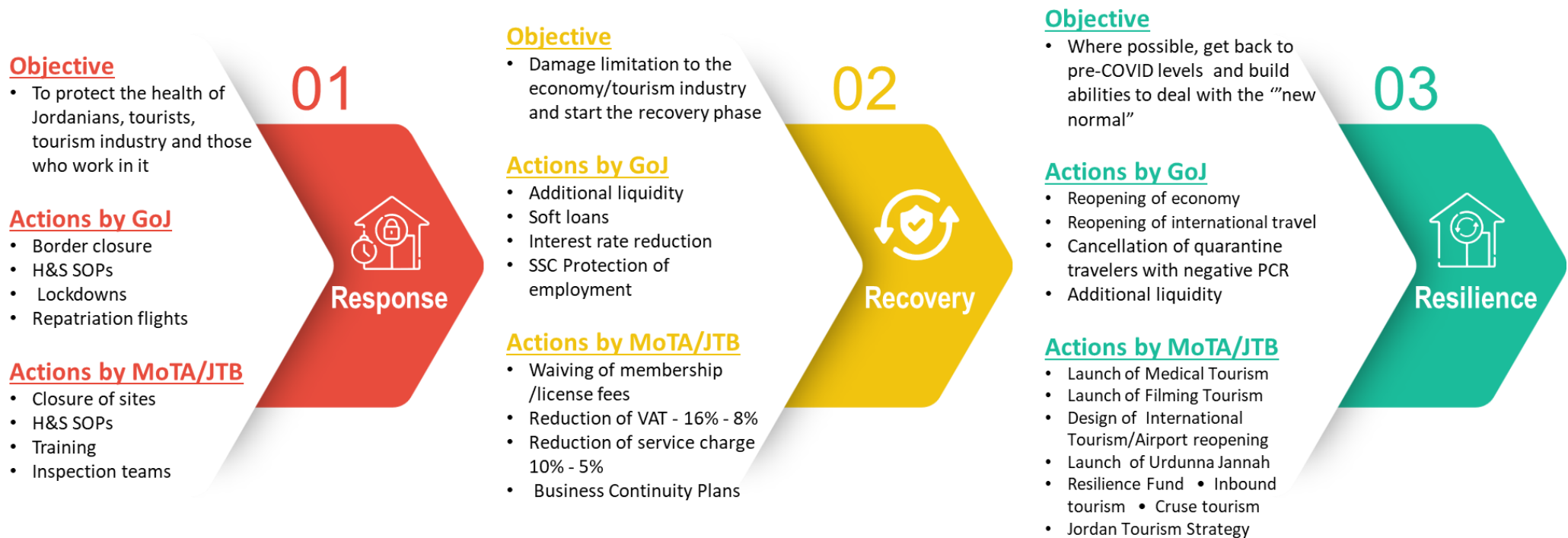
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## 8. Acronyms

ASEZA	Aqaba Special Economic Zone Authority
DoA	Department of Antiquities
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GGNAP	Green Growth National Action Plan
GOJ	Government of Jordan
ICT	Information and Communications Technology
IP	Implementing Partner
JD	Jordanian Dinar
JHA	Jordan Hotel Association
JITOA	Jordan Inbound Tour Operators Association
JTB	Jordan Tourism Board
KII	Key Informant Interview
KSA	Kingdom of Saudi Arabia
LCC	Low-Cost Carrier
LDI	Local Direct Investment
M&E	Monitoring and Evaluation
MoInv	Ministry of Investment
MoPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro Small and Medium-sized Enterprise
PDTRA	Petra Development & Tourism Regional Authority
PMO	Project Management Office
PPP	Public-Private Partnerships
RJ	Royal Jordanian Airlines
RSCN	Royal Society for the Conservation of Nature
SDGs	UN Sustainable Development Goals
SMART	Specific Measurable Attainable Relevant Timely
SWOT	Strengths Weaknesses Opportunities Threats
TCI / TSA	Tourism Competitiveness Index /Tourism Satellite Accounts
UNWTO	United Nations World Tourism Organization
WEF	World Economic Forum
WTTC	World Travel Tourism Council

## Annex A – COVID-19 Phases



## 04 Reforms



### Access to Jordan

- Vaccination Certificates
- Low cost airlines
- Cruises
- e-visas/restricted visa
- Marka Airport (landing fees)
- Expansion of Tourism Product Portfolio



### Site Improvements

- Site/Services improvement plans
- Site Management
- Heritage Protection
- Training to Visitors-facing employees
- Digitization
- Free Wi-fi access at sites
- Free toll number for tourist for complaints



### Legislation

- Review all regulations to improve performance of tourism sector
- Remove hurdles



### Inclusiveness

- Full participation by private sector
- Local communities
- Skilling/Up-skilling & re-skilling
- Gender inclusion
- Disability inclusion



### Competitiveness

- Reduce burden of doing business in tourism sector
  - Reduction/unification of electricity tariffs
  - Waiving of membership /license fees
  - Expand the use of Renewable energy



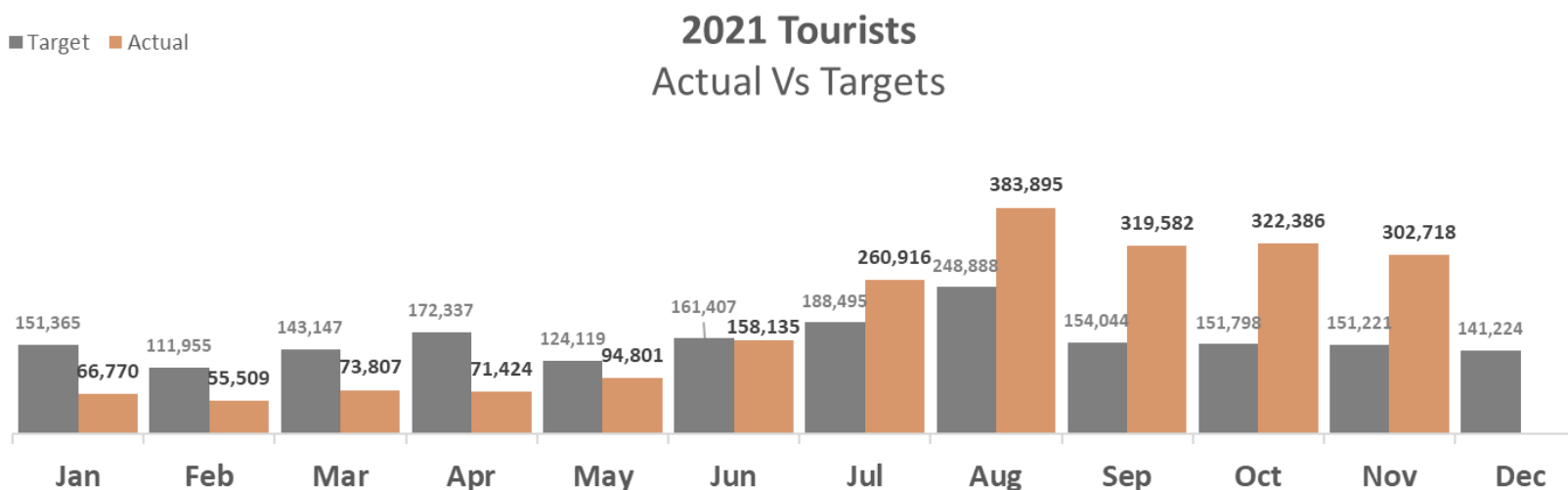
### Financial

- Product Cost Structure
- Incubator & Resilience funds
- E-E Investor Experience: Encourage investments/growth

## Annex B – Tourism KPIs



## Annex C – Performance Monitoring



Month	Actual	Target	Monthly % as per 2019
Jan	66,770	151,365	8.00%
Feb	55,509	111,955	5.90%
Mar	73,807	143,147	7.50%
Apr	71,424	172,337	9.10%
May	94,801	124,119	6.50%
Jun	158,135	161,407	8.50%
Jul	260,916	188,495	9.90%
Aug	383,895	248,888	13.10%
Sep	319,582	154,044	8.10%
Oct	322,386	151,798	8.00%
Nov	302,718	151,221	8.00%
Dec		141,224	7.40%
Total	2,109,943	1,900,000	100.00%



Month	Actual	Target	Monthly % as per 2019
Jan	59.6	118.6	7.9%
Feb	51.0	91.0	6.1%
Mar	64.7	111.0	7.4%
Apr	62.0	130.7	8.7%
May	79.4	97.9	6.5%
Jun	124.7	128.0	8.5%
Jul	207.3	146.9	9.8%
Aug	310.1	198.3	13.2%
Sep	248.7	126.0	8.4%
Oct	249.8	118.7	7.9%
Nov	235.0	119.8	8.0%
Dec		113.1	7.5%
Total	1,692.30	1,500.00	100.0%

## Annex D – Project Card/Plan

### Project Card

<b>Project Name</b>	Approval and publication of Jordan National Tourism Strategy
<b>Project Manager</b>	Ahmed Salah
<b>Project Sponsor</b>	HE Minister's Office
<b>Start Date</b>	1/7/2021
<b>End Date</b>	31/12/2021
<b>Project Objectives</b>	Approval and publication of Jordan National Tourism Strategy
<b>Project Scope</b>	Tourism Sector
<b>Project KPIs</b>	Approval and publication of Jordan National Tourism Strategy
<b>Resources Required</b>	Participation of Private Sector
<b>Project Milestones</b>	1. 31/7/2021 Final review with Private Sector 2. 31/8/2021 Letter to HE Prime Minister to propose presentation of strategy to The Economic Development Committee 3. 31/11/2021 Presentation of strategy to The Economic Development Committee 4. 31/11/2021 Recommendations of The Economic Development Committee 5. 31/12/2021 Publication of Jordan National Tourism Strategy
<b>Risks</b>	Non approval of Jordan National Tourism Strategy

Stakeholders				
Private Sector	JTB	World Bank	DoA	MOPIC

### Project Plan

		Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22	Jul-22	Aug-22	Sep-22	Oct-22	Nov-22
1	Final review with Private Sector																	
2	Letter to HE Prime Minister to propose presentation of strategy to The Economic Development Committee																	
3	Presentation of strategy to The Economic Development Committee																	
4	Recommendations of The Economic Development Committee																	
5	Publication of Jordan National Tourism Strategy																	

■ Completed 
 ■ In progress 
 ■ To be done 
 ■ Overdue/Delayed



## Annex E – Mapping: Enablers/Outcomes/SDGs/GGNAP

Green Growth National Action Plan	
Enhanced Natural Capital	①
Sustainable Economic Growth	②
Social Development and Poverty Reduction	③
Resource Efficiency	④
Climate Change Adaptation and Mitigation	⑤

United Nations Sustainable Development Goals (SDGs):			
SDG 4: Quality Education	③	SDG 9: Industry, Innovation and Infrastructure	① ② ④
SDG 5: Gender Equality	③	SDG 10: Reduced Inequality	① ② ③
SDG 8: Decent Work and Economic Growth	① ② ③	SDG 11: Sustainable Cities and Communities	① ② ③ ⑤

Desired Outcomes														
ACTION PLANS (examples)	Tourists	Receipts	Products	Employment	Inclusiveness	Investments	Resilience	Competitiveness	Customer Experience	Sustainability	Environmental	Institutional Development	Digitization	Site Mgmt. & Protection
	■	■	■	■ ■	■ ■ ■	■	■	■ ■	■	■	■	■	■	■
Low Cost Carriers	✓	✓						✓	✓					
Urdunna Jannah			✓	✓	✓	✓	✓		✓	✓				
Gender Action Plan				✓	✓	✓								
Site Management Plans	✓	✓	✓	✓		✓			✓		✓			✓
Heritage Protection	✓	✓	✓	✓	✓	✓			✓	✓	✓			✓
Accessible Tourism	✓	✓	✓	✓	✓	✓			✓					✓
Increase No. of Nights	✓	✓		✓		✓		✓						
Increase Medical Tourism	✓	✓	✓	✓				✓	✓					
Develop Festivals Calendar	✓	✓	✓	✓	✓	✓			✓	✓				
Human Resource Training				✓	✓	✓			✓			✓		
Resilience Fund				✓			✓	✓		✓				
Regulatory Reviews				✓		✓	✓	✓	✓					
Incubator Fund				✓	✓	✓	✓	✓		✓				
Tourism Digital Map	✓	✓	✓	✓	✓			✓	✓				✓	✓
UNESCO Nominations	✓	✓	✓	✓	✓	✓		✓	✓	✓				✓
e-Visas	✓	✓						✓	✓				✓	
Reduction of electricity tariffs							✓	✓			✓			
etc. etc.														