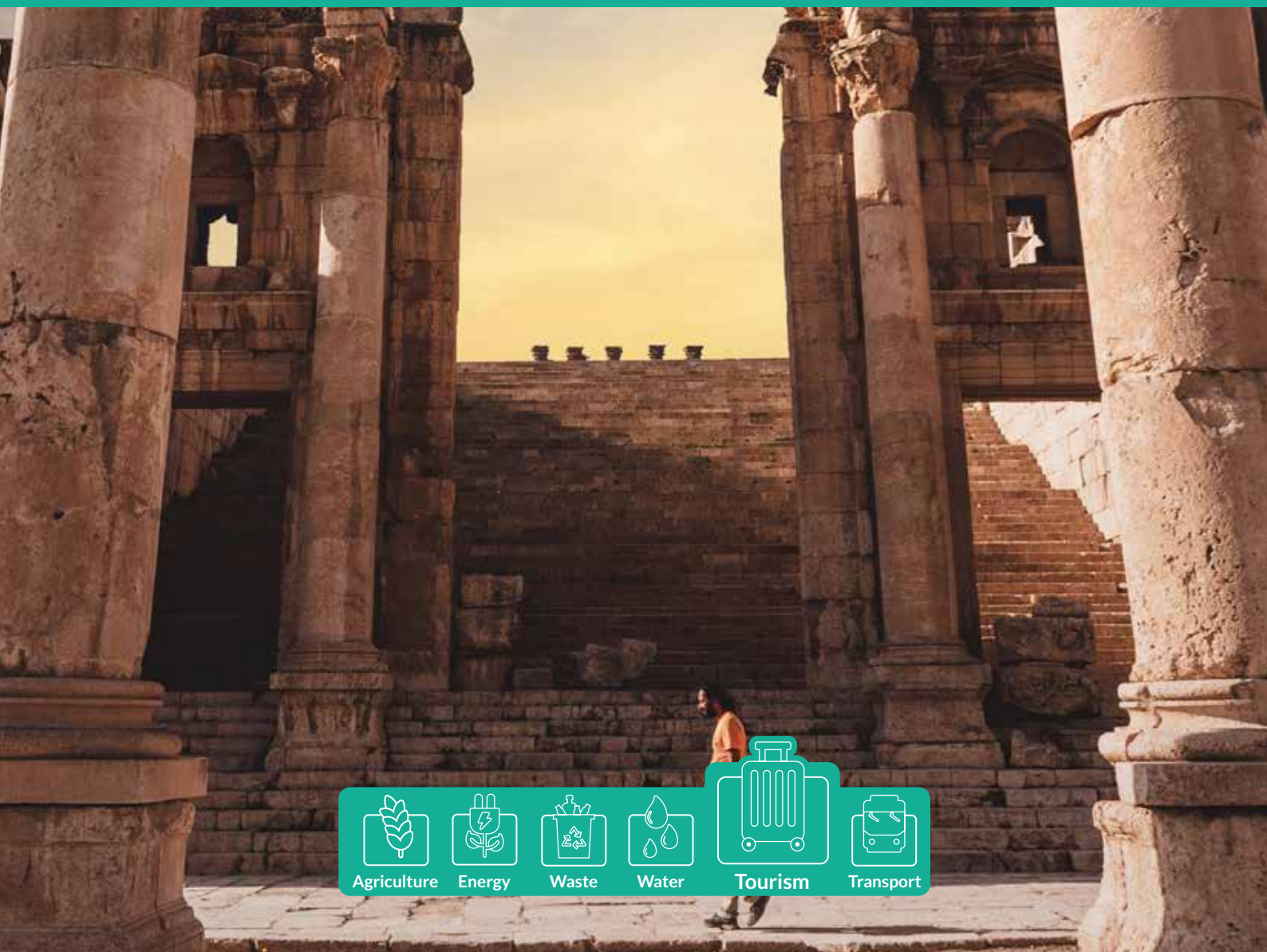




# TOURISM SECTOR



## Green Growth National Action Plan 2021-2025



Agriculture



Energy



Waste



Water



Tourism



Transport

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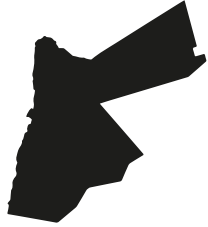


His Majesty King Abdullah II Ibn Al Hussein

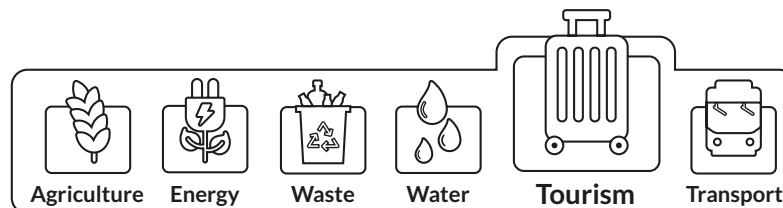
*Economic leadership is by definition forward-looking. And forward-looking engagement will send a powerful message, a message of hope for my people and for yours.*



# TOURISM SECTOR



## Green Growth National Action Plan 2021-2025





# Foreword by the Minister of Environment

The Ministry of Environment has been taking solid action to support Jordan's green growth transformation. In 2017, the Cabinet approved the National Green Growth Plan, which established green growth as a top national priority. Jordan's green growth vision – economic growth which is environmentally sustainable and socially inclusive – puts a strong emphasis on the importance of building resilience. This is needed for our economy to be able to absorb external shocks such as the negative consequences of COVID-19, and the ability to restore itself and continue growing.

In this context, I am proud to present the next step in implementing this vision, the Green Growth National Action Plan 2021-2025. The development of this plan lies at the heart of our continuous efforts and ambitions to support environmental and climate action in Jordan, while also achieving our sustainable economic growth objectives.

During the process of developing this plan, the Ministry of Environment has taken impressive efforts to strengthen its partnerships with the government institutions responsible for governing the six green economy sectors identified in the Jordan Vision 2025. These include: Agriculture, Energy, Waste, Water, Tourism and Transport. Through a deeply collaborative approach, we were able to identify 86 priority enabling policy actions and projects that can trigger green growth. Many of these actions are ready for the support of donors, partners, and private sector investors.

Our world is facing the most challenging economic circumstances in a century as we work to contain the COVID-19 pandemic and adapt to a new normal way of life. As for our Kingdom, I am proud to say that the government acted decisively to stop the spread of the virus, implementing measures that saved potentially thousands of lives. However, response has come at a cost, with our economy and the economic security of our citizens once again at risk.

While infrastructure investments and donor support will be critical to stabilize this risk, private sector investment in the green growth vision is equally important. In many ways, the world is already moving toward a greener future. The spread of renewable energy, electric transportation, technology that saves water and energy resources, and innovations that promote the circular economy are taking off globally. The task for Jordan is harnessing these green developments into growth and employment-creation opportunities.

I would like to express my gratitude to the Global Green Growth Institute for their partnership and technical support in the process of developing Jordan's green growth agenda. The Ministry of Environment is committed to supporting green growth implementation in the 2021-2025 period, and beyond.



**Dr. Saleh Al-Kharabsheh**  
Minister of Environment

# Acknowledgements

The Green Growth National Action Plan 2021-2025 (GG-NAP) was developed by the Ministry of Environment with the support of the Global Green Growth Institute (GGGI), under the leadership of H.E. Dr. Saleh Al Kharabsheh, Minister of Environment and benefited significantly from the effective directions of H.E. Eng. Ahmad Al Qataneh, the Secretary General of the Ministry of Environment. Tremendous support was provided by the Technical Advisor to the Minister and Director of the Green Economy Unit, Dr. Jihad Alsawair.

Special acknowledgment goes to the sector focal points at the six key line ministries for their extensive input and coordination support throughout the development process. Appreciation also goes to the GGGI for their technical assistance throughout the project and their continued commitment to support Jordan's transition to a green economy.

The GG-NAP required a vast amount of expertise, research, consultation, and effort to complete. The finalization of the document would not have been possible without the dedication of all the individuals and organizations who worked together throughout the development process. We would like to express our deepest appreciation to those who have worked on shaping and guiding this action plan over the past two years.

Appreciation also goes to all the entities that were integral to the success of this report, as they generously provided the project team with their knowledge and expertise. These include: Prime Ministry, Ministry of Planning and International Cooperation, Ministry of Agriculture, Ministry of Energy and Mineral Resources, Ministry of Water and Irrigation, Ministry of Local Administration, Ministry of Transport, Ministry of Tourism and Antiquities, Ministry of Public Works and Housing, Ministry of Industry and Trade, Ministry of Finance, Jordan Renewable Energy and Energy Efficiency Fund, Cities and Villages Development Bank, Greater Amman Municipality, Aqaba Special Economic Zone Authority, Jordan Enterprise Development Corporation, the Jordan Chamber of Industry, Jordan Chamber of Commerce, Association of Banks in Jordan, Higher Council for Science and Technology, Royal Scientific Society, Department of Statistics, National Agriculture Research Center, Water Authority, the Jordan Valley Authority, GIZ, UNDP, NDC Partnership, EBRD, EU, AFD, FAO and World Bank.

Lastly, special thanks to the hundreds of individuals who participated in meetings, workshops, reviews, etc. for providing valuable information and feedback during the drafting process. This contribution in the interest of supporting the Government of Jordan and its green growth ambitions is sincerely appreciated.

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# List of Abbreviations

<b>ACOR</b>	American Center of Oriental Research	<b>MoEnv</b>	Ministry of Environment
<b>ASEZA</b>	Aqaba Special Economic Zone Authority	<b>MOPIC</b>	Ministry of Planning and International Cooperation
<b>DoA</b>	Department of Antiquities	<b>MoTA</b>	Ministry of Tourism & Antiquities
<b>DOS</b>	Department of Statistics	<b>MSMEs</b>	Micro, Small and Medium Enterprises
<b>EIA</b>	Environmental impact assessment	<b>NDC</b>	Nationally Determined Contribution
<b>GDP</b>	Gross Domestic Product	<b>NGO</b>	Non-Governmental Organization
<b>GGGI</b>	Global Green Growth Institute	<b>PA</b>	Protected area
<b>GG-NAP</b>	Green Growth National Action Plan	<b>PDTRA</b>	Petra Development and Tourism Region Authority
<b>GHG</b>	Greenhouse gas	<b>PPP</b>	Public-private partnerships
<b>GIS</b>	Geographic Information System	<b>RSCN</b>	Royal Society for the Conservation of Nature
<b>GIZ</b>	Deutsche Gesellschaft für Internationale Zusammenarbeit	<b>RSS</b>	Royal Scientific Society
<b>GoJ</b>	Government of Jordan	<b>SCA</b>	Special Conservation Area
<b>HVAC</b>	Heating, ventilation, and air conditioning	<b>SDG</b>	Sustainable Development Goal
<b>JREEEF</b>	Jordan Renewable Energy and Energy Efficiency Fund	<b>TBD</b>	To be determined
<b>JIC</b>	Jordan Investment Commission	<b>UNDP</b>	United Nations Development Programme
<b>JICA</b>	Japan International Cooperation Agency	<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>JREDS</b>	Royal Marine Conservation Society of Jordan	<b>USAID</b>	United States Agency for International Development
<b>JTB</b>	Jordan Tourism Board		
<b>M&amp;E</b>	Monitoring and evaluation		

# About the Green Growth National Action Plan 2021-2025

Jordan's primary national development strategy Jordan Vision 2025 has set high ambitions for the country's socioeconomic development in the 2015-2025 period. With this strategy, Jordan hopes to achieve an economic growth rate of 7.5% in 2025, while striving to bring the poverty and unemployment rates as low as 8% and 9.17%<sup>1</sup>, respectively. To achieve this vision, the government has defined a set of priorities and actions based on strong private sector development and resilience to external economic shocks. While the environment and climate change are not central features in the Jordan Vision 2025, several environmental priorities are addressed, including climate change adaptation, water and energy efficiency, waste management and natural resource protection. Importantly, the document calls for the development of the green economy in six targeted sectors: Energy, Transport, Water, Waste, Agriculture and Tourism.<sup>2</sup>

Throughout 2018 and 2019, Jordan's economy experienced a steady but low growth, with real GDP at just under 2.0%. Substantial efforts have been taken to address the central government's debt, which reached 99.1% in 2019, including through introducing fiscal reforms such as the passage of the 2019 Income Tax Law.<sup>3</sup> However, in early 2020, Jordan, like the rest of the world, was shaken by the global COVID19 pandemic. The implementation of public health measures to limit the spread of the virus brought the economy to a standstill, leaving many Jordanians worse-off.<sup>4</sup> This new economic situation poses a significant risk to Jordan in the short term. With an unemployment rate of 19%<sup>5</sup> at the end of 2019 and a slowdown of business-as-usual economic activity, families and small business will struggle

to make ends meet.<sup>6</sup> High public debt and a likely reduction in foreign investment and tourism sector revenues will further test the long-term resilience of the economy. The economy is now estimated to shrink by about 3.5%, unemployment is expected to exceed 20%, and pressures on natural resources (particularly water) and vulnerable communities to intensify.<sup>7</sup>

This unprecedented set of circumstances is a serious challenge in the short term, but it presents an opportunity for the Government of Jordan to refocus its efforts on designing an economic growth approach that will foster long-term resilience. Green growth is one strategic approach that can support this effort. The Ministry of Environment began developing the Green Growth National Action Plan 2021-2025 in late 2018 as a next step toward implementation of the recommendations in the National Green Growth Plan, under the request of the Cabinet of Ministers. The GG-NAP outlines sector-level green growth frameworks and actions for the Agriculture, Energy, Tourism, Transport, Waste and Water sectors to support implementation of Jordan's green growth vision and strengthen future ability to recovery and contain shocks from catastrophic events such as COVID 19.

***The Green Growth National Action Plan 2021-2025 lays out pathways for sustainable development that will increase resilience, strengthening Jordan's capacity to contain shocks and recover from catastrophic events such as COVID-19.***

<sup>1</sup> GoJ. "Jordan 2025: A National Vision and Strategy," 2015.

<sup>2</sup> GoJ. "Jordan 2025: A National Vision and Strategy," 2015.

<sup>3</sup> The World Bank. "Jordan's Economic Update — April 2020," 2020.

<sup>4</sup> Reuters. "Many Jordanians struggling as country emerges from COVID-19 lockdown, U.N. agency says," 2020.

<sup>5</sup> Department of Statistics, 2019.

<sup>6</sup> UNDP. "Impact of COVID-19 on Households in Jordan," 2020.

<sup>7</sup> The World Bank. "Jordan's Economic Update — April 2020," 2020.

Green growth, defined as **“Economic Growth that is environmentally sustainable and socially inclusive”**,<sup>8</sup> is a multi-sector development approach that is aligned with both the 2030 Sustainable Development Agenda and Jordan’s Nationally Determined Contributions (NDC) under the Paris climate change agreement of 2015. In 2017, as a first step towards achieving green growth in Jordan, the Cabinet of Ministers

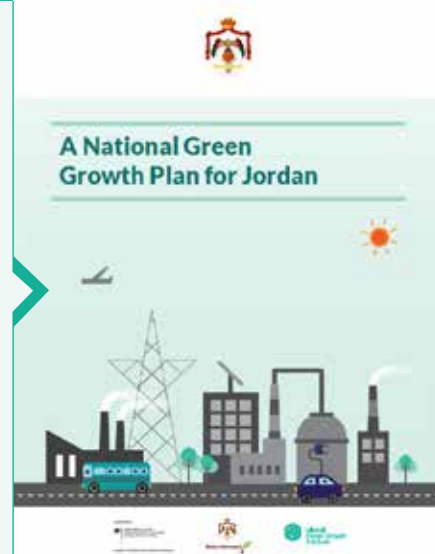
approved the report “A National Green Growth Plan for Jordan” (NGGP). Having received a special mention by the League of Arab States for being a best practice example to be replicated in the region, the NGGP assesses Jordan’s green growth potential and creates a roadmap to achieve a green economy transition in Jordan through strategic direction and recommendations (Box 1).

#### BOX 1

##### About the National Green Growth Plan for Jordan

The NGGP charts out a plan for Jordan to achieve an expanding yet sustainable and resilient economy that ensures the creation of green jobs for its citizens and increased investment in green projects. The NGGP uses a cost-benefit analysis approach to identify the challenges and opportunities for project implementation and focuses on tackling these barriers in the six green growth sectors: Agriculture, Energy, Tourism, Transport, Waste and Water. **Four driving principles of green growth are identified and mainstreamed across the actions in the Green Growth National Action Plan 2021-2025:**

- Transparent governance processes and enforcement of legislation
- Mechanisms to incentivize green growth
- Integrated planning processes that value societal impacts
- Behavior shifts and capacity building



To achieve the strategic vision laid out in the NGGP, the Ministry of Environment (MoEnv) worked in partnership with key national stakeholders to develop the **Green Growth National Action Plan 2021–2025** (GG-NAP). The GG-NAP is presented through a series of six national action plans that serve as sector-level green growth agendas. Each GG-NAP provides implementable actions to achieve the five national green growth objectives and embody the four driving

principles of green growth implementation (see Box 2). Detailed descriptions of priority policy and investment actions are included in the sector action plans, which will serve as the core of Jordan’s green growth, climate change and sustainable development agendas in the 2021 to 2025 period. Some of these are already under consideration by donors and investors. Many are included in Jordan’s NDC Action Plan and are climate finance opportunities.

<sup>8</sup> Global Green Growth Institute. “GGGI’s Strategy 2030.” 2019.

**BOX 2****Why the Green Growth National Action Plan 2021-2025?**

**The next step towards implementing the recommendations of the National Green Growth Plan for Jordan, the Action Plan for Agriculture, Energy, Tourism, Transport, Water, and Waste sectors:**

1

**Elaborates and mainstreams green growth, climate change and sustainable development objectives into sectoral strategic frameworks.** This will encourage formulation of greener projects, and the implementation of policies that will strengthen the enabling environment for greener investment and private sector development. These priorities are aligned with the SDGs and the NDC Action Plan<sup>9</sup> as well as national sector-level priorities, which will further prepare the government to mainstream sustainable development into the post-*Jordan Vision 2025* national development plan.

2

**Strengthens cross-sector collaboration.** Multi-stakeholder coordination and collaboration is central to designing and implementing green growth actions, as it can maximize co-benefits. The overall development process and the actions in each sectoral plan were intentionally designed to enhance such collaboration. Such activities lead to increased awareness and behavior change among decision makers, which can further strengthen the enabling environment for future investment in green growth.

3

**Emphasizes the importance of improving the enabling environment for green growth.** During the initial phase of green growth implementation in Jordan, substantial focus on the enabling environment is needed. Each action description identifies the enabling actions (such as supporting technical assistance programs) required for the responsible institution to be more successful in securing investment for implementation – either from public budget, private sector investors or donors.

The development of the action plan was undertaken through a highly collaborative approach between the Ministry of Environment and the line ministries responsible for guiding each sector. Sector-level green growth focal points were established and ministerial leadership was engaged through the Higher Steering Committee for Green Economy to secure endorsement. This experience demonstrated the important and growing role the Ministry of Environment plays in facilitating action across different issue areas. The network of green growth and climate action advocates developed in recent years is a powerful tool for implementing green growth in Jordan.

The GG-NAPs were developed with technical support from the Global Green Growth Institute (GGGI), who worked with the Ministry of Environment to conduct wide-ranging stakeholder consultations in 2018 and 2019. The strategic objectives, sector sub-objectives and actions were identified and formulated through an iterative process linked as closely as possible to existing sectoral priorities. Non-government stakeholders and experts were also consulted to ensure alignment with broader sectoral priorities, and to bridge local context and international best practice.

<sup>9</sup> Clima-Med EU, "[Jordan approves NDC Action Plan to achieve the implementation of its commitments to the Paris Agreement](#)," 2019.

Figure 1 shows a summary of the green growth planning and implementation in Jordan.



**FIGURE 1**  
Green Growth Planning and Implementation in Jordan



# Executive Summary

The **Tourism Sector Green Growth Action National Action Plan 2021-2025 (GG-NAP)** outlines a green growth framework and actions for the sector aligned with the National Green Growth Plan (NGGP), Jordan Vision 2025, and Nationally Determined Contributions (NDCs) under the Paris agreement.

At the heart of the green growth approach lies the leveraging of the sector's resilience through economic growth that is environmentally sustainable and socially inclusive. The GG-NAP outlines five national green growth objectives on which the *Tourism Sector GG-NAP* was developed:

1. Enhance Natural Capital
2. Sustainable Economic Growth
3. Social Development and Poverty Reduction
4. Resource Efficiency
5. Climate Change Adaptation and Mitigation

From these five national objectives, the *Tourism Sector GG-NAP* identifies 18 sector sub-objectives that serve to mainstream the overarching green growth objectives into tourism sector policies and investments.

Enhancement of policies and increased public and private investments in the tourism sector can improve the competitiveness and sustainability of Jordan's economy. Before the COVID-19 pandemic, the tourism sector represented between 10% and 18.7% of Jordan's gross domestic product (GDP),<sup>10</sup> and was responsible for 7.3% of total employment in the economy. The sector was forecasted to reach up to 22.3% of GDP in 2027 and constitute 8.4% of jobs by 2028<sup>11</sup>, creating significant additional livelihood opportunities for Jordanians, and attracting a step-increase in private sector investments. Although the global pandemic will undoubtedly have short term impacts on the sector, the cultural and historical importance of Jordan's tourism sites are expected to continue attracting tourists in the medium-to-long term, as international travel restrictions ease. In the meantime, increasing domestic tourism and enhanced focus on planning and organization of the sector can improve the long term growth potential of the sector.

Tourism serves an important role in Jordan's overall economic development, given the surge of eco-tourism and niche tourism, both increasing the impact on

economic growth and catalyzing investment in critical municipal and inter-governorate infrastructure. The sector is also an important locus of opportunity for social development, with the potential of bringing employment to rural communities, women, and youth. Building economic resilience is one of Jordan's greatest future challenges, since it is the second-most water scarce country in the world and is heavily reliant on foreign fuel imports to power the economy, including in the tourism sector. Despite this resource scarcity, accommodating tourists requires substantial amounts of food, water, and energy, as well as generating several streams of solid waste that must be properly managed.

The *Tourism Sector Green Growth National Action Plan 2021-2025* has been developed with the green growth objectives in mind, and would lead to the following transformational impacts:

- Increasing coordination and collaboration between the public and private sectors involved in Jordan's tourism sector;
- Rising the profitability of the sector by increasing the skills and competitiveness of firms, communities and employees dependent on the sector;
- Mainstreaming sustainability and resilience into sector-level investment planning;
- Presenting investment opportunities in eco-tourism and sustainability in key touristic locations;

The Ministry of Environment (MoEnv) and the Ministry of Tourism and Antiquities (MoTA) worked in partnership with the support of national stakeholders and the Global Green Growth Institute (GGGI) in order to identify 12 priority actions aimed at accelerating green growth through the tourism sector (Table 1). The implementation of these actions requires an estimated USD 172,700,000 investment, which will require a mix of public, private sector and donor support for implementation. The actions include:

- **5 investment preparation and demonstration actions.** These projects are at various levels of readiness: some require feasibility analysis, while others are investment-ready. Many are suitable candidates for public-private partnerships or direct private sector investment, and others are opportunities to leverage climate finance.

<sup>10</sup> GoJ, "Jordan Economic Growth Plan 2018-2022," 2018.

<sup>11</sup> GIZ, "Jordan's Tourism Sector Analysis and Strategy for Sectoral Improvement," 2019

- **7 enabling policy and institutional reform actions.** Given the current gaps in available fiscal resources, these actions intend to attract investment by addressing policy barriers and capacity gaps that lead to higher costs, risk levels or uncertainty in decision making. These include programs to support innovation, institutional reform and coordination.

2 out of 12 of these actions contribute to the objective of Climate Change Adaptation and Mitigation, which are considered to be “Climate Action Priorities”. In addition, some of them can also be found in Jordan’s NDC Action Plan and forthcoming Green Climate Fund Country Programme.

**TABLE 1**  
Summary of Jordan’s Tourism Sector Green Growth Action Plan 2021-2025

#	Action Title	Total Estimated Implementation Cost (USD)	Relevant Green Growth Objectives				
			Enhanced Natural Capital	Sustainable Economic Growth	Social Development and Poverty Reduction	Resource Efficiency	Climate change Mitigation and Adaptation
TM01	Formulate sector reform roadmap to update the legal, policy and institutional frameworks governing tourism sector	1,500,000	x	x	x		
TM02	Develop and implement a green growth capacity building program for tourism sector stakeholder	1,500,000	x	x	x		
TMG03	Develop a work-class global marketing and branding campaign for Jordan’s tourism sector	10,000,000		x	x		
TM04	Develop tourism development master plan, investment map and packages for improved knowledge sharing, decision-making and marketing	5,000,000	x	x			x
TM05	Develop a roadmap for crisis, disasters and climate change management in the tourism sector	500,000		x	x		x
TM06	Develop a roadmap for increasing resource efficiency in the tourism sector	1,200,000	x			x	
TM07	Establish a tourism sector center of excellence to promote innovation and market development	2,000,000		x	x		
TM08	Scale-up and expand the Jordan Trail	11,000,000	x	x	x		
TM09	Scale up eco-tourism experiences in protected areas and stimulate linkages with other tourism products	17,000,000	x	x	x		
TM10	Improve tourism products and services in and around Petra	40,000,000	x	x	x	x	
TM11	Improve the quality and quantity of Jordan cultural heritage tourism products following participatory approaches	57,000,000		x	x		
TM12	Updating and implementing the Yarmouk Area Sustainable Tourism Strategy (2016-2020), constructing a number of eco-lodges	26,000,000	x	x	x		

# 1. A Green Growth Framework for the Tourism Sector

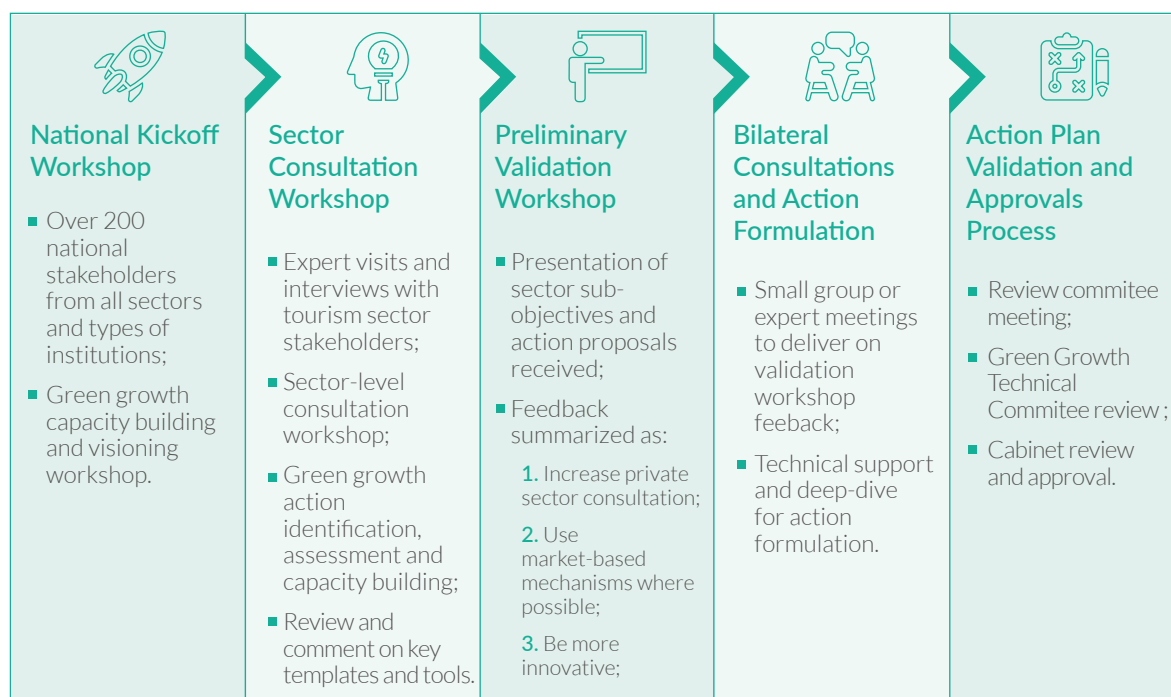
Green growth is a new strategic approach for the Government of Jordan (GoJ) that integrates principles of inclusive, sustainable economic growth into the existing national context and priorities. Implementing this green growth approach will allow Jordan to achieve its socioeconomic development targets while simultaneously addressing environmental risks and climate change – all of which are critical to achieving the Sustainable Development Goals (SDGs), as shown in Figure 2 below. At the outset of the green growth planning process, visioning exercises and consultations were held with national stakeholders through which **five national green growth objectives**

were established.<sup>12</sup> These objectives reflect Jordan's unique institutional setup, political and economic realities, and long-term growth ambitions. National-level plans and strategies were reviewed and used as inputs to guide and shape the objectives, developed into sector-level sub-objectives (see Chapter 3). The *Tourism Sector Green Growth National Action Plan (GG-NAP) 2021-2025* was developed as a partnership between the MoEnv and the MoTA, with green growth focal points established within the latter in order to ensure consistent feedback from the technical and management levels. Figure 3 shows the process for developing the tourism sector GG-NAP.



**FIGURE 2**  
Relationship between the Five National Green Growth Objectives and SDGs

<sup>12</sup> This process reflected and built on the 5 green growth outcomes proposed in the National Green Growth Plan.



**FIGURE 3**  
Process for Developing the *Tourism Sector GG-NAP*

The Tourism sector in Jordan covers a wide array of tourism activities, sub-sectors, and businesses (mostly Micro, Small, and Medium Enterprises (MSMEs) as well as four- and five-star hotels). Sub-sectors include several tourism related areas, such as culture and heritage, adventure, religious, medical, film or meetings incentives, conventions, and exhibitions (MICE). This action plan considers the full value chain of activities in the tourism sector, including hotels and restaurants,

transport services, marketing, tourism companies, and the government entities responsible for the sector's strategic planning and regulation. The following sections describe the relationship between each of Jordan's national green growth objectives and this definition of the tourism sector. Chapter 2 carries out an assessment of Jordan's performance against these objectives in Jordan's tourism sector.

## 1.1 Enhanced Natural Capital

***Jordan's first national green growth objective is to enhance the country's natural capital.*** For that purpose, it aims to improve the quality and quantity of natural resources used to generate economic growth and provide ecosystem services that support economic activities.

Natural resources are an important contributor to the tourism sector, as they provide the necessary inputs to the tourism and hospitality sectors, as well as being a source of tourism interest by themselves. Nature-based tourism includes a wide range of varieties, for instance eco-tourism or adventure-tourism, which are reliant on nature as the main source of their profit. Furthermore, tourism sector activities have a variety of implications on the quantity and quality of natural capital in different ways.<sup>13</sup> In the case of marine environments, tourism activities can have negative

impacts, such as the degradation of coral reefs caused during diving, the infrastructure visual impact on coast lines or the pollution caused by dive-boats and other maritime vehicles. At the same time, construction of tourism facilities within or close to key biodiversity areas can also produce negative impacts on the wildlife. Additionally, other out-doors activities like trekking, hiking or camping can also lead to light and noise pollution, thus disrupting the natural habitats of animals. Trampling and the erosion of vegetation with the aim of creating trails, along with a variety of other direct and physical impacts on nature, also affect the quantity and quality of both flora and fauna.<sup>14</sup>

The hospitality sector, which includes hotels, restaurants, and other establishments tourist may visit when staying in a foreign destination, are usually

<sup>13</sup> Sunlu, Ugur. "Environmental Impacts of Tourism." *Séminaires Méditerranéens* 57 (2003): 263–70.

<sup>14</sup> Hammitt, William E., David N. Cole, and Christopher A. Monz. *Wildland Recreation: Ecology and Management*. 3rd ed. Wiley-Blackwell, 2015.

associated with consumption behaviors which are different from the habits exhibited by people living in the country, usually generating higher volumes of solid and liquid waste per capita. The increment of littering, a lot of which is waste plastic and non-biodegradable packaging, organic waste from tourists (including food and human waste), and large volumes of wastewater can have detrimental effects on the environment and on sanitation infrastructure and services. At the same time, the hospitality industry can minimize its impact on the environment by investing in water and energy efficiency measures and reducing waste generation (such as food and other consumables), which have shown to decrease costs in the long run as well as increasing customer

satisfaction, resulting in an increase in profits.<sup>15</sup>

Eco-tourism is considered to have a net positive effect on natural capital by increasing awareness of locals and tourists about the importance of the natural environment. Ensuring that natural resources are protected and enhanced brings out an increment on the attractiveness of the ecotourism experience. In this regard, eco-tourism is a critical, high value-added sector to address many of the environmentally associated risks mentioned above.

**Sustainable Development Goals:** 6 (Clean Water and Sanitation), 14 (Life below Water), 15 (Life on Land).

## 1.2 Sustainable Economic Growth

*Jordan's second national green growth objective is to ensure sustainable economic growth.* In particular, the aim is to improve the enabling environment for the creation of long-term, inclusive socioeconomic development, as detailed in the Jordan Vision 2025.

In the tourism sector, sustaining a vibrant and high value-added tourism and hospitality services market can, over time, have a substantial impact on economic growth and long-term development. Depending on the quantity and quality of cultural, natural, historical, and archaeological attractions, the number of visitors increases, as these landmarks become more popular for both domestic and international customers. One of the benefits of tourism's increment is job creation (direct and indirect) and increased government revenues (through tax collection), as well as the boost in the commercial sector sales and profits, which make the economy flow across various sectors. However, high tourism traffic can also present certain challenges, as the need of accommodating foreign visitors increases the pressure on infrastructure, consumes additional resources, and can lead to environmental degradation if the right laws and regulations are not implemented and enforced. The way in which the tourism sector develops, and the way in which key strategic decisions are made, will have implications

for Jordan's long-term economic development. For sustainable growth to be achieved, government and private sector objectives must be aligned, and the capacity of stakeholders along the entire value chain must be raised. Policies and incentives must also be lined-up to achieve a lasting sustainability, which requires a constant evolution and innovation, strong enforcement, inclusion of commercial sector and local communities in decision making consistency in governance.

SDGs suggests a measure of tourism direct to GDP (as a percentage of total GDP and in growth rate) and the number of jobs in the tourism industry (as a percentage of total jobs and growth rate of jobs, disaggregated by sex)<sup>16</sup>. In this regard, SDG 8 links job creation to the promotion of local culture and products, and on its turn, SDG 12 on sustainable consumption and production, measures sustainable tourism by the number of tourism strategies, policies and action plans with the agreed monitoring and evaluation (M&E) tool.<sup>17</sup>

**Sustainable Development Goals:** 8 (Good Jobs and Economic Growth), 9 (Industry, Innovation and Infrastructure), 12 (Sustainable Consumption and Production Patterns), 16 (Peace, Justice and Strong Institutions).

<sup>15</sup> Cornell University, Center for Hospitality Research. "Cornell Hospitality Report," 2015

<sup>16</sup> UN World Tourism Organization. "SDG Indicators for "Sustainable tourism," 2016.

<sup>17</sup> UN World Tourism Organization. "SDG Indicators for "Sustainable tourism," 2016.



## 1.3 | Social Development and Poverty Reduction

*Jordan's third national green growth objective is to achieve social development and poverty reduction.* To this end, it aims to increase the equity, by distributing the benefits of economic development and access to services across the society.

Social development and poverty reduction are central concepts to Jordan's long-term development agenda and are a core component of inclusive green growth. Achieving this objective requires special attention to reducing inequalities in society, unlocking access to opportunity and extending the benefits of growth to all members of society. Gender equality and women's empowerment are policy agendas that help support social development and poverty reduction, and they are a critical part of the overall economic growth. A 2015 McKinsey study found that women generate only 37% of the global GDP, but that closing this gap could add between USD 12 and 28 trillion to the global economy.<sup>18</sup> In the Middle East and North Africa (MENA) region, women generate only 18% of GDP, suggesting greater inclusion is a major economic growth opportunity. Furthermore, access for marginalized groups and those excluded from markets, services and spaces are required for sustainable growth. Accordingly, green growth recognizes women and men with a sense of equity, and the poor and marginalized as not simply vulnerable, but as active agents of change for more sustainable growth.

The social development and poverty reduction benefits associated with the tourism sector include the following:

- **Protection of culture and local heritage** — tourism leads to a greater social interaction between different cultures, having both positive and negative consequences. By ensuring community participation in tourism sector activities and carefully managing the preservation of local cultural artifacts (both tangible and intangible), the cultural and historical value of touristic sites is stronger.

- **Poverty reduction** can be promoted by increasing access to opportunities, such as in **education, skills training, jobs, and finance – including microfinance.** In this sense, the tourism sector provides a substantial amount of opportunity for livelihood creation, particularly around tourism services and hospitality, as well as in the development of local value chains for local products.
- Tourism is a major contributor to **employment creation particularly for women, youth, migrant workers, rural communities and indigenous peoples**, as well as having numerous linkages with other sectors. As a consequence, tourism can lead to the reduction of poverty and to the promotion of socio-economic development, and decent work. However, if tourism does not respect local cultures and is uncontrolled, unsustainable or not socially accountable, it can also have negative impacts on local communities, their heritage, and their environment, exacerbating inequalities.<sup>19</sup>

**Sustainable Development Goals:** 1 (No Poverty), 4 (Quality Education) 5 (Gender Equality), 8 (Decent Work and Economic Growth), 10 (Reduced Inequalities)

<sup>18</sup> McKinsey Global Institute. "How advancing women's equality can add \$12 trillion to global growth," 2015.

<sup>19</sup> "Sustainable tourism: A driving force of job creation, economic growth and development," 2016.

## 1.4 Resource Efficiency

**Jordan's fourth national green growth objective is to achieve resource efficiency.** This can be defined as improving the efficiency – reducing the wastefulness – of the economy by achieving a higher efficiency in the production and consumption of economic outputs.

Traditionally, economic growth has been characterized by an initially high rate of natural resource consumption per capita, followed by a period of declining natural resource consumption past a certain rate of economic growth. However, with extreme population growth and the looming threat of global climate change, the global community has recognized the need to shift the economic growth trend towards more sustainable consumption and production – greater shared prosperity with less waste. To achieve resource efficiency and natural resource decoupling substantial shifts in technology, policies, and behaviors are necessary. Reshaping traditional processes of natural resource consumption and realigning incentives is critical. This will require visionary leadership in government and business, and well-coordinated efforts across all segments of society.

Green growth is primarily concerned with achieving economic efficiency by internalizing externalities associated with economic growth; this is directly reliant on achieving resource use efficiency. Improving efficiency entails two elements: (1) producing the same economic output with fewer environmental inputs and lower levels of pollution, and (2) reducing the level of pollution associated with, or embedded, in consumption. The tourism sector is a major consumer of water and energy, and a major waste generator as it produces an economic return – and it can have a substantial impact on achieving overall resource efficiency in the economy. Across the tourism value

chain, achieving resource efficiency can cut down operating costs for the private sector by reducing overall energy and water consumption, as well as waste generation (by promoting reuse and recycling) and other associated costs.

Key tourism-adjacent sectors involved in achieving resource efficiency include:

- **Lodging** – hotels are resource intensive, not only in terms of energy (used for heating, ventilation, air conditioning (HVAC), construction, etc.) but also in water consumption, while generating a substantial amount of waste.
- **Food and beverage** – while tourism represents a fraction of food and beverage production and consumption (from farm to factory to plate), there are many opportunities to improve resource efficiency.
- **Transport** – proper transport planning and adequate information can increase the ease and efficiency of travel required by tourists to reach their desired locations.

An important point of the agenda for sustainable tourism is to introduce a measure that allows to decouple tourism activities from energy use, by measuring net domestic energy use by tourism industries. Availability of data to measure this would correspond with the availability of data under SDG 7 on Affordable and Clean Energy, particularly Target 7.3 on Energy Efficiency.

**Sustainable Development Goals:** 7 (Affordable and Clean Energy), 9 (Industry, Innovation and Infrastructure), 12 (Sustainable Consumption and Production).

## 1.5 | Climate Change Adaptation and Mitigation

*Jordan's fifth national objective is to achieve climate change adaptation and mitigation, which is expressed as improving Jordan's resilience to the effects of climate change and decreasing the country's total greenhouse gas (GHG) emissions.* This objective is consistent with the Paris climate change targets, which is the global community's plan to respond to the global climate crisis. Actions taken to address climate change adaptation and mitigation can also be found in Jordan's National Determined Contribution (NDC) to the Paris Agreement.

The tourism sector contributes with approximately 5% of global GHG emissions. The majority of these emissions are related to transport (75%), accommodation (21%), and other commercial activities (4%).<sup>20</sup> The majority of transport-related emissions are tied to air travel, which can be offset by reducing the need to fly domestically and providing options for coach or rail transit to tourism destinations. Climate-related disasters are projected to increase, and steps must be

taken to ensure the safety and resilience of tourism infrastructure. If not addressed, the risk for tourists being hurt or killed during a flood or other natural disaster could deter their interest in travelling to certain locations. This is an important risk to the sustainability of the sector, as it may also deter investment in the sector. At the same time, there are substantial economic, social, and environmental co-benefits (namely for ecosystems) associated with reducing GHG emissions and adapting to the impacts of climate change. For this reason, Jordan has noted that the National Green Growth Plan and a green growth approach are key to achieving the NDC targets, while at the same time accomplishing the socio-economic vision laid out in the Jordan Vision 2025.

**Sustainable Development Goals:** 7 (Affordable and Clean Energy), 11 (Sustainable Cities and Communities), 13 (Climate Action).

<sup>20</sup> UN World Tourism Organization. "[Transport-related CO2 Emissions of the Tourism Sector – Modeling Results](#)" 2019.



## 2. Assessing Green Growth in Jordan's Tourism Sector

### 2.1 | Tourism Sector Green Growth Situation Analysis

**Natural Capital.** Although Jordan lacks substantial water and energy resources, the natural environment provides a wealth of beauty that is well-capitalized on. From the sprawling desert landscapes, to the Mediterranean highlands, to the Jordan River valley and Dead Sea, to the Red Sea, Wadi Rum and Petra in the South, Jordan offers a variety of naturally beautiful tourism locations. During the last few decades, Jordan has excelled in the field of nature-based tourism, which has positively contributed to the number of visitors to the country and to their touristic experience. Eco-tourism first started as a niche tourism product by the Royal Society for the Conservation of Nature (RSCN) within its protected areas (PAs) and ended up becoming a sector leading Non-Governmental Organization (NGO) throughout the region. The RSCN has continued to grow its eco-tourism programs, managing up to 23 sites within protected and unprotected key biodiversity areas, providing adventure tourism, hiking trails, and specialized tourism like bird watching.<sup>21</sup> In addition to creating livelihoods for local communities, eco-tourism has increased national support for conservation efforts in Jordan, allowing it to raise funds through charitable donations, and increasing overall awareness on the environment's importance.

Tourism development in Jordan is not limited to the improvement of specific local attraction sites or its network of destinations. In this sense, during the last two decades, the government of Jordan (GoJ) established tourism-oriented economic and development zones with the aim to attract investments, such as the Aqaba Special Economic Zone Authority (ASEZA) (established in the year 2000), Petra Development and Tourism Region

Authority (PDTRA) (established in 2009), and the tourism development zones in the Dead Sea and Aljoun (established in 2010). Each of these authorities has its own laws and regulations that administer the investment and the protection of natural resources, among other things, in their zones. In particular for environmental regulations, ASEZA has its own environmental regulations that rule the licensing of developments, Environmental Impact Assessment (EIA) system, Pas, and wildlife protection, etc. The other authorities enforce national environmental laws and regulations. Each zone is also responsible for developing and implementing its own strategic master plan, which defines the goals and objectives of development within the zone, types and distribution of economic/tourism developments, as well as zoning and planning land use elements.

Tourism is an important driver for the protection of Jordan's natural environment. Because of the inherent value in experiencing the natural environment as a tourist, local communities are incentivized to maintain the environment to ensure a high-level of quality for touristic experiences. However, not all communities are equipped with the knowledge or infrastructure to do so. For example, Petra, a touristic site in southern Jordan that was recently named one of the new Seven Wonders of the World, received its second-largest number of visitors in 2018, with a total of over 826,000 guests.<sup>22</sup> While this business is a good sign for Jordan (allowing it to register over \$5 billion in revenues in 2018), the environmental impact in terms of environmental degradation and pollution can be significant. For instance, a 2011 analysis observed substantial deterioration of the signature sandstone formations at the site as a result of touristic activities, including visitors touching the stone, frequent donkey and camel transport, and the installation of food

<sup>21</sup> RSCN. "Ecotourism." n.d.

<sup>22</sup> The Jordan Times. "Petra visitors continue to increase in first quarter of 2019." 2019.

and souvenir stalls. The same study found that the presence of graffiti and litter further threaten the natural beauty of Petra, on which much of its attractiveness is based.<sup>23</sup> Similar phenomena have been documented for other major touristic sites in Jordan.

The Fifth National Report to the Convention on Biological Diversity also identified tourism development as a threat to biodiversity in Jordan.<sup>24</sup> The primary threat sources come from hotel and infrastructure development (as the need for water and electricity access expands), the high number of visitors, effluent discharges (from improper waste management services), road development and encroachment by local populations. The increasing use of once-protected lands for agriculture and pastoralism are also threats to Jordan's biodiversity.

Steps can be taken by the government, private sector tourism companies, and local communities to better understand and address the impacts of high-volume tourism on the natural environment. The government continues to aim for a 5% year-on-year growth of tourism revenues, through increasing both the number of tourists and the length of their stay. However, to the extent that this threatens the survival of the natural and archaeological heritage sites, the country needs to adopt a stronger rule enforcement strategy to protect restricted areas. Local communities and tourism operators also have a strong interest in protecting Jordan's natural and archaeological heritage, for the sustainability of their own livelihoods depends on them.

**Sustainable Economic Growth.** After a difficult downturn in visitors following the Arab Spring in 2012, Jordan's tourism sector boomed, with a 9.4% increase in total sector revenues at the end of 2019, equivalent to USD 4.9 billion. From these revenues, accommodation generated the largest gross value-added to the economy, when compared to other tourism sub-sectors, followed by land/sea passenger transport. The sector's contribution to GDP has been estimated to be between 10% and 18.7%,<sup>25</sup> which is made up of primarily of 'Other Goods' (mainly shopping) at 26%, Accommodation coming in at 10%, Food and Beverages with 15% and Entertainment (which includes entry to sites, museums, sports, etc.) accounting for 13%. The distribution of domestic tourism consumption shows that Air Transport accounts for over half (52%) of all consumption, while Other Goods represents 26%, and Food and Beverage 15%.

Tourism accommodation is a pivotal component of the tourism value chain. The total number of tourism-accommodation establishments in 2019 reached up to 590, of which 260 are classified hotels (a 38.3% growth from 1997's benchmark), 174 tourists' apartments and suites, 107 unclassified hotels (33.5% decline compared to year 1997), 25 hostels, one motel, and 23 camping sites. There are in total 4,666 suites (30.7% in classified hotels), 30,368 rooms (67.4% in classified hotels), and a total of 56,174 beds (65.6% in classified hotels). This sub-sector, and as mentioned above, is a major employer in the tourism sector, employing around 7,815 Jordanians in hotels in 1997 compared to 20,670 employed in the year 2018. This accounts for a percentage increase of 164.5% within a period of 21 years, making up an annual increase of about 8.2%.

The geographic distribution of all classified and non-classified tourism accommodation facilities shows that the capital city of Amman accounts for 63.7% of the total number of tourism accommodation establishments (59.4% of the rooms, 58.5% of the beds). Aqaba comes in second place, with 14.2% (18.7% of the rooms, 19.3% of the beds), followed by Petra with 6.8% (6.7% of the rooms, 6.9% of the beds), Wadi Rum with 2.7% (2.4% of the rooms, 2.4% of the beds), Irbid 2.5% (1.4% of the rooms, 1.7% of the beds), and finally the Dead Sea with 1.9% (8.7% of the rooms, 8.0% of the beds). Although Aqaba, Petra, and Wadi Rum are key tourism brands of Jordan, Amman is responsible for about 60% of all tourism investments in the country.

With regards to governance, MoTA is the leading governmental organization responsible for tourism development and regulation, thus working closely with tourism development zones as well. Since the tourism sector is a major contributor to GDP and in job-creation, it is a critical focus for the government. However, there are some key barriers to achieving tourism-centered growth, such as the lack of sufficient public services and tourism infrastructure outside of Amman. Access to reliable, affordable, and safe transport services is an important obstacle. In 2013, transport was ranked as one of the least attractive parts of the tourism experience in Jordan, characterized by poor services and high prices, unpleasant taxi services, lack of pedestrian areas, and inefficient public transportation in Amman.<sup>26</sup> Several improvements in the tourism transport infrastructure have been achieved, but public transport infrastructure in Jordan, especially outside of Amman, continues to be a challenge, particularly for non-Arabic speakers.

<sup>23</sup> Mustafa, Mairna Hussein, and Sultan N. Abu Tayeh. "The Impacts of Tourism Development on the Archaeological Site of Petra and Local Communities in Surrounding Villages." *Asian Social Science* 7, no. 8 (2011): 88–95.

<sup>24</sup> MoEnv. "The Fifth National Report on the Implementation of the Convention on Biological Diversity," 2014.

<sup>25</sup> GoJ. "Jordan Economic Growth Plan 2018-2022," 2018; and European Research Studies Journal. "Estimating the Economic Impact of Tourism in the North of Jordan through the I-O Approach," 2019.

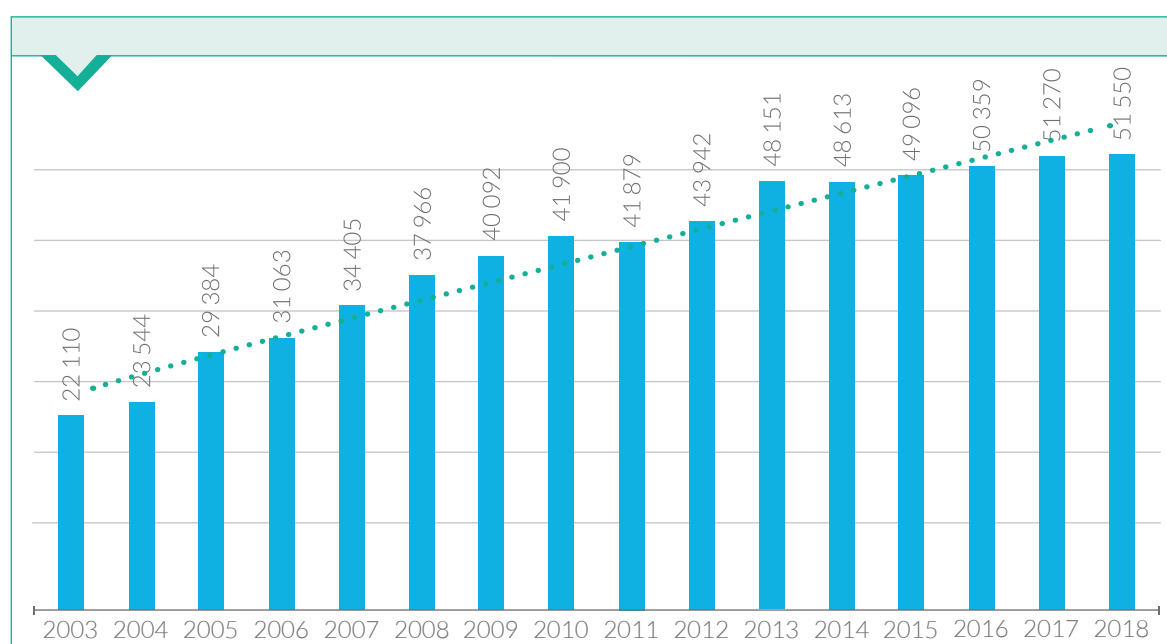
<sup>26</sup> USAID. "Jordan Tourism Sector Assessment: Challenges Today, Opportunities Tomorrow," 2013.





In 2017, Jordan was ranked 75th in the World Economic Forum's Tourism Competitiveness Report, after having made improvements to its use of mobile and information and communications technology (ICT) applications, which are helpful in the touristic experience. Jordan is considered a safe travel destination, with above-average performance in terms of access to skilled hospitality workers. However, substantial updates to its air and ground transport infrastructure, its branding and marketing, and the quality of accommodations are needed. Without these improvements, tourism volumes are not likely to increase. Measures to reduce the ticket taxes on air travel to Jordan and value-added tourism-related taxes could help attract additional visitors.<sup>27</sup>

**Social Development and Poverty Reduction.** Tourism is a labor-intensive sector capable, as part of its growth, of creating and maintaining a substantial number of new direct and indirect jobs, thus contributing positively to social development and poverty reduction. Tourism is the second-largest private sector employer in Jordan with about 8% of employed population in the year 2017 and with the estimation to reach 16% by the year 2025. The total number of direct workers in different tourism activities almost steadily increased from 22,110 in the year 2003 and reached up to 51,550 in 2018, as shown in Figure 4. From these, 39% of those employed in the tourism sector work for tourism accommodation (hotels) subsector, 39% at touristic restaurants, 9% at travel agencies, 4% at tourist's transportation companies, 2% as tourist guides, 2% in tourist shops, and the remaining are in other tourism sub-sectors. In addition, these also employ thousands of indirect employees in the sector.



**FIGURE 4**  
Number of employees in different tourism activities. (Source: MoTA)

<sup>27</sup> GIZ, "Jordan's Tourism Sector Analysis and Strategy for Sectoral Improvement," 2019.

While employment is a creator of opportunity for people and businesses, it also comes with several challenges in the context of Jordan's tourism sector. A 2018 study by the National Center for Research and Development (NCRD) noted that 90% of Jordan's tourism sector employees are male, 83% of touristic facilities are located in the central region, and that there is a substantial gap between the supply and demand of labor in the sector.<sup>28</sup> Notably, this is also a great opportunity for Jordan's underemployed youth and female populations, who suffer from unemployment rates of 33-39%<sup>29</sup> and 29%, respectively.<sup>30</sup> Opportunities to both increase innovation in the tourism sector, through training and education, research and product and service development could drive employment and further creation of improved livelihoods.

The broader implication of these employment and investment trends is that there is a great disparity in terms of regional tourism investment and tourism sector planning. This could be due to several factors, including the weak capacity within MoTA and municipal authorities to conduct comprehensive local strategic planning, as well as business and market development institutions supporting local MSME development in Jordan. Areas suffering from a lack of resources and of strong agricultural or industrial sectors, have a potential to support tourism-sector business, even if this has to be deliberately planned, with the community's participation being critical to this process.

Nevertheless, tourism has a great potential to positively contribute to rural development through improving and scaling up existing tourism infrastructure, products, and investments in these areas, as well as in developing new tourism products. Investments in capacity building of locals, especially women and youth, awareness raising and community-based initiatives are ongoing by several governmental and NGOs with support from development and donor agencies. Tourism and socio-economic investments within the buffer zones of PAs by the RSCN, along the Jordan trail, and other investments by local NGOs have positively contributed to the creation of new job and business opportunities for the locals, increasing the income of local families, and combating poverty.

**Resource Efficiency.** Examining the value chain of tourism services reveals some trends in resource use that are unique to the tourism sector, some of which are also common to the broader Jordanian economic context, as is the case of the increasing number of touristic accommodations. Jordan's national

population, at the end of 2018, was roughly 10 million. As with its rapidly increasing population, the number of foreign visitors in 2018 increased by an average of 8%, with 860,000 overnight visitors and over 720,000 one-day visitors.<sup>31</sup> For a country with ever-depleting water resource reserves, and a severe lack of natural energy resources, tourists are a critical population of resource consumers that often go overlooked in national infrastructure planning and development. These additional 1.5 million people, when seen as water and electricity consumers in hotels, users of fuel for trips to various touristic sites, and producers of municipal waste at a significant scale, make it evident that specific efforts to improve the sustainability of the sector can have a massive impact on the overall economy.

In 2016, the UN-World Tourism Organization led the signing of the *Petra Declaration on Investing in Tourism for an Inclusive Future*<sup>32</sup>, which calls upon private sector and government to "ensure that tourism development is based on responsible and sustainable planning (...) to promote innovation in tourism products, business models, and management (...) to support sustainable tourism development and foster investment in infrastructure and technology to improve resource efficiency and decouple economic growth from resource use and environmental degradation". One of the key recommended approaches was to apply the reduce, reuse, and recycle approach to waste management in the tourism sector. This concept was mainstreamed into the development of the Jordan Tourism Strategy 2015-2019.

The Jordan Renewable Energy and Energy Efficiency Fund (JREEEF) is currently implementing a program to support 3- and 4-star hotels in Petra, Madaba, and Aqaba with energy conservation and efficiency measures, such as the replacement of inefficient water boilers, and introducing improved HVAC and LED lighting. JREEEF can provide subsidized loans for these upgrades or partial grants for their implementation.<sup>33</sup>

**Climate Change Adaptation and Mitigation.** The tourism sector is a contributor to global climate change through its transport sector aviation fuels and hotel energy consumption. Without the ability for tourists to travel via rail to Jordan, flights are likely to continue to be the main source of Jordan's tourism sector emissions. However, Jordan's tourism sector growth and sustainability are also threatened by environmental factors such as climate change, particularly when it comes to water resource availability.

<sup>28</sup> The Jordan Times. "Tourism sector suffering from lack of employees — report," 2018.

<sup>29</sup> UNICEF. "Opportunities for Youth in Jordan," 2019.

<sup>30</sup> The Jordan Times. "Unemployment up slightly in 1st quarter of 2019," 2019.

<sup>31</sup> The Jordan Times. "Tourism revenues surpass \$5-billion mark in 2018," 2018.

<sup>32</sup> UN World Tourism Organization. "Petra Declaration on Investing in Tourism for an Inclusive Future," 2016.

<sup>33</sup> The Jordan Times. "48 hotels to go green — Energy ministry," 2019.

According to National Climate Change Policy and Sector Strategic Guidance Framework of the Hashemite Kingdom of Jordan (2013-2020) in 2013, tourism could be impacted by climate change directly and indirectly, and further explains:

- **Direct climatic Impacts:** Climate is a principal resource for tourism, as it codetermines the suitability of locations for a wide range of tourist activities. It is also the principal driver of global seasonality in tourism demand, as having an important influence on operating costs, such as heating-cooling, irrigation, food and water supply, and insurance costs.
- **Indirect environmental change impacts:** Because environmental conditions are such a critical resource for tourism, a wide-range of climate-induced environmental changes will have profound effects on tourism, not only locally but also at the regional destination level. Changes in water availability, biodiversity loss, reduced landscape aesthetic, altered agricultural production, increased natural hazards, coastal erosion and inundation, damage to infrastructure, and the increasing incidence of vector-borne diseases will all impact tourism at various degrees. However, the current tourism strategies in Jordan do not refer to climate change yet.

Jordan's third communication report (2014) explains that the country has identified several opportunities to kick off green clusters, including renewable energy and energy efficiency, water and wastewater management, solid waste, green buildings, eco-tourism, transportation etc. The report listed the following impacts from climate change, which are likely to affect the tourism sector:

1. Reduction in the chance of tourism activity as a socio-economic risk from climate change impacts on (1) water vegetation in Bayoudah, Sbahi, and Khayouf Special Conservation Area (SCA), (2) every green oak forest in Rmemien and Dibein PA, (3) the pine forest in Rmemien, Siehan and Dibein PA, (4) Deciduous Oak Forest in Byoudah Dibein PA Siehan;
2. A sea level rise of the Gulf of Aqaba may have many implications, but there is currently no model which accurately represents the anticipated and possible implications on the coastline, habitats, and species;
3. An increase in temperature will impact fisheries and coastal production of goods, since fish stocks may migrate, and benthos may die due to an extension of dead zones (eutrophication and oxygen depletion). These impacts will affect biodiversity as well as fishery, human health, and tourism. This will also put the already vulnerable coral reef at the Gulf of Aqaba at risk of bleaching.

Other than the context presented in the National Climate Change Policy, there are several climate-related challenges facing the tourism sector. Firstly, the rapid decline in the Dead Sea level, and its associated consequences (e.g. loss of shorelines, risks of sinkholes, impacts on the infrastructure and tourism facilities in the area, increased water salinity and increased risks to swimmer's safety, etc.). Without specific attention to these issues, the tourism sector will suffer. At the same time, the increased risk of flashfloods due to climate change and their duration will affect many tourism sites, which are in key catchment areas (e.g. the wadis feeding into the Dead Sea, Petra, Wadi Rum, eastern desert castles, etc.). Finally, water scarcity is becoming increasingly intense in Jordan, resulting in shortages of available fresh water for domestic use, and competing with other economic uses such as tourism.

## 2.2 Current Tourism Sector Strategic Priorities

**Jordan Vision 2025.** This document is the country's primary economic and social development strategy, addressing the economic, social, and governance challenges affecting Jordan's ability to transform into a more developed economy. The tourism sector policy agenda presented in the Vision 2025 is focused on expanding the range of tourism products and services available, as well as improving the enabling environment for sectoral expansion by developing tourism-related infrastructure, human resources, as well as marketing and promotion. Environmental-based or eco-tourism is listed as one of the areas for expansion and development, among a broad range of tourism sub-sectors. Implementation of the priority initiatives would lead to different economic growth opportunities, attracting a higher volume of tourists and improving the quality of services available. As a major contributor to economic development, increasing the sustainability of Jordan's tourism sector can have far-reaching co-benefits, including local economic development and poverty reduction, as well as a strong justification for conservation of nature and culture. Key objectives of the **targeted scenario by 2025** include:

- Developing tourism products and enhance their competitiveness;
- Developing the infrastructure of the tourist attractions and improve the tourism transport service;
- Marketing and promotion of internal and external tourism;
- Increasing employment and developing human resources;
- Amending the legislation that support and govern the sector.

**National Tourism Strategy 2019-2023.** The latest tourism sector strategy expired in 2015, and an update is currently under development by MoTA. The 2019-2023 strategy continues to focus on sector development, enabling environment, and competitiveness. The following list summarizes the main objectives of this strategy:

### I. Increasing income from tourism

- a. New identity and brand for tourism in Jordan

- b. Enhancing digital content about Jordan
- c. Targeting tourism conferences and workshops
- d. Enhancing story content and marketing messages for religious tourism
- e. Promoting medical/healing, recreational, adventure, and filming tourism

### II. Increasing flight options for flying tourists and improving arrival services

- a. Increasing the number of regular flights to Amman
- b. Increasing the number of regular and charter flights to Aqaba
- c. Improving the availability of tourism information and facilitating the process of obtaining the unified ticket

### III. Offering more tourism experiences in Jordan

- a. Developing four new and unique tourism destinations
- b. Developing five new tourism trails, each with a unique theme, connecting multiple sites
- c. Enhancing linkages between tourism attractions and destinations in Jordan
- d. Developing/improving internal tourism

### IV. Improving visitors' experiences

- a. Improving infrastructure and operations management at five locations
- b. Improving interpretation and storytelling in/for archaeological sites
- c. Designing tourism experiences revolving around local culture and traditions
- d. Engaging local communities in Wadi Rum
- e. Diversifying accommodation options for tourists

### V. Enhancing competitiveness of Jordan's tourism sector

- a. Improving governmental policies to enhance competitiveness
- b. Raising tourism awareness among all related stakeholders and local communities
- c. Improving efforts on behalf of environment protection
- d. Increasing the number of qualified employees in the sector by 40%
- e. Increasing investments in the tourism sector

Jordan's existing national plans, strategies, and policy documents add a further level of specificity to its priorities, many of which are linked to green growth (see Table 2, below).





**TABLE 2**  
Green Growth Priorities found in Existing National Documents

Relevant plans and strategies for Tourism Sector	Green Growth Objectives				
	Enhanced Natural Capital	Sustainable Economic Growth	Social Development & Poverty Reduction	Resource Efficiency	Climate Change Adaptation & Mitigation
National Biodiversity Strategy and Action Plan (2015-2020)	x				
Aqaba Ecotourism Development Plan	x				
National Tourism Sector Strategy 2020-2025		x			
Jordan's Tourism Sector Analysis and Strategy for Sectoral Improvement		x	x		
Jordan Economic Growth Plan (2018 – 2022)		x	x		
Jordan Vision 2025		x	x		
National Energy Efficiency Action Plan (NEEAP)				x	
NDC and NDC Action Plan					x



## 2.3 | Tourism Sector Stakeholders

MoTA is the leading government institution responsible for strategic planning and for guiding the development of Jordan's tourism sector. MoTA coordinates the development of legal and institutional frameworks for product development, human resource development, and awareness raising in cooperation with several other national stakeholders. The Department of Antiquities (DoA) is another important government policymaker, responsible for the conservation, documentation, excavation, and restoration of Jordan's substantial archaeological assets, based on which much of Jordan's tourism sector relies. Other important tourism and tourism-adjacent priorities are also being implemented, supported, and monitored by the following key stakeholder institutions:

- Jordan Museum
- Jordan Restaurants Association (JRA)
- Jordan Society of Travel and Tourism Agents (JSTA)
- Jordan Tour Guides Association
- Jordan Tourism Board (JTB)
- Jordan Tourism Transport Association
- Ministry of Culture and Youth (MCY)
- Ministry of Local Administration (MoLA)
- Ministry of Social Development (MoSD)
- Ministry of Transport (MoT)
- Petra Development and Tourism Region Authority (PDTRA)
- Royal Botanic Garden
- Royal Marine Conservation Society of Jordan (JREDS)
- Royal Society for the Conservation of Nature (RSCN)

### Key Stakeholders

- Aqaba Special Economic Zone Authority (ASEZA)
- International Union for Conservation of Nature (IUCN)
- International Air Transport Association (IATA)
- Jordan Enterprise Development Corporation (JEDCO)
- Jordan Handicraft Producers Association
- Jordan Hotel Association (JHA)
- Jordan Inbound Tour Operators Association (JITOA)
- Jordan Investment Commission (JIC)

### Key Sector Donors and Development Partners

- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Japan International Cooperation Agency (JICA)
- United Nations Educational, Scientific and Cultural Organization (UNESCO)
- United States Agency for International Development (USAID)
- World Bank (WB)



## 3. Tourism Sector Sub-Objectives and Action Selection

### 3.1 | Tourism Sector Green Growth Sub-Objectives

Tourism is a very important pillar of Jordan's economy, with a large contribution to GDP and overall employment, which is emphasized in the Jordan Vision 2025, the Jordan Economic Growth Plan, and several sector-level strategies. However, the role of the environment in the development of the sector is not fully mainstreamed into the sector's strategic vision.

Further operationalizing the five national green growth objectives described in Chapter 1 and assessed in Chapter 2, **tourism sector sub-objectives** for each national objective were determined. These sub-objectives serve as a sustainable tourism sector agenda which can be continually developed and implemented by national stakeholders.

Close coordination and collaborations with the MoTA ensured alignment with sector priorities. Special emphasis was also given to establishing linkages with the country's cross-cutting environment and socio-economic strategies and plans. Where specific green growth concepts were not prominently mainstreamed into policies and strategies, global green growth best practices were incorporated into the objective and action levels.

The five national green growth objectives are translated into 18 sector sub-objectives for Jordan's tourism sector, as detailed in Table 3 below.

<sup>34</sup> These priorities have been developed for MoEnv with the support of NDC Partnership and GIZ programs in Jordan.

**TABLE 3**  
Tourism Sector Green Growth Objectives

National Green Growth Objective	Tourism Sector Green Growth Objectives
<b>Enhanced Natural Capital</b>	<ul style="list-style-type: none"> <li>a. Increase public awareness about the value of natural resources and the environment through tourism sector activities;</li> <li>b. Strengthen availability of data around environmental issues and mainstream the environment into the tourism sector's development planning and management;</li> <li>c. Reduce the negative impacts of the tourism sector on the natural environment (including biodiversity and at natural heritage sites);</li> <li>d. Improve the quantity and quality of nature-based tourism products and services.</li> </ul>
<b>Sustainable Economic Growth</b>	<ul style="list-style-type: none"> <li>a. Improve the attractiveness of tourism in Jordan to investors and tourists (foreign and domestic);</li> <li>b. Increase the overall return on tourism sector investments by increasing the quantity and quality of tourism products and services, and enhance innovation in service provision;</li> <li>c. Increase the capacity of tourism sector decision makers in government private sector to integrate green growth principles into their policies and business models;</li> <li>d. Increase the quantity and quality of critical tourism sector services, including transport and waste management services.</li> </ul>
<b>Social Development and Poverty Reduction</b>	<ul style="list-style-type: none"> <li>a. Develop green job opportunities in the tourism sector for all, especially women and youth;</li> <li>b. Ensure inclusion of local communities, NGOs and civil society in tourism development planning and business activities;</li> <li>c. Increase access to education and training for the tourism sector, emphasizing service quality, professionalism, and soft skills;</li> <li>d. Increase access to finance and business development support for MSMEs in the tourism sector.</li> </ul>
<b>Resource Efficiency</b>	<ul style="list-style-type: none"> <li>a. Increase the efficiency of water and energy use in the tourism and hospitality sectors;</li> <li>b. Promote integrated waste management practices in the tourism and hospitality sectors, with emphasis on reduce, reuse and recycling;</li> <li>c. Increase the use of more energy-efficient technology for tourism-related transport.</li> </ul>
<b>Climate Change Adaptation and Mitigation</b>	<ul style="list-style-type: none"> <li>a. Enhance the resilience of critical infrastructure in key tourism areas to natural hazards and climate-related risks;</li> <li>b. Improve the effectiveness of processes and systems to protect tourists from natural hazards and climate-related risks;</li> <li>c. Increase the resilience of the tourism sector to climate change by improving its ability to identify and manage climate-related risks.</li> </ul>

**Climate Action Priority.** Climate action – policies and investments which lead to climate change adaptation and mitigation – are key priorities for the Government of Jordan. Actions which are noted to contribute to the strategic objective of “Climate Change Adaptation and Mitigation” represent sectoral priorities that can also be found in the NDC Action Plan and/or the *National Adaptation Plan*<sup>34</sup>. These documents, along with the GG-NAP, guide the MoEnv in planning and implementing its international climate change commitments, for which it aims to achieve 14% overall GHG emissions reductions by 2030, including 1.5% unconditional reduction against the baseline, with a 12.5% additional reduction target being conditional upon receiving financial and technical support from international donors and development partners.



### Jordan's Nationally Determined Contribution

**14%** GHG emissions reduction by 2030  
1.5% unconditional 12.5% conditional

## 3.2 Translating Green Growth Priorities into Actions

Taking into account the priorities of stakeholders, the gap analysis performed and the strategic planning exercises conducted, the MoEnv, MoTA, and the Global Green Growth Institute (GGGI) identified and validated a prioritized list of investments and enabling actions were solicited through an open call for ideas with key government and non-government stakeholders. Action proposals were received and reviewed using a multi-level screening tool from which priority interventions (policies, programs, and investments) were selected and presented at a national preliminary validation workshop in December 2018. The findings of this workshop revealed the preference by stakeholders to prioritize those with:

- Strong links to national green growth objectives;
- High levels of innovation or novelty in concept;
- Likelihood to attract private sector investment or develop the private market.

Bilateral and small-group consultations were conducted through 2019 to prioritize and formulate the actions proposed by sector stakeholders. This process included the assessment of feasibility, risks, and alignment with government priorities as per the feedback received in 2018, which improved the depth of analysis, input from private sector actors and local technical experts. The zero draft of the action plan was reviewed by an ad-hoc Transport Sector Green Growth Review Committee, hosted by the MoT. Endorsement was received by sector leadership in the MoT, and approval was received by the Cabinet of Ministers in early 2020.

For the purpose of this action plan, actions are presented in three ways: as **enabling actions**, as an **investment**, and as a combination of the two.

▪ **Enabling Actions.** These are considered to be any actions that will enable stakeholders (government and/or others) to be more prepared for future green growth policy or investment implementation. They are policy, strategy, research, and capacity building-oriented in nature. They can be implemented through a mixture of donor and government support. Donors would typically support implementation on a grant basis through technical assistance funds. Each action description contains the detailed rationale and strategic orientation which will allow Action Leads to develop funding proposals for these actions as priority green growth programs.

▪ **Investment Actions.** These are priority investment projects that support the achievement of national green growth objectives. Investments must be proven feasible from a technical, financial, and environmental standpoint. As such, they require proof of concept, a business model showing that an attractive return on investment is possible.

**For enabling actions** that do not lead to an investment, the estimated budget and status of financing of the action are noted in the action descriptions in Chapter 5. In these cases, the “No” box is checked under the “Action Leads to Investment” section of the action description. It is important to note that some technical assistance actions may lead to investment. However, for the purposes of this action plan, all actions that do not include feasibility analysis for a specific project or investment are assumed to not lead to an investment.

Estimated Budget for this Action	
Financing Secured	<input type="checkbox"/> Yes <input type="checkbox"/> No
Potential Source of Funding	
Action Leads to Investment	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity
Estimated Investment Size	

**For many green growth investments**, limited feasibility analysis is available. In these cases, the action includes the development of the required analysis (feasibility studies, technical assistance, etc.) directly related to a potential or known investment opportunity. The “Estimated Budget for this Action” is noted in the description table, and the “Yes” box is checked in the “Action Leads to Investment.” In the case of investment opportunities that have feasibility analysis completed and are considered

ready for investment, the box “This action is an investment opportunity” is checked. In both cases an estimated budget for the implementation of the project/investment is given, based on the available information (such as a feasibility study, consultation with project designers, or best estimation).

Table 4 shows the types of actions found in the GG-NAP 2021-2025.

**TABLE 4**  
Types of actions found in the GG-NAP 2021-2025

Action Type	Description of Activities to be Implemented
<b>Enabling Action</b>	<p><b>Any action that will enable stakeholders</b> (government and/or others) to be more prepared for future green growth policy or investment implementation.</p> <p>Activities, outputs, and milestones might include:</p> <ul style="list-style-type: none"> <li>▪ Policy analysis, recommendations, and reform</li> <li>▪ Capacity building programs, public campaigns that increase awareness among a set of key stakeholders</li> <li>▪ Knowledge exchange and learning</li> <li>▪ Reforms to processes, procedures, and institutional setup</li> <li>▪ Technical studies and analysis</li> </ul>
<b>Investments</b>	<p><b>Any action that will lead to investment in a specific project</b> that will support the achievement of one or more of the sector green growth sub-objectives.</p> <p><b>For demonstration or pilot projects</b>, activities, outputs, and milestones might include:</p> <ul style="list-style-type: none"> <li>▪ Investment analysis and preparation activities</li> <li>▪ Clarify the proof of concept (technical and financial aspects) of implementation of green growth projects</li> <li>▪ Reform of specific policies or regulations required to attract investment</li> <li>▪ Develop service models and business plans</li> <li>▪ Inform replication or scale up</li> </ul> <p><b>Investment-ready projects</b> are considered ready for implementation between 2021 and 2025 based on available feasibility analysis.</p>

**Action Priority Level.** Actions that were considered low priority for green growth were not included in the action plan, and action descriptions were not developed. From the numerous ideas received, a limited number of detailed action descriptions were prepared and assessed according to the criteria below. Sector review committees and green growth focal

points at the relevant line ministries were asked to evaluate and validate the level of priority, and this is noted in each action form presented in Section 4.4.

Table 5 shows the prioritization criteria for GG-NAP 2021-2025.





**TABLE 5**

Prioritization criteria for GG-NAP 2021-2025

Priority Level	Description
<b>Low</b>	<p>Low-priority actions are those which do not meet the adjusted criteria after the Preliminary Validation Workshop, meaning they:</p> <ul style="list-style-type: none"> <li>▪ Lack clear and substantial links to national green growth objectives</li> <li>▪ Lack innovation and do not demonstrate added value to existing sector objectives, as outlined in national/sectoral policy documents</li> <li>▪ Cannot be reasonably implemented given the available resources or capacity at the sector level in the 2021-2025 period</li> </ul> <p><i>Low-priority actions have not been included in this action plan.</i></p>
<b>Medium</b>	<p>Action which:</p> <ul style="list-style-type: none"> <li>▪ Positively contributes to at least one of the national green growth objectives and sector sub-objectives</li> <li>▪ Adds value to existing sector objectives (as outlined in national/sectoral policy documents)</li> </ul>
<b>High</b>	<p>Action which meets all the “Medium” criteria, plus:</p> <ul style="list-style-type: none"> <li>▪ Encourages changes to the prevailing ‘business as usual’, triggering long-term, sustainable green growth transformation</li> <li>▪ Impacts a large geographical area or segment of the population</li> </ul>
<b>Very High</b>	<p>Action which meets all the “High” criteria, plus:</p> <ul style="list-style-type: none"> <li>▪ Considered a key milestone for future implementation of green growth actions, i.e., enabling actions that lead to improved and quantifiable green growth policies and investments</li> <li>▪ Has strong private sector orientation, interest and/or ownership</li> <li>▪ Resources have been identified for implementation (public, private, donor)</li> </ul>



## 4. Implementation Arrangements

### 4.1 | Action Implementation

**Green Growth Implementation Principles.** Successful implementation of this plan will require sector-level policy and institutional reform measures. The goal of these measures is to achieve:

- Greater strategic alignment and coherence among existing plans and strategies;
- Improved coordination between government institutions and stakeholders;
- More meaningful and frequent engagement of private sector, Non-Governmental Organizations (NGOs) and other non-government actors;
- Stronger investment and strategic planning systems and processes, leading to stronger return on investments made in national development and economic growth;
- Technical capacity development within government institutions.

**Roles and Responsibilities.** Green growth is a unique development approach that will require a high level of collaboration between national stakeholders, which has been called out as both a

key challenge and opportunity in the NGGP. MoAg is the leading institution responsible for overseeing the implementation of all policies and strategies for the agriculture sector, but most of the actions in this action plan require joint preparation and implementation across institutions, stakeholders and sectors. The private sector, civil society actors and government agencies – such as the Ministry of Water and JVA, JCC, NARC, MoEnv and many more – are included as action implementation leads and support. Donors, development agencies and local NGOs are needed to provide financial support, technical expertise and knowledge of local needs and context.

Table 6 shows the roles and responsibilities of various stakeholders for green growth implementation in Jordan.

**TABLE 6**

Roles and Responsibilities of Various Stakeholders for Green Growth Implementation in Jordan

Stakeholder	Roles and Responsibilities
<b>Action Lead</b>	<ul style="list-style-type: none"> <li>Ensuring the action is successfully implemented within the planned time frame. This may include additional preparatory actions such as further consultations, resource mobilization (identifying potential donors, writing funding proposals, preparing project documents), coordinating stakeholders, and facilitating implementation (disbursing funding, etc.).</li> <li>Provide progress status reports as needed to the relevant focal ministry for M&amp;E purposes.</li> <li>For investments, the Action Lead is the project owner.</li> </ul>
<b>Action Support</b>	<ul style="list-style-type: none"> <li>Support the Action Lead by providing technical feedback, in-kind or financial support, drafting and ideation support, and other collaborations during all phases of action planning and implementation.</li> </ul>
<b>Sector Green Growth Focal Points at MoTA</b>	<p><b>Action Implementation</b></p> <ul style="list-style-type: none"> <li>Serve as focal point for communications and reporting on Sector Action Plan progress with MoEnv.</li> <li>Support action implementation by supporting Action Leads with resource mobilization, coordination, data collection, etc.</li> <li>Ensure the policy/regulatory environment supports action implementation (with donor support if required).</li> </ul> <p><b>Mainstreaming</b></p> <ul style="list-style-type: none"> <li>Support mainstreaming activities and approaches that support green growth implementation into sector-level policies and investments.</li> <li>Serve as technical advisor to line ministry leadership on an ad-hoc basis (especially Secretary General sitting on the Higher Steering Committee for Green Growth).</li> <li>Facilitate partnerships with private sector and civil society institutions to support green growth planning and implementation.</li> </ul> <p><b>Monitoring/Reporting</b></p> <ul style="list-style-type: none"> <li>Provide quarterly status updates on the implementation of the action plan to MoEnv, Green Economy Unit (noting any challenges and requesting any needed support).</li> </ul>
<b>Ministry of Environment (MoEnv)</b>	<p><b>Green Economy Unit</b></p> <ul style="list-style-type: none"> <li>Work closely with Action Leads to provide policy analysis (undertaking policy review, cost-benefit analysis, supporting pre-feasibility analysis, conducting consultations to change policies or regulation) as needed to support implementation.</li> <li>Guide Jordan's green growth planning and implementation activities and facilitating collaboration amongst all stakeholders.</li> <li>Support line ministries with cross-sector coordination to support project design and implementation.</li> </ul> <p><b>Technical Units</b></p> <ul style="list-style-type: none"> <li>Multiple directorates working on cross-cutting green growth agendas (climate change, biodiversity and natural resources, and waste regulation) support line ministries with cross-sector coordination to support project design and implementation.</li> </ul> <p><b>Policies Unit</b></p> <ul style="list-style-type: none"> <li>Support with resource mobilization and partnerships.</li> </ul> <p><b>Higher Steering Committee for Green Economy</b> (composed of Secretaries-General of each of the key line ministries)</p> <ul style="list-style-type: none"> <li>Responsible for reviewing and approving a results report on a bi-annual basis, and for submitting this to the Prime Ministry.</li> </ul> <p><b>Green Growth Technical Committee</b> (composed of technical level focal points)</p> <ul style="list-style-type: none"> <li>Responsible for supporting action plan preparation and for reviewing and addressing implementation gaps and challenges on an ad hoc basis.</li> </ul>

Stakeholder	Roles and Responsibilities
<b>Ministry of Planning and International Cooperation (MOPIC)</b>	<p><b>Evaluation and Institutional Development Unit</b></p> <ul style="list-style-type: none"> <li>▪ Reporting against the Jordan Vision 2025 and annual Executive Development Programs, economic growth and investment planning, and sustainable development planning.</li> <li>▪ Ensure mainstreaming of green growth into the next national development plan (post-2025) and other cross-cutting national plans (Jordan Response Plan, Jordan Economic Growth Plan, etc.).</li> </ul> <p><b>Directorate for International Cooperation</b></p> <ul style="list-style-type: none"> <li>▪ Coordinate with donors to link national priorities (projects and programs) with development assistance (grants, loans, public-private partnerships, etc.).</li> </ul> <p><b>Department of Statistics (DOS)</b></p> <ul style="list-style-type: none"> <li>▪ Collect data to report against KPIs.</li> </ul> <p><b>Higher National Committee for Sustainable Development</b></p> <ul style="list-style-type: none"> <li>▪ Provide guidance and follows up on all decisions, priorities and recommendations related to the 2030 Agenda.</li> </ul>
<b>Prime Ministry</b>	<p><b>Public-Private Partnerships Unit</b></p> <ul style="list-style-type: none"> <li>▪ Determine which actions (or which components) are suitable and priority for developing public-private partnerships. Special emphasis is given to those investments that require strong government oversight, or where ability to generate revenues is weak in the initial payback period.</li> <li>▪ Review and approve of implementation progress reports.</li> </ul> <p><b>Progress Unit</b></p> <ul style="list-style-type: none"> <li>▪ Review and approve of progress reports against the Executive Development Plan and other national and sector-level plans, strategies, and projects.</li> </ul>
<b>Ministry of Finance (MoF)</b>	<ul style="list-style-type: none"> <li>▪ Determine what level of contribution the government can make to action implementation at the sector level.</li> </ul>
<b>Jordan Investment Commission</b>	<ul style="list-style-type: none"> <li>▪ Coordinate with the line ministries to develop relevant actions into investment proposals and promote the projects to potential foreign investors.</li> <li>▪ Facilitate foreign direct investment to achieve green growth implementation.</li> </ul>
<b>NGOs</b>	<ul style="list-style-type: none"> <li>▪ Support future action formulation by providing local context and technical expertise as needed.</li> <li>▪ May be responsible for implementing actions in coordination with government or private sector.</li> </ul>
<b>Private sector</b>	<p><b>Private sector associations</b></p> <ul style="list-style-type: none"> <li>▪ Support the development of market assessments/analysis to formulate better business models or revenue models for investment actions.</li> <li>▪ Participate in regular public-private dialogue to identify gaps in regulatory environment or other barriers to investment and suggest solutions.</li> </ul> <p><b>Investors</b></p> <ul style="list-style-type: none"> <li>▪ Provide feedback on project proposals and potentially invest in actions by providing grants, loans, or equity finance.</li> </ul>

**Coordination.** Weak coordination between stakeholders is a green growth implementation barrier affecting all sectors and threatening the sustainability of green growth interventions. This fact has been well-documented in the Jordan Vision 2025, the Jordan Economic Growth Plan 2018-2022, the National Green Growth Plan, and through the consultation process for the development of this plan. To encourage greater future coordination and collaboration between sectors and institutions (public and private) all stakeholders must commit to developing a culture of knowledge exchange, innovation, sharing and collaboration. The government can play a leading role on the establishment of this culture through:

- Consolidating governance bodies where overlap exists, removing duplicate committees or governance units for the same issues;
- Upholding the highest standards of transparency and knowledge exchange, committing to sharing information as needed and following standard procedure for policy and project development;
- Hosting regular, inclusive sector-level donor and development partner consultations, and more frequent public-private-civil society dialogues on key policies and investments;
- Conducting more public outreach and awareness of government successes and lessons learned.

**Financing Implementation.** An estimated budget for implementation of each action is included in each action description in Chapter 5. This estimate is considered a starting point for detailed action planning. In some cases, implementation can be achieved at a lower cost, while others can be bundled with other programs/initiatives. The specific components of these programs and projects will likely differ during implementation. Line ministries implementing sectoral action plans are responsible for identifying the financial resources required for green growth action implementation, including using public budget where available and with sector donors. As implementation facilitators, MoEnv and MOPIC will support identification of off-budget resources for implementation to support SDG achievement and NDC implementation.

Official development assistance and climate finance are two sources of international finance that can

be applied to green growth implementation. While technical assistance programs and demonstration/pilot projects may be easily financed by donors on a grant basis, investment in projects is a more resource intensive process. Infrastructure projects typically require substantial up-front costs, which tend to be financed with debt under long payback periods. Consequently, most of these investments will be owned either by the government or large institutional investors (or a mixture of ownership through PPP). These will require cost-benefit-analysis and investment planning in advance of implementation. Project implementers will work directly with the Ministry of Finance to ensure that the necessary investment conditions can be reached.

#### **Capacity building and Institutional Development.**

The mainstreaming of green growth planning and implementation at the sector level will require continuous learning through capacity building and institutional development. The green growth analysis, objectives, implementation actions and results framework can be strategically mainstreamed at the sector level during sectoral planning exercises. Continuous development of the concept and its ramifications on sectoral development is needed for technical- and management-level government staff. MoEnv will aim to play an increasing role in supporting capacity building and institutional development with its partner ministries in the area of green growth and climate change.

**Monitoring and Evaluation.** Several donor-funded actions are included in the action plan, each with specific logic models and corresponding performance indicators as part of standard donor requirements. These will refer to and align with the overall results framework for the GG-NAP. Whenever possible, common indicators will be used to increase alignment and reporting schedules will be synchronized with the government of Jordan's fiscal year. Ongoing monitoring of the performance of individual sector actions will be the responsibility of the line ministry for the sector, as below, in coordination with the identified action "owner". Sector leads and the appropriate Action Leads will communicate any issues uncovered as part of their ongoing performance monitoring with MoEnv's Green Economy Unit.





**Implementation Tracking.** Implementation will be tracked jointly by the Green Economy Unit at the MoEnv, the relevant monitoring focal point at the sector ministerial level, and the Evaluation and Institutional Development Unit at the Ministry of Planning and International Cooperation (MOPIC). Key roles and responsibilities of all stakeholders responsible for pushing implementation are outlined below. Efforts will be taken within the first year to ensure sector-level commitment to implementation. MOPIC and MoEnv will work with action leads to

ensure sufficient access to financial and technical assistance for implementation.

**Communications.** MoEnv will work to ensure effective communication across government institutions about the status of implementation of the GG-NAP. Projects that contribute to green growth will be entered into the Green Growth Tracking System developed by MoEnv, and the Ministry commits to ensuring regular updates on implementation.

## 4.2 | Future Planning and the next phase (post-2025)

**Sectoral Planning.** Sector decision makers at the relevant line ministry and the MoEnv will seek to continuously support green growth mainstreaming at the sector level. This means using the objectives outlined in the action plan to guide implementation of sectoral policies and investments. Further, MoEnv will work with MOPIC to continuously seek to find and feature green growth actions under implementation in Jordan. Many existing or future actions that do not appear in the GG-NAP can still be considered green growth actions, and their impacts will be accounted for in green growth reporting. Lessons learned from these projects and programs will be compiled and reflected into the design of future projects and programs

**Phase II Green Growth Action Planning.** Action planning in the next phase will be less complex given the

experience of developing this first action plan. The preparations for this shall begin in the fourth quarter of 2024, with ample time for consultation and review of lessons learned in Phase I. The implementation period for Phase II is expected to be 2026-2030, and, as such, will be closely aligned to the Sustainable Development (2030) Agenda and the NDC. Green growth action planning for Phase II can also be aligned with the next long-term national development plan developed by MOPIC, the follow-up to the Jordan Vision 2025. For this process, MoEnv and MOPIC will work together to undertake consultations at the sector level, provide capacity building and strategic visioning workshops, and support green growth action ideation and formulation. Advance consultation with donors to the extent possible, and identification of public budget for green growth implementation, is needed.





## 5. Tourism Sector Green Growth Actions 2021-2025

The following 12 priority actions have been identified as described above for implementation in the 2021-2025 period. These interventions will cost an estimated USD172,700,000, and include:

- **5 investment preparation and demonstration actions.** These projects are at various levels of readiness: some require feasibility analysis, while others are investment-ready. Many are suitable candidates for PPP or direct private sector investment, and others are opportunities to leverage climate finance.
- **7 enabling policy and institutional reform actions.** Given current gaps in available fiscal resources, these actions intend to attract investment by addressing policy barriers and capacity gaps that lead to higher costs, risk levels or uncertainty in decision making. These include programs to support innovation, institutional reform, and coordination.

Implementation of these actions will contribute to the Tourism Sector Green Growth Sub-Objective as well as to:

- Increasing coordination and collaboration between the public and private sectors involved in Jordan's tourism sector;
- Increasing the sector's profitability by increasing the skills and competitiveness of firms, communities, and employees dependent on the sector;
- Mainstreaming the sustainability and resilience into sector-level investment planning;
- Presenting investment opportunities in eco-tourism and sustainability in key touristic locations.

Table 7 shows the tourism sector green growth actions and can be used by action owners to begin project proposal formulation for the purpose of mobilizing public budget or external grants, loans or other financial support for implementation. It is understood that detailed implementation approach, outputs, timeline, budget, and stakeholders may change depending on the source of finance during the process of implementation.

**TABLE 7**  
 Tourism Sector Green Growth Actions 2021-2025

#	Action Title	Page #	Total Estimated Implementation Cost (USD)	Relevant Green Growth Objectives				
				Enhanced Natural Capital	Sustainable Economic Growth	Social Development and Poverty Reduction	Resource Efficiency	Climate change Mitigation and Adaptation
TM01	Formulate sector reform roadmap to update the legal, policy and institutional frameworks governing the tourism sector	27	1,500,000	x	x	x		
TM02	Develop and implement a green growth capacity building program for tourism sector stakeholders	29	1,500,000	x	x	x		
TM03	Develop a world-class global marketing and branding campaign for Jordan's tourism sector	31	10,000,000		x	x		
TM04	Develop tourism development master plan, investment map and packages for improved knowledge sharing, decision-making and marketing	33	5,000,000	x	x			x
TM05	Develop a roadmap for crisis, disasters and climate change management in the tourism sector	36	500,000		x	x		x
TM06	Develop a roadmap for increasing resource efficiency in the tourism sector	38	1,200,000	x			x	
TM07	Establish a tourism sector center of excellence to promote innovation and market development	41	2,000,000		x	x		
TM08	Scale-up and expand the Jordan Trail	43	11,000,000	x	x	x		
TM09	Scale up eco-tourism experiences in protected areas and stimulate linkages with other tourism products	45	17,000,000	x	x	x		
TM10	Improve tourism products and services in and around Petra	48	40,000,000	x	x	x	x	
TM11	Improve the quality and quantity of Jordan cultural heritage tourism products following participatory approaches	51	57,000,000		x	x		
TM12	Updating and implementing the Yarmouk Area Sustainable Tourism Strategy (2016-2020), constructing a number of eco-lodges	54	26,000,000	x	x	x		

## TM01 | Formulate sector reform roadmap to update the legal, policy and institutional frameworks governing the tourism sector

Description
<p>The development and governmental administration of tourism in Jordan evolved substantially during the last two decades given the establishment of JTB (1998), ASEZA (2000) and PDTRA (2009), as well as the proper enforcement of their respective laws. These institutional and regulatory measures assigned tourism development and management responsibilities to the new zone's authorities, and assigned tourism marketing and promotion to JTB. Hence, a high level of coordination and collaboration between the JTB, ASEZA, and PDTRA with MoTA is required, as well as with the General DoA.</p> <p>Jordan's transition into decentralization to promote and enable economic growth is another major consideration for tourism's growth. Decentralization Committees are required to lead economic development in their respective governorates and mandate areas, and, as such, those committees will play pivotal roles in the decision-making process regarding tourism development. Hence, tourism planning is largely arranged by the central government with limited engagement of the decentralization committees and the municipalities. The legal and institutional frameworks of MoTA have not undergone comprehensive review or reform actions to attain the new realities arising from the establishment of the before mentioned organizations, nor to cope with the change in market characteristics and competitiveness. The roles and responsibilities of the DoA remain the same, as governed by the Antiquities Law of 2004. Overall, the current sector institutional and legal framework are overlapping, demonstrating an ambiguity of responsibility among different sector leaders, reducing the ability to attract tourism investment and growth. The impacts of this complex setup include inefficiency in regulation and enforcement, lack of knowledge sharing, competition over collaboration, inefficient use of financial resources, lack of strategic focus, and lack of a unified effort to improve the sector in order to meet the country's sustainable development objectives.</p> <p><b>This action aims at facilitating an integrated planning and management of the sector through the reform of tourism sector policy, and its legal and institutional frameworks.</b> Implementing this action will support the mainstreaming of Jordan's national green growth objectives and targets into the sector policies, as well as enhancing cross-organizational collaboration and coordination. This is critical to stimulate PPP, and to improve linkages between sector leading organizations.</p>

Action Objectives	
	<ul style="list-style-type: none"> <li>▪ Enhancing nation-wide strategic planning along with region-based planning, through engaging the different MoTA divisions in the governorates, special economic zones, and region authorities (i.e. ASEZA and PDTRA). It also seeks to engage decentralization committees, municipalities, the private sector, and NGOs implementing tourism programs and projects in rural and remote areas in Jordan.</li> <li>▪ Contributing to mainstream the value chain approach into sector planning and management through discussing and proposing actions for:             <ul style="list-style-type: none"> <li>▪ Institutional and regulatory response to the impacts caused by ambiguity and overlapping of responsibilities;</li> <li>▪ Improving stakeholders and investors access to repository, real-time, and geo-referenced tourism data along with access to other interlinked information from cross-cutting sectors (integrated tourism database system and map);</li> <li>▪ Stimulating more productive partnerships between different stakeholders, including government regulatory authorities, tourism associations, investors, and other stakeholders through a series of consultative and planning events; and</li> <li>▪ Enhancing linkages between projects and actions toward capitalization on outcomes and achieving inclusiveness.</li> </ul> </li> <li>▪ Improving cross-sectoral planning that connect tourism to other sectors, thus strengthening planning approaches to sustainability and capturing economic growth opportunities.</li> </ul>

<b>Implementation Milestones</b>	<p>The output from this action shall be a comprehensive 'sector reform roadmap', which will elaborate all proposed updates/modifications to the legal, policy, and institutional frameworks governing the tourism sector. The milestones forming this outcome shall include:</p> <ul style="list-style-type: none"> <li>▪ <b>One Study on the analysis of the current setup</b> – legal, institutions, processes, systems – through a management perspective.</li> <li>▪ <b>One detailed plan for sector reform</b>, which will help support the implementation of the sector growth strategy and green growth objectives, in addition to the following: <ul style="list-style-type: none"> <li>▪ Improving the efficiency of decision-making processes, including those which are critical to promote transparency, investment, and private sector development.</li> <li>▪ Multi-stakeholder platform or coordination platform to review and analyze the outputs of the analysis and to validate recommendations.</li> <li>▪ Reform the agenda for the tourism sector – identifying specific changes to be made in the institutional setup, laws and regulation, procedures and forms.</li> <li>▪ Sector-level and across sectors collaboration and communication framework.</li> <li>▪ Sector performance monitoring framework.</li> </ul> </li> <li>▪ <b>One assessment study of the institutional capacity development needs at sector level.</b></li> </ul>
<b>Relevant Green Growth Objectives</b>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> – Strengthen availability of data around environmental issues and mainstreaming environment into tourism sector development planning and management.</li> <li>▪ <b>Sustainable Economic Growth</b> – Increase the capacity of tourism sector decision makers in both the government and the private sector in order to integrate green growth principles into their policies and business models.</li> <li>▪ <b>Social Development and Poverty Reduction</b> – Ensure the inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> </ul>

Estimated Implementation Period			
<b>Start Year</b> – 2021		<b>End Year</b> – 2022	
<b>Location(s)</b>	National	<b>Other key partners</b>	Donors to support technical assistance.
<b>Implementing Stakeholders</b>	<b>Lead</b> MoTA <b>Support</b> JTB, DoA, ASEZA, PDTRA, JIC, Tourism private sector stakeholders, NGOs	<b>Estimated Budget for this Action</b>	USD 1,500,000

<b>Financing Secured</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Potential Source of Funding</b>	To be determined (TBD) – As this action is limited to the development of the road map and government reforms, MoTA shall arrange the needed resources for its implementation and may need technical assistance for policy development.
<b>Action leads to investment</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Investment Size</b>	-

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>▪ Various sector reforms are being considered, and an updated strategy is under development, but no plan for specific policy reforms is underway.</li> </ul>							

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>▪ Ensure the reform study and the development of the road map are sufficiently participatory and consultative based, in order to address resistance to sector reform by affected interest groups.</li> <li>▪ After the completion of the above, MoTA should coordinate with other sector leaders to implement recommended institutional and regulatory measures, which are needed for improving Jordan's enabling environment for tourism green growth. Such outcomes may include proposing amendment to some of the related laws and regulations, issuing new regulations/instruction to support tourism's green growth, establishing a tourism green growth division within MoTA and other sector leading organizations, among other actions.</li> </ul>
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## TM02 | Develop and implement a green growth capacity building program for tourism sector stakeholders

	Description
	<p>Tourism sector stakeholders and decision makers must be aligned in their vision and strategy. In addition, they must be equipped with the knowledge, tools, and skills to implement a deep sectoral reform. Most of the capacity building that has taken place in the recent past has not been strategically oriented to improve coordination and efficiency within the sector, nor to achieve sustainability and green growth. As a result, the level of capacity differs significantly between the government, NGOs, and the private sector. This is a contributing factor to the sector's lack of competitiveness, reducing the private sector's ability to invest, profit or support decision makers. Since 2012, high staff turnover within the leading sector ministry (MoTA) has led to a gap in technical understanding of the sector, with many new employees being fresh graduates or young professionals with limited previous experience. Building the capacity of MoTA staff is therefore noted as a high priority.</p> <p><b>The aim of this action is to increase the capacity of actors at all levels of responsibility in the sector, in order to be able to implement sector reforms and build a stronger national understanding of green growth in the tourism sector.</b> Stakeholders would finish the program with deep knowledge of measures that will be taken for cost savings through resource efficiency, how to strengthen sector competitiveness to attract greater investment, how to improve and capitalize on Jordan's natural and cultural capital, how to work better with local communities to involve them in creating better tourism experiences, and how to improve long-term sustainability and local benefits-sharing through tourism economy.</p>
Action Objectives	<ul style="list-style-type: none"> <li>▪ Increase awareness among public and private sector stakeholders around the environmental impacts of the tourism sector, and the relationship between the environment and sector sustainability.</li> <li>▪ Increase willingness to invest in resource efficiency measures from both public and private sector actors.</li> <li>▪ Mainstream environment and climate concerns into the engagement methodologies of the MoTA, and the tourism development zone authorities.</li> </ul>
Implementation Milestones	<ul style="list-style-type: none"> <li>▪ <b>One capacity building needs assessment study</b> (in tandem with TM1 above).</li> <li>▪ <b>Training modules developed and delivered to the selected participants.</b> These should include the following modules: <ul style="list-style-type: none"> <li>▪ Training Module: Strategic planning and action planning skills, ensuring consistency with national development and green growth objectives.</li> <li>▪ Training Module: Green growth principles related to tourism and environmental aspects, cost savings through resource efficiency, social development through tourism, etc.</li> <li>▪ Training Module: Procedures and process updated through the reform process.</li> <li>▪ Training Module: Tourism information sharing and management, participatory approaches for development and economic growth, and tourism marketing strategies.</li> <li>▪ Other modules to be developed and delivered based on outcomes from the needs' assessment study.</li> </ul> </li> <li>▪ <b>Advisory, on-job training and mentorship program</b> designed, implemented, monitored and evaluated for MoTA (3-year program).</li> </ul>
Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> - Strengthen data's availability around environmental issues and mainstreaming environment into tourism sector's development planning and management.</li> <li>▪ <b>Sustainable Economic Growth</b> - Increase capacity of tourism sector decision makers in the government and the private sector to integrate green growth principles into their policies and business models.</li> <li>▪ <b>Social Development and Poverty Reduction</b> - Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2023

<b>Location(s)</b>	National program, with multiple site visits for the participants to all tourism destinations and routes across Jordan.	<b>Other key partners</b>	-
<b>Implementing Stakeholders</b>	<i>Lead</i> MoTA <i>Support</i> Tourism sector stakeholders: government, private sector, NGOs, Public media, all governance bodies: JTB, RSCN, JIC, PDTRA, ASEZA, Jordan Trail, Tourism Associations, and other private sector actors.	<b>Estimated Budget for this Action</b>	USD 1,500,000

<b>Financing Secured</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Potential Source of Funding</b>	To be determined (TBD)
<b>Action leads to investment</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Investment Size</b>	n/a

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>This program could be similar or a tailored approach to improve on USAID's Siyaha program.</li> </ul>							

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>Given the overall objective of the proposed capacity building, and the need to engage participants from the top and middle management, the main risks are related to adequate selection of participants, and their allocation of sufficient time and attention to benefit from the program. In order to mitigate this risk, the training program's design is following adult learning theory, and training is expected to be accompanied by enough site visits to tourism destinations and routes, as well as to partner organizations throughout the kingdom.</li> </ul>
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## TM03 | Develop a world-class global marketing and branding campaign for Jordan's tourism sector

	Description
	<p>One way to mobilize additional investment in Jordan's tourism sector is to improve its overall image, with a modern, appealing branding program that can substantially boost foreign tourism and grow domestic tourism. In order to deliver on the image/brand that is developed, this campaign needs to be closely linked to the strategy – and all stakeholders must work toward those ends. Such a program needs to be dynamic to accommodate the aspirations of tourists from different origins, as well as to be responsive and adaptable to accommodate the program's results and feedback on time. Synergizing and capitalizing on sector leaders' efforts to promote tourism in Jordan is a high priority for tourism development. Collaboration between these organizations and promoting a realignment of their efforts is deterministic to achieve the potentials of marketing and branding intentions. In addition, there is the need to improve the way tourism's packaging, branding, and marketing is being organized, in order to accommodate new market realities, and to address marketing needs of new products and investment opportunities, as well as to stimulate longer stays by visitors.</p> <p>The diversity of Jordan's tourism offerings is its main strength, which will be capitalized and branded to achieve economic growth. Tourism in Jordan includes culture-based, nature-based, adventure, medical/healthcare, education, urban/modern, and other forms of tourism. The global marketing and branding program will be developed in a way that allows to advertise each tourism type to specific market segments and countries. The development of this program also requires to address the following priority action areas:</p> <ul style="list-style-type: none"> <li>▪ Put an emphasis on the competitiveness of Jordan's tourism offerings in order to identify and target market segments and countries. It will not only focus on Jordan's well-known tourism pillars, like Petra and the Dead Sea, but will also show more of Jordan and invite visitors and tourists to 'live Jordan'.</li> <li>▪ Developing and implementing the program following participatory approaches, by engaging all key related stakeholders from the government, private sector, and civil society.</li> <li>▪ Adopt SMART tourism marketing channels and tools, including mobile applications, internet advertisement, social media, working with commercial service providers (airlines, hotels, etc.), etc. All such efforts need to make best use of the outcomes from other actions, like the Real-time Investment Map, and the Tourism green certification (MoTA).</li> <li>▪ Map all tourism service providers.</li> <li>▪ Support effective engagement of the private sector and active civil society organizations in the design and implementation of the marketing program with a set of incentives.</li> <li>▪ Advocate green tourism and sustainable tourism certification programs in Jordan, and use the cumulative results of such certification programs to promote Jordan as a sustainable tourism destination.</li> <li>▪ Development, implementation, and monitoring of the marketing program needs to be science-based and will include effective and efficient exchange and use of all information and statistics available from all key stakeholders. This requires the development of a tourism information sharing policy and the development of shared information management systems, which can be accessed in real-time by all concerned authorities and partners.</li> <li>▪ The marketing program, being global, will not overlook the value of domestic tourism and the potential for increasing the number of Jordanian tourists visiting tourism sites and destinations in Jordan. The program will include campaign(s) targeting domestic tourism.</li> </ul>
<b>Action Objectives</b>	<ul style="list-style-type: none"> <li>▪ Enhance Jordan's visibility as an attractive, unique, secure, and competitive tourist destination, improved across all targeted countries and new regions, in order to sustain and improve the growth in the number of tourist arrivals.</li> <li>▪ The number of tourists arriving in the year 2019 is sustained and grown by 5% annually.</li> <li>▪ Local tourism routes, sites, and services continuously promoted for domestic and foreign tourists.</li> </ul>

Implementation Milestones	<ul style="list-style-type: none"> <li>▪ <b>Tourism promotional policy formulated</b> with the participation of key related stakeholders, to place Jordan as a distinct and competitive tourist destination in the region.</li> <li>▪ <b>World-class marketing and branding program developed and implemented</b> to promote diverse tourism packages targeting current and new markets.</li> <li>▪ <b>Private sector and NGOs are effectively collaborating with MoTA, JTB, PDTRA, and ASEZA in the development and implementation of the marketing program.</b></li> <li>▪ <b>M&amp;E framework</b> are in place to measure the achievements of the marketing program and to provide relevant and effective technical advice to decision makers, to adapt the program.</li> </ul>
Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li>▪ <b>Sustainable Economic Growth</b> – Improve the attractiveness of tourism in Jordan to investors and tourists (foreign and domestic); Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li>▪ <b>Social Development and Poverty Reduction</b> - Develop tourism sector green job opportunities for all, especially women and youth.</li> </ul>

Estimated Implementation Period	
<b>Start Year</b> – 2021	<b>End Year</b> – 2024

Location(s)	National-wide for the development of the program; Global for the implementation of the program	Other key partners	Donor and development agencies with existing funded projects for tourism development, including USAID, United Nations Development Programme (UNDP), JICA, etc.
Implementing Stakeholders	<b>Lead</b> MoTA / JTB <b>Support</b> ASEZA, PDTRA, JIC, RSCN, Jordan Trail, Tourism Associations, Royal Jordanian, Private Sector, and other related tourism organizations	Estimated Budget for this Action	Up to USD 10,000,000

Financing Secured	<input checked="" type="checkbox"/> Yes (partially) <input type="checkbox"/> No	Potential Source of Funding	JTB plus additional grant support
Action leads to investment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	Estimated Investment Size	Impact of greater investment promotion estimated to be up to USD 300,000,000 over 5 years

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>▪ JTB is currently implementing a global marketing campaign that can be further developed with national stakeholders and more comprehensively spread.</li> </ul>							

Implementation Risk Mitigation Measures	<ul style="list-style-type: none"> <li>▪ The development of such a program is likely to be affected by the outcomes from TM1, at least regarding the distribution of roles and responsibilities among action partners. It is also strongly linked to TM4 regarding ability to attract new investments. Therefore, engaging the proposed support stakeholders is essential and should be arranged in the best way possible.</li> <li>▪ Competition between partners is very likely to impose a certain direction on the program by having more emphasis on traditional Jordanian destinations and packages at the expense of emerging new tourism routes and products. Informed and smart packaging of tourism routes and destinations/sites is therefore required to ensure just distribution of marketing investments on the different areas of Jordan.</li> <li>▪ Competition across the region is pivotal consideration. Accordingly, the design of the program should be fully informed, featuring enough information about current and future tourism marketing plans across the region.</li> </ul>
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## TM04 | Develop tourism development master plan, investment map and packages for improved knowledge sharing, decision-making and marketing

### Description

The tourism sector has a sectoral strategy, under which there are many projects already under implementation and others are in the pipeline. However, Jordan is lacking a comprehensive tourism development master plan to document and analyze the current baseline, defining and mapping all tourism investments and presenting/illustrating identified investment opportunities with an explanation of its priority, feasibility, and investment category if government-led, through public-private investment, or open for the private sector. Such a master plan is a high priority for Jordan's economic development and sustainability, as it can capture all sustainability themes related to tourism growth.

Decisions related to projects and investments prioritization will be informed and based on solid understanding of the opportunities and requirements for the tourism sector's economic growth. In addition, new environmental, social, and economic realities will be accounted for in the prioritization of tourism infrastructure investments, in order to ensure resilient and growth-driving infrastructure in tourism. Some of the driving considerations for such a need include the impacts of flashfloods on some of Jordan high-profile tourism sites, the impacts on the Dead Sea's ever-declining water table and its impacts on existing and planned tourism investments in the area, as well as the effects of climate change on the tourism sector.

The availability of sufficient, relevant, and up-to date information about different disciplines linked to tourism development is a prerequisite to carry out an informed and relevant long-term planning. Establishing a long-term vision and strategic direction for sector growth, as well as proper prioritization of potential investments, is critical. One of the key challenges for the tourism sector is the relatively weak and inefficient information sharing at all levels. Even though many stakeholders, inside and outside of the government, are responsible for making investment decisions in the tourism sector, MoTA currently uses three software programs to support decision making, but only certain government staff have real-time access to this information. Open access to information is critical for the economic development of the sector. Also, exchange of information between sector players is limited and complicated, a situation which is affecting the ability of decision makers to make informed decisions within reasonable time.

Existing information management systems available for MoTA decision makers lack priority information layers related to environmental sensitivity and hazards, sensitive water resources to development, priority conservation areas, land use, etc. MoTA, PDTRA, and ASEZA information management systems are also missing important information about sector performance with regard to energy consumption, water demand and consumption, wastewater generation and management, solid waste generation and management, and other environmental and non-environmental aspects cross-cutting with other sectors.

MoTA's access to information about archaeological sites and tourism resources in Aqaba or in Petra, as well as information related to tourism services, require formal communication through formal channels, a process that makes accessing necessary information for decision making a time-consuming endeavor. Most of the information systems available for all sector leading organizations are not supportive to tracking progress in existing projects, showing pipeline projects, or even pin pointing investment opportunities in the sector. To develop a database data acquisition will be necessary. Since most of the potential sites to be included in the database have not been evaluated properly, field work is needed to evaluate current and potential sites. MoTA staff have received extensive training in survey methods and processes. A Geographic Information System (GIS) system has physically mapped all cultural and heritage sites, but these are not integrated with the other decision-making data sets. There are also PAs maps managed by RSCN, natural disaster risk areas managed by Civil Defense/Disaster Risk Management Center, coral reef maps from Aqaba, maps for water dams, geological maps (to show fault lines, etc.). These may all require validation and some work would be needed to put them into a single, functional decision-making tool. There are 4 divisions in MoTA – planning, projects, licensing (for which software exists), and statistics (for which software also exists); whereas other entities (like PDTRA, JTB, RSCN, ASEZA, Associations, among others) hold different data sets that could be more useful for decision making if they were integrated.

**This action aims to develop a master plan to guide and advocate for tourism development and green growth in Jordan, and to create a web-based portal and database that brings all tourism information into a single user-friendly interface.** This database would monitor and track quantitative and qualitative data that can support investment planning in key PAs, heritage areas (archeological sites – tourism destinations or not), tourism destinations, products, service providers, infrastructure projects (present and future), and a geographical map that shows the location of potential investments. This map can be used by investors, government for decision making (Project development and management system; environmental management), tourism companies and tourists.

<b>Action Objectives</b>	<ul style="list-style-type: none"> <li>▪ Improve the tourism sector's capacity to make informed decisions, implement, and monitor the implementation of collaborative and long-term sector green growth actions.</li> <li>▪ To set a clear and specific strategic direction for tourism investments and to develop projects/investments prioritization and design framework to enhance sector resilience and economic growth.</li> <li>▪ Improve sector leading organizations' capacity to promote investment opportunities and increase the attractiveness of the sector to investors.</li> <li>▪ Improve stakeholders and investors' access to repository, real-time, and geo-referenced tourism data along with access to other interlinked information from cross-cutting sectors (integrated tourism database system and map).</li> <li>▪ Stimulating more productive partnerships between different stakeholders, including government regulatory authorities, tourism associations, investors, and other stakeholders through a series of consultative and planning events.</li> <li>▪ Enhancing linkages between projects and actions towards the capitalization on outcomes and achieving inclusiveness.</li> <li>▪ Improving cross-sectoral planning that connects tourism to other sectors in order to strengthen planning approaches to sustainability and capturing economic growth opportunities.</li> </ul>
<b>Implementation Milestones</b>	<ul style="list-style-type: none"> <li>▪ <b>Tourism Development Master Plan and Investment Packages developed for Jordan.</b> Sub-outcomes include: <ul style="list-style-type: none"> <li>▪ Tourism Development and Green Growth Master Plan.</li> <li>▪ Tourism geo-database with all information used in the Master Plan.</li> <li>▪ Action Plan for the implementation of the Master Plan over the period 2020-2024.</li> <li>▪ Tourism investment and projects prioritization framework.</li> <li>▪ All current tourism investment, planned investment and projects, and selected potential investments are identified, documented, and prioritized.</li> <li>▪ Tourism investment packages for at least 10 new tourism investments are developed, following participatory approaches, in a sellable form to donors, lenders, and investors. This includes at least 10 pre-feasibility assessment studies for the selected investments.</li> </ul> </li> <li>▪ <b>Integrated tourism management and green growth information management system developed</b> with the participation of all sector leading organizations, maintained and used by all stakeholders as a one-stop shop for tourism planning and management. Sub-outcomes include: <ul style="list-style-type: none"> <li>▪ Agreement between MoTA and all related institutions for data provision, as it is needed to support the strategy's GIS system.</li> <li>▪ All information from all the institutions collected, and a single integrated information management system developed and maintained.</li> <li>▪ Establishment of procedures and rules for building and sharing.</li> <li>▪ Capacity building on how to use the system, testing, and validation.</li> <li>▪ Final improvements.</li> <li>▪ Launch and release for use across the tourism sector.</li> </ul> </li> </ul>
<b>Relevant Green Growth Objectives</b>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> - Strengthen availability of data around environmental issues and mainstreaming environment into tourism sector development planning and management.</li> <li>▪ <b>Sustainable Economic Growth</b> - Increase capacity of tourism sector decision makers in the government and private sector to integrate green growth principles into their policies and business models.</li> <li>▪ <b>Climate Change Adaptation and Mitigation</b> - Enhance the resilience of critical infrastructure in key tourism areas to natural hazards and climate-related risks; Improve the effectiveness of processes and systems to protect tourists from natural hazards and climate-related risks.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2022

<b>Location(s)</b>	Nationwide	<b>Other key partners</b>	Development agencies, donors, and professional institutions.
<b>Implementing Stakeholders</b>	<i>Lead</i> MoTA <i>Support</i> JIC, The National Center for Security and Crisis Management, ASEZA, PDTRA, DoA, JTB, RSCN, Jordan Free and Development Zones Group, and all other tourism authorities, private sector, and NGOs		
		<b>Estimated Budget for this Action</b>	USD 5,000,000

<b>Financing Secured</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Potential Source of Funding</b>	To be determined (TBD)
<b>Action leads to investment</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Investment Size</b>	Investments anticipated to grow as a result from implementing this action along with TM4. It is initially assumed that TM3 and TM4 will lead to an investment of about USD 300 Million.

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>Access to information is the most important risk, as it is expected that the implementation of such an action will be challenged, at least at its beginning, by the protective attitude of some of the key organizations who might not have interest in sharing information held in their custody. It is very important to gain political support in the highest levels in the government to instruct all related institutions to collaborate with this effort to ensure its success.</li> <li>Stakeholders' interests will be determining the process of identifying potential tourism investments. Prioritization of potential investments is very likely to commence with substantial amount of power bargaining among the different stakeholders to impose their preferences and priorities, hence, the capacity of the planning team to moderate and mediate the prioritization process using feasibility evidence base will help managing such a risk.</li> <li>Maintaining a fair distribution of potential investments over the governorates can be challenged by the availability and value of tourism attractions and assets in each. Hence, balancing sharing of benefits from such investments can be achieved if the design of investments pays enough attention to tourism's value chain.</li> </ul>
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## TM05 | Develop a roadmap for crisis, disasters and climate change management in the tourism sector

Description	
<p>Security and safety are major considerations in tourists' decision making regarding their choice on destinations. Jordan invested in the development of tourism infrastructure, and maintained a good image as a safe tourism destination. Even if during the last few years there have been some incidents, which jeopardized the lives and safety of tourists, those were mostly external and weather-related risks, possibly affected by climate change. Such occurrence of incidents, the way they were handled and their impacts are deterministic factors to the competitiveness of Jordan's tourism sector for tourists and investors. Management of such crises, hazards, risks, and impacts require collaboration by all related institutions and stakeholders to ensure effective, efficient, and timely action. Such collaboration and efforts require further improvement and institutionalization.</p> <p><b>This action aims to prepare sector leaders for managing major external risks and threats to the tourism sector by:</b></p> <ol style="list-style-type: none"> <li>1. Bringing more attention to climate change, natural phenomena, and environmental hazards by tourism development planners and decision makers.</li> <li>2. Having actions dedicated to mitigating and managing flood risks in major tourism destinations in Jordan (such as Petra).</li> <li>3. Identifying response measures to adapt to the impacts of climate change and support environmental conservation through tourism development.</li> </ol> <p>Management measures will be designed following international best practices, which incorporate the development of adequate resilient infrastructure, setting avoidance and control measures, establishing and maintaining effective alert systems and response mechanisms, capacity building, awareness raising, and other actions. Implementation will result in the formulation of a roadmap and action plan to guide the development, implementation, and monitoring of specific interventions that will increase the sector's resilience to external shocks.</p>	
Action Objectives	<ul style="list-style-type: none"> <li>▪ Security and safety of the visitors to tourism sites significantly improved and consciously monitored.</li> <li>▪ Tourism infrastructure is enough and resilient to external threats from natural phenomena and climate change.</li> <li>▪ Tourism sector's capacity to manage crisis, impacts of natural phenomena, and disasters significantly improved in collaboration with respective crisis management and civil defense authorities.</li> <li>▪ Information management and disclosure mechanisms, including alert systems, are effectively in place to protect visitors' lives in all tourism destinations across the country.</li> </ul>
Implementation Milestones	<ul style="list-style-type: none"> <li>▪ <b>Complete set of baseline data and maps needed to formulate the road map and to develop the action plan</b> are gathered, analyzed, and shared among key stakeholders.</li> <li>▪ <b>Conduct community-level</b> awareness programs about the impacts of climate change on tourism activities in communities which rely on tourism; collect feedback on the environment and climate related risks.</li> <li>▪ <b>One roadmap for crisis, disasters, and climate change management in the tourism sector developed</b> following participatory approaches – developing an integrated tourism database system and map which will incorporate different environmental layers explaining environmentally sensitive areas, areas of high safety risks, hazard areas, areas more susceptible to climate change impacts, etc.</li> <li>▪ <b>One action plan for the implementation of the road map developed</b> and used to mobilize needed resources for its implementation.</li> <li>▪ <b>Information disclosure and communication strategy developed</b> and implemented for crisis management in the tourism sector.</li> </ul>



Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li>▪ <b>Sustainable Economic Growth</b> - Increase capacity of tourism sector decision makers in the government and private sector to integrate green growth principles into their policies and business models.</li> <li>▪ <b>Social Development and Poverty Reduction</b> - Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> <li>▪ <b>Climate Change Adaptation and Mitigation</b> - Enhance the resilience of critical infrastructure in key tourism areas to natural hazards and climate-related risks; Improve the effectiveness of processes and systems to protect tourists from natural hazards and climate-related risks.</li> </ul>
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Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2022

Location(s)	National	Other key partners	Private sector and NGOs, particularly in areas heavily affected by climate change.
Implementing Stakeholders	<b>Lead</b> MoTA, MoEnv, RSCN <b>Support</b> The National Center for Security and Crisis Management, ASEZA, PDTRA, Jordan Trail, JTB, Tourism associations.	Estimated Budget for this Action	USD 500,000

Financing Secured	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Potential Source of Funding	To be determined (TBD) during validation.
Action leads to investment	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	Estimated Investment Size	n/a

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>▪ The National Adaptation Plan has been developed by MoEnv. The analysis and recommendations from this can be used to guide better resilience planning in the tourism sector.</li> </ul>							

Implementation Risk Mitigation Measures	<ul style="list-style-type: none"> <li>▪ Cross sector coordination and stakeholder engagement are critical.</li> </ul>
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## TM06 | Develop a roadmap for increasing resource efficiency in the tourism sector

Description	
<p>Utilization and consumption of resources (water and energy) and generation of waste are normal processes in tourism related operations. On one hand, tourism is considered among the highest energy consuming sectors, with the tourists' per capita consumption of water being significantly higher than that of the average Jordanian citizen, as it is also the case of the per bed waste generation rate. On the other hand, costs of water and energy are deterministic to the economic competitiveness of the sector with other tourism destinations in the region.</p> <p>Many tourism facilities and establishments have already undertaken steps toward achieving efficient utilization of the mentioned resources. Even so, many others are still behind and in need for awareness, training and support. Also, few hospitality investments have obtained certificates confirming their efficient use of resources and their green environmental performance. This includes the Blue Flag and the Green Key programs being run by JREDS in Jordan, as well as the Green Globe program. It is also important to note that in some occasions, like for example the installation of solar systems to generate electricity, there are some regulatory and technical factors hindering several tourism facilities from benefiting from this technology. Optimization of resources consumption and utilization to achieve resources efficiency in the tourism sector has been identified as a priority intervention with high potential to positively contribute to tourism green growth through:</p> <ol style="list-style-type: none"> <li>1. Reducing tourism's operational costs which will yield higher revenue on investments, and reduce the need for government subsidy of electricity to tourism's hospitality sub-sector.</li> <li>2. Reducing the environmental footprint of tourism in Jordan, and supporting branding Jordan as sustainable/green tourism destination; and overall.</li> <li>3. Enhancing Jordan's tourism sector competitiveness.</li> </ol> <p><b>The purpose of this action is to bring public and private sector actors together to increase awareness about the natural resource impact of the hospitality and tourism sectors, and to encourage investment by the private sector in resource efficiency upgrades.</b> Such optimization is required to be mainstream across the sector, including all facilities and operations run by the government, by the private sector and by the NGOs. It can be achieved through the adoption of priority actions and investments. This action will lead to the formulation of a road map and action plan to enhance resource efficiency and sustainability across the tourism sector, with emphasis on facilities and operations owned by the governmental sector leaders, on the hospitality sub-sector and on tourism transportation sub-sector.</p>	<p><b>Action Objectives</b></p> <ul style="list-style-type: none"> <li>▪ To develop a road map, an action plan and outreach and awareness strategy for increasing resource efficiency in the tourism sector. The long-term objectives for the implementation of the road map include: <ul style="list-style-type: none"> <li>▪ Reducing tourism's operational costs, which will yield higher revenue on investments, and reduce the need for government subsidy of electricity to tourism's hospitality sub-sector.</li> <li>▪ Reducing the environmental footprint of tourism in Jordan, and supporting branding Jordan as sustainable/green tourism destination.</li> </ul> </li> <li>▪ Enhancing Jordan's tourism sector competitiveness.</li> </ul>

<b>Implementation Milestones</b>	<ul style="list-style-type: none"> <li>▪ <b>One comprehensive baseline study on the use of water and energy resources</b>, as well as on waste generation and management in the tourism sector.</li> <li>▪ <b>A road map for increasing resource efficiency in the tourism sector.</b></li> <li>▪ <b>An action plan for the implementation of the road map, along with detailed economic feasibility assessment and fundraising strategy, covering:</b> <ul style="list-style-type: none"> <li>▪ Training of the staff and management in the hospitality sector to actively implement resources conservation at site/facility level.</li> <li>▪ Establishing an enabling environment (with legal and institutional measures) for tourism's transition into a more efficient utilization of resources. This will also include enforcement measures, incentives, technical support, monitoring and linking facilities certification and grading to their performance and achievements regarding resource efficiency.</li> <li>▪ Awareness raising for both visitors and staff to improve their consumption/reduction behavior.</li> <li>▪ Adoption and implementation of water and energy conservation programs (e.g. water saving technology, LED lights, energy saving appliances, etc.).</li> <li>▪ Investments in renewable energy within tourism facilities or through 'Wheeling' approach.</li> <li>▪ Adoption of green building codes.</li> <li>▪ Increasing green spaces.</li> <li>▪ Introducing programs for integrated waste management by the tourism sector, which may include waste reduction, waste separation at the source, and collaboration with waste recycling projects and programs.</li> <li>▪ Improving walkability within all tourism sites, especially in urban tourism areas to encourage visitors to walk and use public transportation to improve their touristic experience and control their carbon footprint.</li> <li>▪ Encouraging green transportation through promoting tourists' use of public transportation, use of electric vehicles (or at least hybrid vehicles), etc.</li> <li>▪ Stimulating and maintaining innovation Research and Development (R&amp;D) of new technology for improving the efficient use of resources in the tourism sector.</li> <li>▪ Developing and maintaining an effective monitoring program of the sector's performance regarding resource efficiency, also taking into account the need to disaggregate monitoring findings by tourism type, geographic areas and tourists' characteristics. Such a program may include periodic (scheduled and inspective) performance audits on tourism establishments and facilities for data validation and enforcement of respective regulations.</li> </ul> </li> <li>▪ <b>A strategy for outreach and awareness regarding increasing resource efficiency</b> in the tourism sector, targeting the private sector and tourists.</li> </ul>
<b>Relevant Green Growth Objectives</b>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> – Reduce the negative impacts of the tourism sector on the natural environment (including biodiversity and at natural heritage sites).</li> <li>▪ <b>Resource Efficiency</b> - Increase the water and energy use efficiency of the tourism and hospitality sectors; Promote integrated waste management practices in the tourism and hospitality sectors, with emphasis on reducing, reusing, and recycling; Increase the use of more energy-efficient technology for tourism-related transport.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2022

<b>Location(s)</b>	National	<b>Other key partners</b>	Decentralization Committees, municipalities, development agencies and donors, tourism associations
<b>Implementing Stakeholders</b>	<p><b>Lead</b> MoTA, Jordan Chamber of Commerce, Hotels and Restaurants Associations, Royal Scientific Society (RSS)</p> <p><b>Support</b> ASEZA, PDTRA, Investment Commission, Ministry of Energy and Natural Resources, JREEEF, Ministry of Water and Irrigation, Ministry of Local Administration, Ministry of Transport, Greater Amman Municipality (GAM)</p>	<b>Estimated Budget for this Action</b>	USD 1,200,000

<b>Financing Secured</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Potential Source of Funding</b>	AFD
<b>Action leads to investment</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Investment Size</b>	The implementation of the road map and suggested interventions is likely to drive new investments for energy conservation, generation of electricity from renewable sources, water conservation, and integrated waste management in the tourism sector. Investments are expected to exceed USD 30,000,000.

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>Several programs are ongoing through energy and water sector governance institutions, which can be applied to the specific interventions designed as a part of this action.</li> <li>Lessons learned from the JREEEF program supporting 3- and 4- star hotels in Aqaba, Petra, and Madaba can be incorporated.</li> </ul>							

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>Collaboration and coordination with all related stakeholders are key measures to ensure gathering of correct and up-to date information for the development of the road map.</li> <li>Willingness of tourism establishments to share related information is to be advocated and supported by the tourism associations.</li> <li>It is expected that many of the actions and investments to be included in the road map will require reaching agreement with the MWI and the MEMR. Therefore, this action aims to engage those leading organizations as early as possible in the process.</li> </ul>
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## TM07 | Establish a tourism sector center of excellence to promote innovation and market development

Description
<p>The Prime Ministry has the goal of creating 30,000 new jobs by 2020, many of these focused on the hospitality sector. Jordan Economic Growth Plan (2018-2022) has set sector growth objective as follow: <i>'Develop tourism products and services that are highly competitive at the regional and international levels spanning all seasons of the year, by exploiting the available resources across the Kingdom's governorates, to increase the tourism sector's contribution to overall economic growth'</i>. One of the six action areas listed by this plan is 'Improving the management and operation of tourism sites and maintaining a high level of services. As a response to these objectives, some labor/employment organizations have worked to train employees to build a strong labor market, but more work is needed to bring the level of service to world-class levels.<sup>35</sup></p> <p>MoTA has the mandate to support policy and strategy in this regard, in consultation with the JTB (which focuses on foreign tourists) and the Ministry of Labor and the National Human Resource Development Strategy (which aims to have improved training in TVET programs for the hospitality sector). Improving services of community-level service providers has received particular attention from developers of tourism routes and products in rural and wilderness areas, and most importantly the RSCN, who has been the sector leader in this market and recently in the rapidly growing Jordan Trail. Both NGOs are award winners, and their capacity building and service improvement programs achieved good results with worthwhile continuation, scale-up, and replication. Improving the quality of services concerns all types of tourism services, from hospitality to tourism guides down to indirect beneficiaries who provide some services to the tourists. Therefore, this action constitutes the training of direct service providers, in addition to an awareness-raising and outreach program targeting indirect service providers in key tourism sites.</p> <p>The awareness and outreach program will be designed to achieve behavioral change among direct and indirect service providers who are in direct contact with the tourists. It is required to be a long-term program with specific targets and indicators, to effectively communicate the value of tourism for Jordan's economy, and the need to improve the quality of services to achieve economic growth. It is also required to address some of the prevailing misconducts by some of the informal service providers which do have negative implications on Jordan's image as a hospitable tourism destination.</p> <p>It is anticipated that the formulation of the awareness and outreach program will also propose additional measures for law enforcement on misconduct. As such, it is expected that the program's design will be accompanied by a code of conduct for informal and formal service providers, with suggested regulations and identification of capacity building needs for law enforcement staff.</p> <p><b>This action aims to improve the quality of services in Jordan and to promote innovation into the sector.</b></p> <p>The training center of excellence will improve the training provided to potential employees in the tourism and hospitality sectors as follows:</p> <ul style="list-style-type: none"> <li>▪ Establishing links to research, universities, TVET, etc. and other NGOs providing the training services.</li> <li>▪ Receiving guidance by Steering Committee formed from high-level representatives of key governmental organizations (MoTA, PDTRA, ASEZA), tourism associations, NGOs, and academia.</li> <li>▪ Ensuring a strategic focus on delivering the marketing/branding of Jordan's tourism sector.</li> <li>▪ Covering the entire value chain of the tourism sector services.</li> <li>▪ Providing certification programs consistent with international best practice.</li> <li>▪ Conducting and sharing research to stimulate improvements in the sector, in close collaboration with private sector associations.</li> <li>▪ Maintaining collaboration with local universities/NGOs/research institutions to promote research that can be applied to address environmental, social, and economic linkages within the sector.</li> </ul>

<sup>35</sup> The Jordan Times, "First tourism, hospitality Sector Skills Organisation launched," 2018; and GiZ, "Economic Trends in Jordan's Local Job Market," 2017.

Action Objectives	<ul style="list-style-type: none"> <li>Improve the quality of tourism sector services in the formal sector to meet international levels across all tourism sites and service providers.</li> <li>Improve the behavior and practices of formal and informal service providers to reflect the hospitality and welcoming nature of the Jordanians.</li> <li>Stimulate innovation in the tourism service sector to positively contribute to the improvements of tourism services.</li> </ul>
Implementation Milestones	<ul style="list-style-type: none"> <li><b>One situation analysis study</b> to document and analyze current status of the quality of tourism services and innovation across tourism's value chain, identifying training and outreach requirements.</li> <li><b>A road map for improving tourism sector services and innovation</b>, which will be supported with the following: <ul style="list-style-type: none"> <li>Development and test of an outreach and awareness program, as well as an action plan, targeting the general public and indirect service providers.</li> <li>Action plan to stimulate and enhance innovation in tourism services related research at tourism education centers (universities and colleges).</li> <li>Feasibility study and investment plan for the development of Tourism Centre of Excellence and Innovation.</li> </ul> </li> <li><b>Outreach and awareness program and action plan implemented</b> for the period of one year. Program evaluation report produced.</li> </ul>
Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li><b>Sustainable Economic Growth</b> - Improve the attractiveness of tourism in Jordan to investors and tourists (foreign and domestic); Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li><b>Social Development and Poverty Reduction</b> - Increase access to education and training for tourism sector, emphasizing service quality, professionalism, and soft skills; Increase access to finance and business development support for MSMEs in the tourism sector.</li> </ul>

Estimated Implementation Period	
Start Year – 2021	End Year – 2022

Location(s)	National	Other key partners	Development and donor organizations, JIC
Implementing Stakeholders	<b>Lead</b> MoTA <b>Support</b> RSCN, RSS, JEDCO, Chambers of Commerce, Ministry of Labor, PDTRA, ASEZA, JTB, tourism associations, local universities/ NGOs/research institutions, tourism police	Estimated Budget for this Action	USD 2,000,000

Financing Secured	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Potential Source of Funding	EBRD
Action leads to investment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	Estimated Investment Size	USD 20,000,000 for the establishment and operation of the center of excellence, and to sponsor/support innovation research.

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5

Implementation Risk Mitigation Measures	<ul style="list-style-type: none"> <li>Early engagement of identified stakeholders is pivotal to enhance collaboration and to address possible competition and overlap.</li> <li>Efforts should be taken to work with local tourism-adjacent training centers (for hospitality management, cultural and heritage preservation and management, etc.).</li> </ul>
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## TM08 | Scale-up and expand the Jordan Trail

Description
<p>Nature and cultural values, including local traditions and the way of living in Jordan, hold substantial potential for tourism development in a way that enriches tourists' experiences. These are also one of the possible tourists' attractions widely spreading all over Jordan, allowing the benefits from tourism to be shared across several rural areas and poverty pockets, creating more jobs where other sectors are not capable of. This would also generate more income for Jordanians, especially for those in disadvantaged areas. Yet, community-based services to provide such tourism offerings are underdeveloped.</p> <p>The Jordan Trail, managed by the Jordan Trail Association, stretches from Um Qais in the north of Jordan to Aqaba in the south, offering over 650 kilometers of beautiful hiking trail through diverse terrains and landscapes and passing through 52 villages and towns. The trail has attracted local and international interest from around the world and is now one of the most iconic adventure travel destinations in the world. The Jordan Trail Association was established in 2015, with the goal of developing and managing the trail. The association is proud to work within his Majesty's vision to promote the tourism and development of socio-economic sectors along its path, which contribute to the thriving of domestic tourism within the areas through which the trail passes.</p> <p><b>This action aims to further develop the eco-tourism cluster along the Jordan Trail and promote it to local and foreign visitors in coordination with the government, local communities, and relevant stakeholders.</b> The action is also expected to improve the level of services offered to trail visitors, enhancing their safety, and increasing the number of local beneficiaries. As part of trail development and management, there is the need to develop and efficiently implement a trail development plan, a trail zoning and management plan, a visitor's management plan, a safety and security plan, a business development and marketing plan, and a community engagement plan. There is also the need to scale up the implementation of capacity building activities targeting the providers of tourism services throughout the trail. In terms of infrastructure, the trail requires the establishment of tourism hubs, physical marking of the trail, and outdoor signage and interpretation infrastructure.</p>

Action Objectives	<ul style="list-style-type: none"> <li>Jordan Trail product and services further improved, expanded, scaled-up, and promoted to local and foreign visitors to contribute to tourism growth and community development.</li> </ul>
Implementation Milestones	<ul style="list-style-type: none"> <li><b>Trail carrying capacity is assessed, and trail development and management plans and system</b> are developed and implemented.</li> <li><b>A safe and accessible tourism trail from the North to the South of Jordan</b> is developed and provided with the basic infrastructure needed to serve the targeted number of visitors.</li> <li><b>Jordan trail promoted efficiently to local and international visitors</b> through mass and social media, mobile apps, tour operators, and other means.</li> <li><b>A mechanism to stimulate, support and sustain the business model of small and micro tourism businesses</b> developed and implemented to create jobs and generate income for local communities along the trail. This includes hospitality, tourism guiding, food and beverage, handicrafts, and other forms of micro and small tourism businesses.</li> <li><b>Youth and female participation in the delivery of tourism services to the trail visitors increased</b> through the implementation of awareness and capacity building programs.</li> <li><b>The environmental and social performance of the trail is enhanced</b> through the development and implementation of effective environmental and social management plan.</li> </ul>
Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li><b>Enhanced Natural Capital</b> – Reduce the negative impacts of the tourism sector on the natural environment (including biodiversity and at natural heritage sites); Improve the quantity and quality of nature-based tourism products and services.</li> <li><b>Sustainable Economic Growth</b> – Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li><b>Social Development and Poverty Reduction</b> – Develop tourism sector green job opportunities for all, especially women and youth; Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2023

Location(s)	National	Other key partners	Development and donor organizations, tour operators
Implementing Stakeholders	<i>Lead</i> Jordan Trail Association <i>Support</i> MoTA, PDTRA, ASEZA, JTB, tourism associations, RSCN, tourism police	Estimated Budget for this Action	USD 3,000,000

Financing Secured	<input checked="" type="checkbox"/> Yes (partially available for activities planned for the year 2020) <input type="checkbox"/> No	Potential Source of Funding	To be determined (TBD) during validation
Action leads to investment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	Estimated Investment Size	USD 8,000,000 for the establishment of new nature-based tourism facilities and operations along the trail.

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>Jordan Trail is continuously working on plans to expand and improve services.</li> </ul>							

Implementation Risk Mitigation Measures	
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## TM09 | Scale up eco-tourism experiences in protected areas and stimulate linkages with other tourism products

Description	
<p>RSCN has been leading the development of nature-based tourism in Jordan during the last three decades, which resulted in having Jordan marked as favourite destination by several nature-loving tourists. Eco-tourism in PAs proved to be viable for nature conservation, community empowerment, poverty reduction, and to positively and significantly contribute to the national economy. Hence, scaling up and improvement of this sector is deemed necessary to ensure sustainability, and to exceed the expectations of tourists who are in continued search of new products and services. Expanding, scaling up, and improving eco-tourism in PAs will enable Jordan to continue growing its market share, while noting the strong competition with other similar products in the region. Eco-tourism projects operated by RSCN can be further developed within existing PAs and the new tourism corridors (e.g. Azraq-Burqu) through product and services improvement to enhance its contribution to nature conservation, boost the development of local communities, enhancing their engagement in PA management, and to bring an impulse to tourism growth in targeted areas both at the specific and national levels.</p>	
<p><b>The aim of this action is to boost growth and sustainability of nature-based tourism sub-sector in Jordan, and to enhance its contribution to green growth in the tourism sector.</b> The proposed action aims primarily to improve the eco-tourism experience in PAs and scale up eco-tourism investments within PAs, the buffer zones of PAs, and nature-based tourism corridors linking PAs with other tourist destinations. It also aims to capitalize on the wealth of RSCN experience in the field to positively contribute to the capacity building of other formal and informal tourism developers and service providers across the nature-based tourism sub-sector, thus enhancing green growth of this important sub-sector. This action is also designed to improve collaboration and coordination between all stakeholders across the supply chain, and to enhance civil society participation in development planning. It will capture and capitalize on the successes made by RSCN in eco-tourism development which was pivotal for marking Jordan as favoured nature-based tourism destination in the region.</p>	
<p>Identification, feasibility assessment, development, and operation of new tourism corridors and routes will facilitate the establishment of strong linkages between nature-based tourism sites and other tourism sites in Jordan. The development of such corridors will positively contribute to an improved packaging of tourism offerings across all governorates, in a way to enhance tourist experience (i.e. living Jordan), extend their stay in Jordan, encourage them to revisit Jordan to experience other packages, and to attract new tourists. Such an investment will also identify and promote new investment opportunities across the nature-based tourism value chain and throughout the developed corridors. This includes opportunities for large-scale investments, niche product investors, and SME opportunities for local communities.</p>	
Action Objectives	<ul style="list-style-type: none"><li>▪ Eco-tourism products and services improved within PAs and RSCN operated eco-tourism corridors to enhance tourists' experience and satisfaction.</li><li>▪ New eco-tourism corridors evaluated, developed, and operated to link eco-tourism activities in PAs with each other, and with other tourism sites in Jordan.</li><li>▪ Capacities of formal and informal producers and service providers improved across the nature-based tourism value chain in Jordan.</li></ul>

<p><b>Implementation Milestones</b></p>	<ul style="list-style-type: none"> <li>▪ <b>National Ecotourism Development Plan (ETDP) developed</b> following participatory approaches to be the main instrument that determines how all nature-based tourism investments and activities will be developed and implemented within the PAs and across identified corridors.</li> <li>▪ <b>Tourism operations and services within PAs further developed and improved</b> to enhance the competitiveness of Jordan eco-tourism offering and services. This output includes improving eco-tourism infrastructure within the PAs, enhancing the physical and human capacity of RSCN to deliver high-caliber hospitality services, and to scale-up the business model for community-based productive centers (socio-economic projects) which produces nature-themed tourism products and sustainably harvested natural products.</li> <li>▪ <b>New nature-based tourism corridors and packages</b> identified, evaluated for their feasibility and environmental impacts, planned and developed to link tourism sites in PAs with each other, and with other tourism sites and routes. This output includes design plans of the corridors and packages, information packages for investors and tour operators, electronic marketing materials and information packages for tourists, and infrastructure development plans and tender documents for four of the selected corridors.</li> <li>▪ <b>Nature-based tourism training program developed and institutionalized within RSCN</b> to provide variant training courses designed specifically to improve the capacity of all developers and service providers throughout nature-based tourism value chain. This includes modules for (1) product development, management, and sustainability of nature-based tourism, (2) vocational training for hospitality servicers and nature tour guides, (3) skill development for informal providers of other tourism services, and many others.</li> <li>▪ <b>Vocational training services using the modules developed by the above mentioned program delivered for at least 50 trainees</b> from the government and tourism associations, and for at least 500 participants from service providing institutions from the private sector, NGOs, and the value chain across the developed corridors and from the buffer zones of PAs, including RSCN tourism service staff.</li> <li>▪ <b>Marketing the new tourism corridors and packages</b> to the global market through international tourism exhibitions, through tour operators and other means.</li> </ul>
<p><b>Relevant Green Growth Objectives</b></p>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> – Increase public awareness about the value of natural resource and the environment through tourism sector activities; Improve the quantity and quality of nature-based tourism products and services.</li> <li>▪ <b>Sustainable Economic Growth</b> – Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li>▪ <b>Social Development and Poverty Reduction</b> - Ensure inclusion of local communities, NGOs and civil society in tourism development planning and business activities; Increase access to education and training for tourism sector, emphasizing service quality, professionalism, and soft skills.</li> </ul>

**P**

## TM10 | Improve tourism products and services in and around Petra

	Description
	<p>The PDTRA region holds extraordinary intrinsic natural and heritage values that attract tourists from all over the globe. However, tourism offerings in Petra are mostly designed around cultural heritage tourism and pay little attention to other potential tourist products and attractions, which can positively contribute to the competitiveness, quality, and quantity of tourism offerings in Petra, and as such can also contribute to enhance tourism green growth. Capitalization on the potential for tourism development in Petra has three main dimensions: (1) products diversification and development, (2) improvement of tourists' mobility and transportation, and (3) improvement of the quality of services by formal and informal service providers.</p> <p>In terms of tourism products, diversification of tourism offerings is a major issue of concern for tourism growth in Petra, noting the need for more investments to capture the great tourism development potentials all over PDTR. This can be of high value if combining nature with culture, and becoming more community-based in order to extend the visitor's stay period, bringing more value to tourists' experiences from visiting the area, and establishing niche and sustainable (green) tourism into south Jordan. Another diversification inquiry is the need for more options for tourists' night activities which will be innovatively developed to be fully adherent to local's tradition and values.</p> <p>As for tourist mobility and transportation, currently, tourism is intensively held within the core tourist area with a single formal entry and exit hub, and multiple informal access/exist points. Tourists circulation and movement patterns are restricted due to their lack of reliable transport to and from accommodations and alternative sites. Furthermore, tourists' decisions regarding their schedule and duration of their stay are often in the hands of tour operators. Equally important, natural hazards such as flash floods during rainy season, may add serious risks to visitors and workers' safety given the limited access and exit choices available, as well as a lack of information and signage for guests. Recently, PDTRA has identified some new options to modify tourism trails within the archaeological park of Petra, encompassing a new formal exit from the archaeological site from its western side, as well as planning to introduce electric busses to shuttle tourists from the archaeological park to the new tourist market and service area, known as the cultural village in little Petra area, and from this cultural village to the hotels area or to the tourists' bus station.</p> <p><b>The purpose of this action is to develop a Petra Tourism Development Master Plan which will address transport and mobility, new nature and cultural heritage sites, and governance capacity within PDTRA.</b></p> <p>Regarding the improvement of the quality of services, and noting reports on low quality services and less occasionally misconduct by informal service providers, some tourists seem to be reluctant to have longer stays in Petra or to undertake revisits mainly due to considerations about the level of service provided.</p>
<b>Action Objectives</b>	<ul style="list-style-type: none"> <li>▪ Increasing the number of tourists to Petra and extend the duration of their stay through the development of new tourism products (trails, facilities, etc.).</li> <li>▪ Improving tourist mobility and transportation.</li> <li>▪ Improving PDTRA and service providers capacity to provide high caliber tourism services and for enforcement of related environmental regulations.</li> </ul>



<b>Implementation Milestones</b>	<p>Planned investments and milestones under this action encompass four components, as follow:</p> <ul style="list-style-type: none"> <li>▪ <b>Tourist mobility and transportation master plan.</b> This master plan is required to address all the constrains and limitation forced by the current transportation models, and to design and implement effective and quality transportation services in a way that enhances tourists experience of the place and culture, while maintaining their safety and security. Such a plan is also required to encourage a longer visit duration and/or to encourage them to commit revisits to see new sides of the rose city and its surroundings. The plan also needs to capture tourism growth potentials and the introduction of new products as explained for the below listed investments/milestones.</li> <li>▪ <b>Official nature and cultural heritage tourism trails within Petra PA.</b> Activities include demarcation and physical marking, interpretation and signage system, development of community-based services (accommodation, food services, traditional entertainment activities, etc.), setting up tourists' safety and security plan.</li> <li>▪ <b>Hima Trail developed and operationalized.</b> This includes rival of traditional farming in main wadies and riparian habitat, served by Ain Wadi Musa and Ain As-Sade, developing a community-based agro-tourism pilot project to achieve local economic growth and to diversify tourism offering in Wadi Musa.</li> <li>▪ <b>Hisheh Forest SCA established and managed for Nature-based Tourism Development.</b> Activities under this component include: (a) preparing a nomination file to include Hishe as a special conservation area for nature-based tourism and eco-farming, (b) developing his Majesty the late King Al Hussein Palace as a high-end boutique hotel, with a museum telling the story of his Majesty's love and care for Petra, (c) carrying out environmental impact assessments and other needed studies for the proposed development, (d) developing nature-based tourism and picnicking routes, facilities and services, and develop environmental and heritage informative/illustrative interpretation program within the tourism route, including facilities along with awareness messages, and (e) establishing linkages with other tourism routes and destinations in Petra, Dana (Tafla), Jordan Trail, Wadi Araba, and Wadi Rum, maintaining effective partnerships with related authorities and organizations managing these routes.</li> <li>▪ <b>Capacity for enforcement of environmental and tourism laws, and for improved service delivery enhanced among PDTRA staff and other Service Providers Capacity.</b> This will constitute the following activities: (1) Development of tourism management plan, monitoring plan and tools, guidelines, code of conduct and other management tools, (2) capacity building of all PDTRA staff, tour operators, guides, and service providers on the developed management tools and reporting requirements thus to ensure high-caliber service, ensure visitors safety and enhance their experience, and (3) development and implementation of integrated and comprehensive marketing plan.</li> </ul>
<b>Relevant Green Growth Objectives</b>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> – Improve the quantity and quality of nature-based tourism products and services.</li> <li>▪ <b>Sustainable Economic Growth</b> - Improve the attractiveness of tourism in Jordan to investors and tourists (foreign and domestic); Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li>▪ <b>Social Development and Poverty Reduction</b> – Develop tourism sector green job opportunities for all, especially women and youth; Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> <li>▪ <b>Resource Efficiency</b> – Increase the use of more energy-efficient technology for tourism-related transport.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2024

<b>Location(s)</b>	PDTRA	<b>Other key partners</b>	UNDP, RSCN, Jordan Train, American Center of Oriental Research (ACOR), Petra National Trust, development and donor agencies
<b>Implementing Stakeholders</b>	<i>Lead</i> PDTRA <i>Support</i> MoTA, DoA, UNESCO, Tourism Associations in Petra	<b>Estimated Budget for this Action</b>	USD 10,000,000

<b>Financing Secured</b>	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<b>Other key partners</b>	JICA
<b>Action leads to investment</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Budget for this Action</b>	USD 30,000,000 for the development of tourism infrastructure, new facilities and services to link Petra PA (World Heritage Site) with other tourism destinations in south Jordan

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5
<ul style="list-style-type: none"> <li>PDTRA is currently working on updating its strategy and overall development planning approach for the region, much of which can be built on to implement this action.</li> </ul>							

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>Community engagement is critical to the implementation of the project, and this action is designed to ensure community engagement starts right from the action planning stage. All proposed new investments are required to adopt benefits-sharing principles and to strengthen linkages with other tourism destinations in south Jordan.</li> </ul>
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## TM11 | Improve the quality and quantity of Jordan cultural heritage tourism products following participatory approaches

### Description

Jordan is a rich country of archaeological and cultural heritage sites and resources. Many of these sites have been already developed for tourism, noting that some of those are among the world's heritage wonders. However, several other archaeological and cultural heritage sites are in need for preservation, restoration, and maintenance to conserve its intrinsic values and to be developed as new tourism sites.

The Jordanian DoA was established in 1923, and, since then, it has been actively working with several partners to preserve and restore Jordan's antiquities. It is primarily concerned with the management of archaeological sites in Jordan, their supervision, protection, maintenance, preservation, registration, and exhibition. DoA also realizes its pivotal role as key developer of archaeological and cultural heritage tourism sites, a wealth that attracts millions of tourists every year. DoA identified a few major archaeological sites and resources which qualify as potential tourism attractions. These sites require extensive conservation works following Cultural Resources Management (CRM), which will also be followed by product development works to qualify these sites to attract and properly serve tourists. PDTRA, through the management of Petra archaeological reserve, and in full collaboration and coordination with DoA, is also implementing conservation actions to preserve and protect the amazing archaeological resources of the world wonder of Petra. **This action aims to develop an enabling environment for the development of new tourism products through science-based and community engaging reservation, restoration, and development of priority archaeological and cultural heritage sites.** It is designed to include three main components:

- Component (1): Baseline study and sites prioritization framework
- Component (2): Capacity building of key stake holding institutions
- Component (3): Preservation and tourism product development of five archaeological and cultural heritage sites

The first component concerns the undertaking of a comprehensive review of all identified archaeological and cultural heritage sites using existing databases, undertaking site assessment in such a way as to follow best international practices. This assessment will need to judge the archaeological and heritage value of each site, assess its preservation and conservation requirements, evaluate its potential value for tourism development, and advise on its priority ranking compared to other identified sites and resources. For this purpose, a set of well-articulated assessment criteria will be developed jointly between all related stakeholders and the scientific community. The output from this component will be a web-enabled database system presenting the findings from the baseline assessment along with sites ranking for tourism development potential. This database will be accessible to at least all sector-leading organizations and tourism developers. The top five sites, namely three archaeological sites and two cultural heritage sites, will be selected to undergo preservation actions under Component (3). This component is to be led by DoA in collaboration with ACOR and Tarmeem Centre, and with support from other international and national scientific organizations concerned with the conservation of antiquities and cultural heritage. The outcomes from this component regarding the results from prioritization of sites tourism development potential, shall be communicated to MoTA to be integrated in the development of the Tourism Development Master Plan and in the Investment Map.

Parallel to the above, and under Component (2), a detailed assessment of training needs for DoA and PDTRA will be undertaken to identify and prioritize training needs to undertake efficient implementation of sites' preservation and tourism development actions. Also, under this component, two comprehensive training programs will be implemented for 20 selected participants from the two authorities, and 10 other participants from other stake holding organizations, to qualify them to implement Component (3) of this action. This component is to be coordinated and organized by ACOR in collaboration with DoA, and with support from Tarmeem Center and other support organizations.

The third component will focus on the development of a plan for the implementation of science-based and community engaging preservation and tourism product development of the five archaeological and cultural heritage sites selected under component (1) of this action, following best international practices. DoA will take the lead in the implementation of the component at the three selected archaeological sites, while ACOR and Tarmeem Centre will coordinate and collaborate the implementation of this component at the two selected cultural heritage sites. The three organizations will ensure full collaboration, coordination, and exchange of lessons learned among them and with the other stakeholders.

Action Objectives	<ul style="list-style-type: none"> <li>▪ Stimulating tourism growth by developing new cultural tourism products through participatory restoration and management of priority cultural heritage resources.</li> </ul>
Implementation Milestones	<ul style="list-style-type: none"> <li>▪ <b>A web-enabled database system</b> presenting the assessment of Jordan archaeological and cultural heritage sites for preservation and tourism development values, along with sites ranking framework for tourism development potential (2020-2021).</li> <li>▪ <b>Training needs assessment and capacity building program</b> for DoA, PDTRA, and other key stakeholders concerned with tourism development around cultural heritage sites (2020).</li> <li>▪ <b>20 selected participants from DoA and PDTRA, and 10 other participants from other stake holding organizations, provided with comprehensive training</b> to qualify them to implement Component (3) of this action (2021).</li> <li>▪ <b>Three archaeological and two cultural heritage sites preserved, rehabilitated and developed as iconic tourism sites</b> following best international practices (2021-2024).</li> </ul> <p>As part of the implementation of component (3), the following activities will be arranged for each one of the five selected sites:</p> <ul style="list-style-type: none"> <li>▪ <b>Heritage Development through Community Engagement:</b> Documenting the whole heritage resources/sites with architectural drawings and models, planning for site restoration and preservation, with restoration of the sites to be reused as a living museum experience operated by the local community and under DoA's direct supervision.</li> <li>▪ <b>Develop Community-Based Tourism (CBT):</b> Through creating tourism identity and branding material for the selected sites with full interpretation, connecting the site with nearby tourism attractions and corridors, and cooperating with local operations, such as local women cooperatives, to benefit from the tourism component of the project in terms of handicrafts and direct sales project.</li> <li>▪ <b>Capacity Building:</b> To build the capacity of local community in preservation and rehabilitation techniques to enhance their participation in heritage preservation and cultural resources management.</li> <li>▪ <b>Awareness:</b> To raise awareness in Jordan about the importance of protecting heritage for its intrinsic and tourism development values. This will be achieved through employment of mass and social media, awareness-raising visits, and activities for the school and university students, especially from nearby communities, to introduce them their heritage learn about an important phase of Jordan's history.</li> </ul>
Relevant Green Growth Objectives	<ul style="list-style-type: none"> <li>▪ <b>Sustainable Economic Growth</b> – Improve the attractiveness of tourism in Jordan's to investors and tourists (foreign and domestic); Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li>▪ <b>Social Development and Poverty Reduction</b> - Develop tourism sector green job opportunities for all, especially women and youth; Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> </ul>

Estimated Implementation Period	
<i>Start Year</i> – 2021	<i>End Year</i> – 2024

<b>Location(s)</b>	National, with pilot implementation sites (TBD during project implementation)	<b>Other key partners</b>	Friends of Archaeology, universities and research centres, international organizations concerned with archaeology and cultural heritage, donor and development agencies
<b>Implementing Stakeholders</b>	<i>Lead</i> DoA, ACOR and Tameem Centre <i>Support</i> MoTA, PDTRA, ASEZA		
		<b>Estimated Budget for this Action</b>	USD 7,000,000

<b>Financing Secured</b>	<input checked="" type="checkbox"/> Yes (partially for ACOR engagement in the year 2021) <input type="checkbox"/> No	<b>Potential Source of Funding</b>	To be determined (TBD) during validation
<b>Action leads to investment</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	<b>Estimated Investment Size</b>	USD 50,000,000 for the development of new tourism programs and projects in connection to the rehabilitated/ restored sites, and for the replication of other sites in the years to follow the implementation of this action.

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5

<b>Implementation Risk Mitigation Measures</b>	<ul style="list-style-type: none"> <li>Currently there are efforts to enhance collaboration and coordination between all key stakeholders. Early engagement and joint work to further develop this action into a program or a project would facilitate early addressing of expected competition and perhaps some conflict of interest among stake holding organizations.</li> <li>DoA and PDTRA have been reluctant in sharing information under their custody with regard to the location and evaluation of archaeological sites. This can be justified noting the need to protect these sites from sabotage by scavengers, although exchanging such information, or at least the information about sites with particular value for tourism development, is a pre-requisite for tourism development. A mechanism and agreement to govern such a process of information sharing should be developed and discussed between all related stakeholders.</li> <li>Engagement of local communities in the implementation of similar projects seems more appealing and possible for heritage villages, through the initiatives already under implementation by ACOR and the Tameem Centre. DoA and PDTRA are very likely to be reluctant on this requirement, and, equally important, are currently short on trained and qualified staff to manage such engagement with the locals. The capacity building and training program proposed under the second component of this action is specifically designed to bridge this gap and to support DoA and PDTRA's transition from a top-down approach to more bottom-up and community engaging approaches.</li> </ul>
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## TM12 | Updating and implementing the Yarmouk Area Sustainable Tourism Strategy (2016-2020), constructing a number of eco-lodges

Description
<p>Yarmouk area is a beautiful part of Jordan's Mediterranean productive landscape, featuring an attractive natural environment in addition to historic sites and several cultural heritage resources. This landscape constitutes one PA (Al Yarmouk Natural Reserve) and one SCA (Ash-Shu'aleh). Ash-Shu'aleh SCA provides potential for tourism development, as it receives several thousand visitors every weekend during the spring, summer, and autumn seasons. It also receives a few thousand visitors on weekdays during the summer season, mainly school students and families. The most important tourism attractions in the area are:</p> <ol style="list-style-type: none"> <li>1. Historical sites, most of all Umm Qais with amphitheaters, temples, churches, columned roads, and in the wider area with ancient wine presses, water harvesting and irrigation systems and forms of land use (incl. Roman Olives).</li> <li>2. Religious sites as churches or the cave of Jesus.</li> <li>3. Part of the historic 170 km Tiberius canal for Gadara's water supply (today's Umm Qais).</li> <li>4. Yarmouk Battlefield, of high historical and religious value.</li> <li>5. Both the Yarmouk Nature Reserve and the Shuleh SCA are characterized by their ecological key species and biodiversity features: they harbor the largest remaining open deciduous oak forest areas of Jordan. The oak (Valonia oak or Mount Thabor's oak, Quercus ithaburensis) represents the national tree and is preserved in both PAs.</li> <li>6. Arayes water pool is an exceptional natural freshwater body and resting place for migrating birds, and is also an important habitat for turtles. Additionally, it has birdwatching potential.</li> <li>7. Wetlands along Yarmouk River (protection by default through national border). Yarmouk Nature Reserve is home of a rare iris species.</li> <li>8. Nature trails, geological trails, landscape trails, historical trade routes, cave visits, and tunnel walks (Tiberius tunnel).</li> <li>9. Cultural landscape features of historical value</li> <li>10. Border attraction at Yarmouk River.</li> <li>11. A series of panoramic views including scenic and aesthetic views of Yarmouk Battlefield, Lake Tiberias, Golan heights, Yarmouk valley, and others.</li> <li>12. Major hot spring and downstream spring-fed pools for therapeutic and recreational uses.</li> <li>13. Various attractive landscapes and natural spots invite visitors for recreational purposes, most of all for picnicking.</li> </ol> <p>A Sustainable Tourism Strategy (2016-2020) for Yarmouk Area was developed and published in the year 2016, following participatory approaches. The vision of the current strategy is 'By 2020, Yarmouk Area will be a primary national destination for sustainable tourism which fosters local communities' development and contributes to the conservation of cultural and natural heritage'. However, inability of the local municipalities to raise funds left most of this strategy stagnant.</p> <p><b>The purpose of this action is to support the implementation of this strategy by developing new tourism facilities for the visitors of the Yarmouk Natural Reserve</b> (fifteen eco-lodges, restaurant, and a visitor center) which will elevate the quality of the hosting services at the reserve and trigger more development of nature-based tourism in the North region. Implementation will support livelihood creation for the local communities. As the site is under substantial threat from the changing land use, tree cutting for wood and overgrazing, this action will also support protection from potentially irreversible damage to the landscape. The strategy will also be updated, and a sustainable tourism development master plan is required to be developed and marketed to donor agencies and to the private sector.</p>

### Action Objectives

- To enhance the knowledge, through comprehensive field surveys, about the site tourism development potentials, ecosystem characteristics and conservation priorities.
- To update the sustainable tourism strategy and to develop a master plan for sustainable tourism development in the area.
- To achieve green growth of sustainable tourism in the area and improve community income.



<b>Implementation Milestones</b>	<ul style="list-style-type: none"> <li>▪ <b>Local sustainable tourism development and coordination committee</b> established and maintained to provide support to the action's implementation and other future tourism development initiatives.</li> <li>▪ <b>Comprehensive evaluation study of the productive landscape, ecosystem services, ecology, socio—economy, history, and heritage</b> of Al Yarmouk PA, Ashu'leh SCA and a buffer zone of five kilometers from the borders of the SCA (i.e. active tourism sites).</li> <li>▪ <b>Sustainable Tourism Strategy and Master Plan</b> for Al Yarmouk PA, Ashu'leh SCA and a buffer zone of five kilometers from the borders of the SCA (i.e. active tourism sites). The master plan will also include identification, evaluation and pre-feasibility assessment of five tourism investment projects for private sector/local community investments in the area.</li> <li>▪ <b>New tourism facilities for the visitors of the Yarmouk Natural Reserve (fifteen eco-lodges, restaurant, and a visitor center).</b></li> <li>▪ <b>New tourism facilities for the visitors within the SCA and other tourism attractions</b> following the open museum concept (picnic areas, restaurant, and visitors' utilities, new tourism trails, outdoor environmental and heritage interpretation facilities, local products exhibition and market, guard stations).</li> <li>▪ <b>Visitor management plan and system</b> developed to be jointly implemented by the lead partners within all tourism sites and attractions in the area. This plan will be comprehensive, and will address all needed environmental and social safeguards, in addition to visitor's safety.</li> <li>▪ <b>One capacity building programme on sustainable tourism development and environmental protection delivered to RSCN/Yarmouk PA staff, selected staff from Municipality of Shu'leh and Municipality of Khalid Bin Al Walid, and representatives from other directly related stakeholders (up to 100 trainees).</b> This program is needed to provide the participants with the basic skills needs to develop, implement and monitor the implementation of the sustainable tourism master plan and the visitor's management plan in biodiversity important areas.</li> <li>▪ <b>Community and visitor's awareness raising program developed and implemented</b> from year 1 until year 5 of this action. Tools to be used include on site awareness raising campaigns and events, website and mobile app which constitute information packages, awareness messages, instructions for site rules and best practices, site map, etc. and other means of awareness raising.</li> <li>▪ <b>Tourism marketing plan</b> developed, implemented, monitored, and evaluated for the action implementation areas.</li> <li>▪ <b>M&amp;E</b> of sustainable tourism operations and its environmental and social impacts designed and implemented.</li> </ul>
<b>Relevant Green Growth Objectives</b>	<ul style="list-style-type: none"> <li>▪ <b>Enhanced Natural Capital</b> – Improve the quantity and quality of nature-based tourism products and services.</li> <li>▪ <b>Sustainable Economic Growth</b> - Improve the attractiveness of tourism in Jordan's to investors and tourists (foreign and domestic); Increase overall return on tourism sector investments by increasing quantity and quality of tourism products and services, and enhancing innovation in service provision.</li> <li>▪ <b>Social Development and Poverty Reduction</b> – Develop tourism sector green job opportunities for all, especially women and youth; Ensure inclusion of local communities, NGOs, and civil society in tourism development planning and business activities.</li> </ul>

Estimated Implementation Period	
Start Year – 2021	End Year – 2024

Location(s)	Yarmouk Nature Reserve, Municipality of Shu'leh and Municipality of Khalid Bin Al Walid.	Other key partners	Donor agencies and development organizations, private tourism investors, Baraka Tourism Company which is primarily active in Um Qais and Mazra'a (Lower Muhkaibeh), Gadara (Umm Qais) Cultural Forum (NGO, Umm Qais), Friends of Archaeology Umm Qais (NGO, Umm Qais), Private business representatives from different locations of Yarmouk region: Shuleh, Umm Qais, Himmeh and Mukhaibat.
Implementing Stakeholders	<b>Lead</b> RSCN (PA Management of Yarmouk Nature Reserve), Municipality of Shu'leh and Municipality of Khalid Bin Al Walid. <b>Support</b> MoTA, Ministry of Agriculture, Ministry of Local Administration, General Directorate of Antiquities, Jordan Trail	Estimated Budget for this Action	USD 6,000,000

Financing Secured	<input checked="" type="checkbox"/> Yes, partially for the construction of 15 lodges within the PA of Al Yarmouk <input type="checkbox"/> No	Potential Source of Funding	To be determined (TBD) during validation
Action leads to investment	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> This action is an Investment opportunity	Estimated Investment Size	USD 20,000,000

Level of Priority			Readiness for Implementation				
Very High	High	Medium	1	2	3	4	5

Implementation Risk Mitigation Measures	<ul style="list-style-type: none"> <li>The site is ecologically sensitive, and therefore the development and effective implementation of a sustainable tourism management plan is essential.</li> <li>The capacity of related law enforcement and site management staff is essential. Therefore, they are considered as priority participants in the proposed capacity building program.</li> </ul>
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# ANNEX 1: Tourism Sector Green Growth Result Framework

The Green Growth Results Framework below was constructed with the support of the MoTA, DOS, and other national actors in accordance with international best practices in the field of green growth. This collection of indicators can be used to better understand the availability of green growth-

related data in Jordan. The Government of Jordan is continuously striving to improve the quantity and quality of data for decision making in the area of sustainable development and this framework will be continuously revisited and improved throughout the implementation phase.

[illegible]



