TOURISM MANAGEMENT IN JORDAN

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Introduction

The first Bureau to undertake the supervision of tourist affairs in the Kingdom was set up in 1953 in Jerusalem, the spiritual and tourism capital of Jordan. The office was managed by a limited number of staff whose main responsibility then was to provide services to pilgrims visiting Jerusalem. In mid 1953, as a result of the increasing number of tourists and pilgrims visiting the holy city, the Bureau was upgraded to a department, which reported directly to the Prime Minister. The law then stipulated that the Prime Minister or someone appointed by him would undertake to supervise this department's affairs.

In September 1953 the Department Headquarters was moved to Amman and a small affiliate office remained in Jerusalem. The Department continued to be independent and to report directly to the Prime Minister.

In 1956 the Government realized the need to ensure tourist services and facilities at border points. The first Rest House was thus constructed at Ramtha Border Point with assistance from the International Development Agency. With a view to developing the performance of the tourism administrative apparatus, Jordan sought the assistance of an international expert who would evaluate work in this field and ways to develop it.

In 1960 the Department of Tourism was transformed into an authority, which was administratively and financially independent working under the umbrella of the Ministry of National Economy. In the same year, tourism legislation was issued for the first time with the aim of organizing the work of the public apparatus. Hence Law No. 17 of 1960 was issued, stipulating that a tourism authority council be formed under the Chairmanship of the Prime Minister or his Deputy and the membership of the following officials: Director of National Guidance, Undersecretary of the Ministry of Economy, Director of Antiquities, and Director of Tourism. The law also stipulated that a Consultative Council for the authority be formed, to be headed by the authority's Chairman and to include the membership of representatives from hotels, tourism agencies, airline companies and chambers of commerce.
In 1964 the tourism authority became a department of the Ministry of tourism but its administrative status as an authority was maintained.

In 1965 the Tourism Law No. 45 of 1975 was issued in order to avoid changes in the previous law, and to ensure that all its clauses are implemented. The new law also aimed to enhance the participation of the private sector in the authority council and its policies. Furthermore, the law granted further responsibilities to the Authority Director and increased the budget of the authority to reach 20% of the annual revenue from tourism.

In 1967 a Royal Decree was issued whereby the tourism authority was upgraded to ministry level, to also include, under its umbrella, the Department of Antiquities. The tourism portfolio was given to a minister who became a cabinet member in the government, which was formed at the time. In the same year and in the aftermath of the war, it was part of a policy to shrink the number of ministries. Tourism was once again an independent authority under the umbrella of the Ministry of Information and later the Ministry of Economy, Industry and Trade.

In 1981 Tourism, Antiquities, Culture and Youth were all integrated in one ministry named the Ministry of Tourism, Antiquities, Culture and Youth, while maintaining its status as an independent authority. In 1982 Tourism became part of the Ministry of Industry and Trade.

In 1985 Tourism became part of the Ministry of Information, Culture and Tourism. In 1988 Tourism was given a separate portfolio under the name of the Ministry of Tourism. In the same year the Tourism Law No 20 of 1988 was approved.

In 1989 the Department of Antiquities became part of the Ministry of Tourism, which thus became the Ministry of Tourism and Antiquities.

In 1988 the Antiquities Law No 21 of 1988 was issued ensuring that Antiquities existed under the umbrella of the Tourism Ministry.

In this chapter we will discuss about planning and management of tourism sector in Jordan, this covered under seven areas which could correspond to MOTA departments; management of MOTA itself, regulation and control, research, marketing, product development, human resources development and public awareness. These seven areas when taken together could also represents the content of integrated plan, structured according to policies or strategies,
objectives, results and activities. This is explained in the following figure and is the basis for our research of MOTA’s work plan.

Integrated Plan (Fig. 5.1)
General Management

The start of the plan and management framework is formed by the policy and strategies. Strategies consist of the specific courses of action needed to meet the policy. Strategy establishes the basis for identifying objectives and results and listing activities needed to achieve them. The strategy outline the actual shape which tourism will take, in recently change circumstances including the increasing importance of tourism to the Jordanian economy as well as the clear need to preserve and protect Jordan’s national and cultural heritage.

MOTA restructured its policy and strategy, it has formulated a long term strategy, the main objectives of the strategy are as follows

i- Increase participation in regional tourism by entering into cooperative agreements with Egypt, Israel and Yemen, and when the regional peace is finalized, with Syria and Lebanon.

ii- Expand business, conference, incentive, and eco tourism.

iii- Encourage and facilitate domestic tourism.

iv- Establish the requisite mechanisms for coordination between the tourism development and conservation.

v- Develop and manage tourism in a manner to bring socio-economic benefits directly to local communities, with community-based tourism projects as an important vehicle.

vi- Develop and manage tourism in an environmentally, socially, and financially sustainable basis to ensure that historical, cultural, and ecological assets are maintained indefinitely.

vii- Optimize the economic benefits of tourism, including strengthening linkages between tourism and other sectors.

viii- Establish the requisite organizational mechanisms and policy framework to ensure close coordination and cooperation among government agencies involved in tourism and between the public and private sector.

ix- Upgrade all existing tourism facilities, and for those to be developed, ensure that services meet acceptable safety, comfort, sanitation and service standards.
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x- Develop an effective education and training system, in close cooperation with the private sector, for tourism sector personnel; and

xi- Ensure the presence of appropriate institutional mechanisms to monitor the development of the tourism sector and implementation of the strategy.

MOTA will also be responsible for sector development support. It established tourism Task Force to achieve the above objectives. The Task Force membership includes representation from MOTA, MPWH, the Ministries of Water and Irrigation, Rural Affairs, Finance, Planning, and Industry and Trade. In addition to Bankers, Legal Experts, Local Representatives from concerned communities; the Jordanian Hotel Association, and Tour Operators and Tour Guide Associations.

Management of MOTA itself

The management of MOTA itself corresponds to the office of chief executive i.e. Ministry of Tourism and Antiquities, and the Higher Council of Tourism (HCT) is having its secretary and composed of representatives from all major ministries including the Aqaba Regional Authority (ARA), Jordan Valley Authority (JVA) and Royal Jordanian Airlines (RJ).

National tourism development plans are drawn by MOTA in which it decides which sectors of the various tourism related industries will be developed, and what will be the appropriate growth. These plans are assisted by joint working groups setup between departments to tackle interdependent tasks. Planning and coordination committee is assisted by network of joint or standing committee, consultative groups, councils, and other appropriate mechanisms ensuring close coordination with all parts of the tourism sector in Jordan.

Management is playing a good role in the organizational development of MOTA. There is a constant efforts to improve the managerial capacity of MOTA and the skills and knowledge of its personnel. This program is formulated and executed through human resource development and training department of MOTA in managing tourism.

MOTA is also coordinating with all other ministries and government agencies.
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And also interacting with the highest level of government. Apart from this the MOTA review the roles and functions of its regional offices. These offices play an important part in the implementation of planning and this requires clear definitions, instructions and resource allocation from the ministry. Ministry is keeping under review the whole tourism development planning, organization and process, the description of functions and jobs, and the satisfaction of the necessary working interrelationship. Following are the main departments.

- Department of Antiquities (DoA)
- Higher Council of Tourism (HCT).
- Planning and co-ordination committee.
- Consultants.
- Petra Regional Planning Council.
- Secretary General.
- Tourism Committee.
- Consultants.
- S.G.Ass. for Financial and Management Affairs.
- Environment Unity.
- Directorate of Planning and Studies.
- Directorate of Development & Recreational Amusement Parks.
- Projects Directorate.
- Directorate of Controlling an Quality Affairs.
- Directorate of Public Relation Affairs.
- Directorate of Domestic Affairs.
- Directorate of Foreign Affairs.
- Directorate of Management Affairs.
- Directorate Financial Affairs.
- Development and Training Unit.
- Unit of Japanese Tourism Project Development.
- Directorate of Interior Controlling.

The tourism professional associations included under the umbrella of MOTA are the follows:

- Tourism and Travel Offices and Companies.
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- Hotels, Motels, Hostels, Camps, and their related facilities.
- Tourist Guides Services.
- Producer and Traders of Traditional Crafts.
- Restaurants.
- Rest Houses.
- Amusement Parks.
- Recreational Centers.

The tourism institutions in Jordan are divided into three sections:

**Governmental Institution**
- MOTA.
- Department of Antiquities (DoA).
- Jordan Valley Authority (JVA).
- Petra Regional Authority (PRA).
- Ministry of Waqf and Islamic Affairs.

**Non Governmental Institutions**
- Jordan Hotel Association (JHA).
- Jordan Society of Travel Agents (JSTA).
- Tourist Guides Association (TGA).
- Tourist Transport Companies (TTC).
- Jordan Restaurants Society (JRS).
- Tourism Encouragement Society (TES).
- Touristic Handicrafts Society (THS).

**Governmental/Non Governmental Institutions**
- Jordan Tourism Board (JTB).
Organization Chart of M.O.T.A.

Source- MOTA
Regulation and Control

The legal framework setup to regulate tourism may not differ greatly from the regulation of other types of businesses. There may be some particular regulations related to tourism aimed principally at consumer protection. The degree of regulation and control by the government is the question of policy. Every country including Jordan tends to license many tourism enterprises at least against minimum set of requirements. The basic objective is to ensure the enforcement of minimum standards for hygiene, fire prevention, safety and consumer protection (coordinating with other Ministries or agencies responsible) while further improving quality control standards for various tourist facilities and services.

The primary job of MOTA’s regulation and control activity is to review the current legislation framework for tourism, identifying any weaknesses, needs, bottlenecks, or other problems, and recommending any changes or improvements from a legislation or regulatory standpoint.¹

The main activities of MOTA regarding regulation and control are as follows:

Identification of Needs

- Compare industry-wide performance of the various tourism services and facilities against the established standards for hotels, restaurants, catering and entertainment establishments, tour operators and travel agencies, identifying areas for any needed improvement.
- Monitor closely tourist complaints and the results of any GTA spot checks or investigations, identifying areas where improvements are needed.
- Monitor examples of tourism regulations and legislation at the international level, noting any improved approaches.
- Maintain close coordination with the private sector, developing joint recommendations on minimum quality standards.
- Review all customs, immigration and security procedures related to tourism, working with the government authorities responsible, and develop recommendations for any changes.
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- Review the procedures for tourism project appraisals, environmental impact statements, investment and incentive approvals, and the granting of licences, and develop recommendations for any changes.
- Evaluate the needs and procedures related to physical planning controls-land use planning and zoning, and building regulations.

**Improvements and Changes**
- Recommend and introduce changes or modifications to established regulations to better respond to identified needs.
- Develop changes in the minimum standards required for certain categories of establishment, to achieve improved quality standards.
- Recommend and introduce any new legislation or regulation to achieve the results listed in other parts of the plan.
- Consult closely with the private sector on all improvements, changes and new regulations.
- Collaborate with the regional authorities on the development and enforcement of zoning and planning regulations (working closely with the product development area).
- Provide any assistance to townships and municipalities on the development and introduction of any local regulations effecting tourism.

**Research**

Research as separate department is linked with major front line departments-marketing, product development, regulation and control, human resource development and public awareness. It has a liaise with other government agencies as a source of social, environmental and economic data. The main objective of this department is to maintain information system and either conduct or commission research to monitor the performance of the sector to investigate problem areas, and to provide research support for front line departments.

The main activity of the research department of MOTA, are as follows:
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Information System

- Review and improve as necessary the system for collecting and processing tourist arrivals and departure statistics.
- Review and improve as necessary the scope and accuracy of other tourism information currently accessible, paying particular attention to demand and market data, supply data and tourism assets, and recent sectoral performance.
- Assess the current information available on hotels and accommodation units, restaurants, travel agencies and tour operators, local ground transportation companies, banking, medical services, tourist guides, conference and facilities, and identify the additional data needed.
- Check and develop the inventory of tourism assets (tourist attractions and existing and new tourist facilities), evaluating their characteristics, and recording all data in the MIS.
- Update the documentation center- ensuring that it carries all key books, publications and other key documents needed. Disseminate information through periodic publications, newsletters, etc.
- Review and improve as necessary the hardware, software and systems currently in use. Develop the staffing and conduct the necessary training.
- Review and improve as necessary the methods and procedures for the collection and updating of data. Identify any additional sources of data, and develop the possibilities of an interface with other databanks.
- Review and improve as necessary the reporting needs, and the distribution of monthly and other periodic reports.

Visitor Surveys

- Plan the program of periodic visitor surveys to monitor nationalities, profiles, patterns of behavior, preferences, complaints, expenditures, and workforce surveys covering numbers, personnel profiles, productivity, shortages, level of skill, occupations, training.
- Determine the sampling method to be employed, the points where interviews will be conducted, the design of the questionnaire, and the selection and training of survey staff.
- Finalize and agree the budgets, ensuring that adequate funds exist to keep to the agreed survey methodology.
- Carry out the field work, liaising as necessary with the private sector and airport authorities.
- Process results and analyze. Prepare and distribute the survey reports. Participate in workshops to present and discuss the results.

**Economic Impact**
- Design and conduct surveys to update and collect data on tourism sector cost structures, purchasing patterns, expenditures and revenues.
- Develop the models and methods to calculate the various indices: contribution to GDP, foreign exchange earnings, employment, and government revenues at the national and local levels, and the income multiplier effects.
- Measure, on a selective basis, the economic contribution to particular regional development.

**Environmental Impact**
- Work with the governmental and non-governmental agencies responsible for environment on the identification of needs, and implementation of appropriate action on environmental questions (liaising closely with the product development and regulation/control departments).
- Provide inputs, in particular, on environmental legislation affecting tourism and on procedures governing the preparation, review and approval of environmental impact statement for tourism projects.
- Collaborate on public awareness, proposing the message that need to be sent, the target audiences and suggesting ways in which material can be communicated.

**Social Impact**
- Establish a system to monitor social impacts through surveys of selected communities and sections of society, linked to the implementation of public awareness programs and activities.
- Liaise closely with the area of public awareness, to monitor audience reaction and community feedback on radio, television programs and other activities.
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**Special Studies**

- Undertake, as necessary, a variety of marketing surveys in the major markets to identify data related to tour operators programs, consumer preferences, price competitiveness, competing destinations, and distribution/sales network, etc. Such data should complement desk research and the MIS.
- Draw up a range of special studies related to various aspects of product improvement programs. Plan and execute these studies, taking appropriate follow-up steps to review and discuss the recommendations made.
- Identify with the regional offices and the private sector, various problem area requiring action. Structure the problems for investigation and study, produce recommendations, and follow up with the persons and organizations involved.
- Investigate, in particular, any problems in areas such as local transportation and infrastructure, and prepare and follow up recommendations accordingly.

**Marketing Management**

The primary job of MOTA is to review and implement marketing strategy. It has to identify the marketing opportunities of the tourist region of Jordan; by identifying marketing segments and also assess the corresponding appeal and impact of tourism product in marketing terms. It also review and develop the marketing mix (product, price, image, promotion, distribution) by province, or region chosen, facilities, services, attractions, strengths and weaknesses. Its also plans and implement the promotional program regarding tourism.

MOTA in consultation with private sector coordinate marketing policies and strategies. The private sector is extensively involved in all aspects of marketing in Jordan. Marketing expenditure of private sector is much more than the public sector in establishing different tourist destination. MOTA play’s a key role in positioning the different destination, so that they look different from the other. The private sector will then sell it in variety of ways through different programs in different markets. The difference between public and private sector roles is sometime dramatize by the statement "we promote the dream, and they sell the package". Collaboration between private sector and MOTA to promote tourism is the main thrust of marketing strategy of the government.
MOTA has the main responsibility of projecting the overall image of country’s tourism sector. It tries to show the country in the best possible way. And enhancing its appeal as a holiday destination. Image building is a constant process, and it is done through advertisement, printed and audio-visual material, brochures, promotion videos, travel agents manual and through tour operators.

MOTA helps major tour operators and travel trade interests in Jordan. Hotels and airlines are the forces which made marketing success of a destination. Its product development and marketing department also collaborate on investment and promotion. They develop promotional strategy covering both domestic and foreign investment.

Marketing plays a vital role in tourism industry. There are many factors that should be taken into consideration while selecting the targeted markets for the promotion campaigns. These factors include neighborhood, language, climate, and rates of travel and spending for tourism. This is done through coordination between MOTA and travel and tourism firms, the Royal Jordanian and international hotels. The main elements of tourism marketing include a briefing on the touristic product to be marketed, the supply, and a call to visit the site designed especially for the group being targeted.
Following are the main institutions which are involved in marketing Jordanian tourism product.

**Tourism Marketing Institutions**

Various public and private institutions are involved in the marketing of tourism in Jordan:
1. **Travel Agencies**

These agencies work on marketing Jordan's historic sites and recreational places and facilities. They offer an integrated program for the tourists during their visit to the country. They reach their customers through advertisements in the media, especially in foreign newspapers and magazines, in coordination with counterpart companies abroad.

2. **The Jordanian Tourism Board (JTB)**

JTB has been recently established to cope with the development of the tourism sector in Jordan, and to institutionalize tourism promotion and development activities. Its main objectives include:

- Activating the tourism movement, promoting tourism into the country, and increasing the public awareness of the importance of tourism, in cooperation with the MOTA and other institutions working in the field.
- Preparing, publishing, and distributing brochures, films, booklets, and posters about Jordan.
- Conducting studies, and market research and statistics on tourism, and financing such activities either directly or through international aid.
- Proposing projects and other activities to improve the status of the touristic sites.
- Publishing magazines, newsletters, and brochures in the field of tourism.
- Preparing video films about tourism in Jordan to be presented during international conferences, fairs, and other events.

4. **International Hotels**

These hotels offer integrated programmes for group tourism from all parts of the world, using up-to-date marketing techniques, including the Internet. They are connected with developed networks where they can get information about the number of tourists who stay in hotels, their nationalities, and the average number of nights they stay. Such information will help in knowing better the various...
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categories of tourists and their countries and expected needs, so that more effective marketing plans can be drawn up.

5. Royal Jordanian (RJ)

In 1963 his majesty the late king Hussein issues the Royal Decree establishing Jordan's national carrier. Royal Jordanian's destinations reach 48 cities, covering four continents. Royal Wings, a subsiding regional airline of Royal Jordanian, begins operating between Amman and Aqaba later operating to Israel, Egypt, and some other places. Royal Jordanian and Royal Wing are required to expand their activities, this can be achieved through utilizing RJ's offices throughout the world and restructuring them to be able to contribute to promotion of tourism and attracting more tourists into Jordan. It is note worthy to mention that privatization of the Royal Jordanian enhanced its ability to compete with international companies, and reduced its prices which had been currently high compared with other in the region.

The following important steps had been taken in the process of privatization of Royal Jordanian,

1) Alia corporation/RJ Law was replaced and RJ was converted to a wholly owned government company.  
2) Supporting activities, such as the Duty free catering Center, aircraft maintenance, training and engine overhauling, were separated from the main activity (aviation), and all these unites were registered as separate companies wholly owned by the government.

3) The Airport Duty free company was sold to a Spanish Company Aldeas for $ 60 million.

4) Training Center Company was sold to Boeing flight safety International for $ 18 million.

5) Four International Companies specialized in aircraft catering manifested interest in buying international bid.

6) The share of the Engine overhauling center shall be offered for sale in a competitive international bid.
7) An Aircraft Maintenance Center was registered in preparation for its sale to investors specialized in aircraft maintenance through a competitive international bid.

8) The entirety of Royal Jordanian shares in Alia Hosting Company, Alia Hotel and Royal Tours have been transferred to Royal Jordanian Investment company.

9) Royal Jordanian Aviation Academy; the council of Ministers approved the proceeding with the restructuring and privatization of RJ Aviation Academy.

     Royal Jordanian, the national air carrier, has the biggest share of transporting airways, and it is the goal to promote and market Jordan throughout the world.

- **Marketing Information Systems (MIS)**

A marketing information system, also is essential. It is a system established to study market characteristics and trends. The results and the findings from visitor surveys, will feed into this system.\(^6\)

MOTA is aware of the importance of information to the tourism sector, and this information can be obtained from various sources such as travel agencies, the public Security Department, hotels, the Statistics Department, and others. But these institutions adopt different ways in classifying the data they have. Therefore, a central information office has been established to take over the task of storing, classifying, and publishing the touristic information within well-designed systems and data bases.

There are many published sources of data, for example, the results of country-specific studies and analysis of particular market segments. There are often prepared and published by specialized research companies. The travel trade press should also be followed closely to monitor various trends and new developments.

It is possible to subscribe to a clippings service which will identify and clip all press items of particular interest.

Through its statistics, surveys, and market information system, a MOTA can be expected, in close collaboration with the private sector, to follow all
marketing trends. It should be able to keep in focus the various characteristics of its markets and visitors.

However, a MOTA would not normally be involved with research of a psychographic nature. This might be carried out by advertising agencies, JTB, tour operators or even large hotel companies. These various enterprises will be interested to establish a correlation between choice of holidays, destinations and facilities and particular lifestyle and profiles.

Such studies may help to give a clear idea of who buys what and why, enabling promotional and sales efforts to be better directed. Motivational research of this kind is often carried out through group discussion and in-depth interviewing.

Where research is carried out by private sector interest, they should be encouraged to share the results with the MOTA. While marketing information may give companies a competitive advantage, the MOTA represents the interests of the sector as a whole. One should try to reconcile any conflict between the these two sets of needs.

**Management Product Development**

One of the key policy development by MOTA concerns tourism investment, and infrastructure development. It encourages the private sector to undertake the development of hotel, beaches, restaurants and all other tourism services in Jordan. The ministry in consultations with national and international experts has decided to concentrates on the two projects, areas of Aqaba and Dead Sea. This decision was based on the obvious attractions that both areas have for international tourism.

Ministry has established Aqaba Regional Authority(ARA) responsible for planning and regulating the development of municipality surrounding desert areas. The first face of the South coast development program involves the area of about 200 hectare tentatively designated as the Ras-Al-Yamniyya resort and Qabous tourist village areas to assist the developers, the government provides roads, paths and bathing areas, water and waste water systems, electricity and telephone service.
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The Dead Sea projects organized and managed by the Jordan valley authority (JVA). The main plan was to develop tourism in the majors sector of the eastern shore of the Dead Sea, Suweimeh, Zara. Road, water and waste water, power and communication facilities are provided in every zone, critical element of the development is the preservation of the unique natural and scenic environment of the Dead Sea from the potential negative impacts of constructed facilities, development has been made in such away to minimize the adverse impact. Coastal roads are made on attractive scenic partway. Measures are been taken to prevent all visual, odor or water pollution, and power and telephone are install underground.

Other Tourism Development Projects of MOTA are

i. Petra region infrastructure development and environmental management.
ii. Wadi Rum development and environmental conservation.
iii. Karak and Jerash tourism development program.

Petra Region Infrastructure Development and Environmental Management

Petra is the most spectacular of Jordan’s national treasures and one of its two UNESCO World Heritage Sites, the other being Qaser Amra, Petra was the home of the Nabateans, an industrious people who settled over 2000 years ago and carved out their capital from the soft red sandstone of the area.

Petra today faces a host of problems that, if not immediately addressed, will significantly diminish the tourism experience and further exacerbate the adverse results of the uncontrolled growth of Wadi Musa, the town at the entrance to Petra.

For most tourists visiting Jordan, Petra is the premier attraction. Due to its status as a World Heritage Site and facilitated by the peace process, continued growth in visitor numbers to Petra can be expected. It is therefore of crucial importance that:

i. The site is preserved;
ii. The experience of tourists visiting the site is enhanced; and
iii. The national and local economic benefits from tourism are maximized.
Development of Petra Region

Development of Petra region concentrated on five areas (a) rehabilitating and improving two main access roads to the Petra region; (b) developing and improving urban infrastructure in the main urban areas; (c) improving visitor support infrastructure and services at the Petra sanctuary (improving visitor flow patterns, developing proper signage and interpretation, formulizing ad-hoc trails and parks through the sanctuary) and developing sight management capacity; (d) improving environmental management (reforestation, Wadi terraces regeneration, flood protection, solid waste management); and (e) building the capacity of the PRC to enforce controlled development and environmental protection, implement urban development projects, and promote tourism. The following is a description of the components under this project.7

(a) Road rehabilitation and improvement

The proposed investments for road under the project would focus on improving the level of service in the area, including traffic safety, into existing key access roads to the Petra region. Specially (i) the access road to Wadi Musa from the desert highway through Uzainah and Shobak (53 km); and (ii) the scenic road from Wadi Musa to little Petra (Baida) through Um Seyhun (7.5 km). For these proposed road improvement projects, works would be related to increase road safety and the construction of scenic view points. The project will also finance detailed design engineering and construction supervision services for these road projects.

(b) Urban Infrastructure Development

This sub-component would support the implementation of urban infrastructure development and improvement in the three main Petra region urban areas i.e. Wadi Musa, Taybeh and Um Seyhun.

Wadi Musa Urban Infrastructure development

The proposed urban infrastructure investments in Wadi Musa would focus on rehabilitating the existing key urban roads, including lighting, along with enhancement works in Wadi Musa town center and the Tourist park zone. Specifically, under this subcomponent the following works would be
implemented: (i) improvement of the Wadi Musa spine road from the urban boundary through the town center to the Tourist Park Zone; (ii) enhancement of the Wadi Musa town center, where traffic would be diverted and streets upgraded and landscaped, and where the adjacent abandoned traditional village houses (Elge old village) would be rehabilitated to attract tourists for sightseeing and shopping; (iii) development of the street layout of the Wadi Musa tourist arrival area (Tourist Park zone, including the Promenade); (iv) improvements to selected lengths of minor urban collector roads in Wadi Musa to provide enhanced circulation patterns, thereby avoiding tourist and environmentally sensitive locations and reducing congestion; (v) improvement of street lighting and street landscaping (including civic works, urban furniture and signing) with the potential to benefit both tourists and the local economy; and (vi) improvement of traffic management and parking at points of visitor arrival and departure, including the Wadi Musa tourist area and town center.

**Taybeh urban infrastructure development**

The proposed urban infrastructure investments in Taybeh would focus on rehabilitating the Taybeh town spine road (4 km) and improving street lighting and street landscaping.

**Um Seyhan urban infrastructure development**

The proposed urban infrastructure investments in Um Seyhun would focus on rehabilitating the main spine road in Um Seyhun; improvement of traffic management and parking at points of visitor arrival and departure, including the Sanctuary exit zone, and development of a new coach parking/interchange area, and improving street lighting and landscaping, civic works, urban furniture and signing.

The project will finance detailed design engineering and construction supervision services for the infrastructure development and improvement projects outlined above.

The Second Tourism Development project does not address water and wastewater deficiencies in the region. These infrastructure requirements are being addressed by the Jordan Water Authority with the assistance of USAID, which is currently preparing a Water and Wastewater Treatment project for the Petra region. Work on this project will occur concurrently with the infrastructure
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development sub-components of the Petra components. Because the water and wastewater pipes will be laid within the right of way of the urban road network, there will have to be a high degree of coordination between the two projects.

(c) Visitor Facilities and Management at the Petra Sanctuary

The objective of this sub-project is to improve visitor support services at the Petra sanctuary by: (i) addressing the needs of tourists through the improvement of visitor flow patterns, the existing visitor center, and rest and shopping areas; (ii) enhancing the sanctuary through the creation of paths and/or trails and appropriate landscaping, including indigenous vegetation; and (iii) improving tourism management through improvements in the presentation of the site through proper signage, explanatory panels identifying monuments, and training for site management and guides.

Visitor center and site entrance area

The project would support the design and implementation of the redevelopment of the visitor center and the site entrance area. USAID, as part of the recently cancelled (for reasons unrelated to the project) Jordan Sustainable Tourism Development/Sites (JSTD/Sites) project, has completed initial work in the form of drawings, reports and contract documents for the visitor center, shopping and rest areas. The JSTD/Sites project proposed to remodel, but not expand, the visitor center. The proposed project will support the establishment of a Committee, with membership from MOTA, UNESCO, and the Bank, to review the current design with respect to the expected increase in visitors and to determine whether to proceed with the proposed design or to expand the center. In the event the latter is recommended, the project would support an international competition for which the terms of reference and evaluation criteria would be prepared by Jordanian official and advisers from UNESCO. The design of the shopping arcade and rest area would be linked to the decision regarding the design of the visitor center.

Sanctuary enhancement

The proposed project would improve visitor support services by improving visitor flow patterns, designing appropriate signage, formalizing the ad-hoc trails that lace the sanctuary and creating new paths and/or trails where
appropriate, and providing landscaping with indigenous plants and shrubs. Lack of information about the site is a major cause of tourist dissatisfaction with the site - it is a major cause of visitor "bunching" at the Treasury and of lack of visitor awareness of most of the other monuments within the sanctuary. Undirected wandering results in monuments damaged by litter, graffiti, and erosion caused by inappropriate wear and tear. The proposed project would fund the development of (i) a basic tour of the sanctuary, (ii) trails through and to the more remote monuments, and (iii) interpretive material at the visitor center and along the established routes to highlight the monuments.

Site and visitor management

The proposed project would develop a visitor management plan that would, within the limits of the site's carrying capacity, improve presentation of the site through development of a visitor management plan and provision of training for site management staff and guides. The visitor management plan would coordinate the development and presentation of information about the site, visitor circulation plans, and site control and management. Technical assistance for the above would be funded, as would the development of training materials for site management staff and guides.

The project would also fund site preparation and implementation services (detailed engineering and supervision).

(d) Environmental Management

Infrastructure development investments made for environmental protection and management in the Petra region and these include

- Watershed management reforestation and Wadi Terraces regeneration:

The proposed project included the creation of a vegetation belt area at Um Seyhun village, the reforestation of the upper watershed along the scenic road, the development and management plan for the Hisha forest and the implementation of a forest conservation, pilot project the Wadi Musa area. In addition the project supported the regeneration of the Wadi Terraces and the design and implementation of landscape improvements within the dedicated areas of Wadi Musa and Wadi Sadr.
The investments respected local cultural values and complement traditional agricultural practices. The design based on the recommendations, facilities, improvements and configurations as contained in the Wadi valleys masterplan.

- **Watershed management: Flood control and protection**

  Under this component (i) embankments had been protected; (ii) obstructions in the Wadi beds removed; (iii) soil erosion control measures taken and (iv) bottleneckes, specially in the area approximately 1 km upstream of the Siq entrance removed.

- **Solid waste management**

  The project supported monitoring the contracting out of solid waste services to a private operator on a management contract basis. The PRC supervised the management contract on behalf of the municipalities of the project area.

(e) **Developing capacity of the Petra regional Planning Council (PRC)**

The PRC was established by the council of ministers in April 1995 in response to the increasing need for control of urban growth in the Petra region. The PRC is empowered to prepare, approve, and enforce land-use plans within the area under its authority. It is also empowered to implement development project.

The area is booming—recent hotel investments amount to US$ 70.80 million, tourism flows have more than double, the PRC is not fully functional and is currently unable to perform these tasks.

Technical assistance will be provide to the PRC to build the technical, management and implementation capacity necessary to carry out its mandate, including the effective implementation of the proposed project. The PRC with the headed by a general manager, assisted by director of four units i.e. (i) a Development Control and a Planning Unit, which is responsible for all land-use planning, its enforcement, zoning, licensing and the issuance of building permits; (ii) a Project Implementation Unit, which is responsible for executing government and donor-financed projects; (iii) an Environmental Manager Unit, which is responsible for watershed management, including reforestation and flood control,
solid waste management, and urban landscaping and (iv) a Tourism Promotion Unit, which is focus on developing tourism products to create additional attractions to enhance visitor experience and motivate them to stay longer at Petra.

The development control and planning unit of the PRC is responsible for the following activities; (i) monitoring and managing the implementation of development in accordance with the land-use plans and development controls and guidelines for Wadi Musa, Taybeh and Um Seyhun; (ii) assisting all applicants and assessing all applications for development within the Petra region and making recommendations to the PRC board; (iii) monitoring all new construction in the Petra region to ensure that planning permission has been granted and that actual development corresponds with permissions; and (iv) reviewing any necessary adjustments to the land-use plans when exceptional circumstances occur and making recommendations to the PRC board.

**Wadi Rum Development and Environmental Conservation**

Wadi Rum is one of Jordan’s premier nature reserves and a site that will become a major attraction for eco-tourism and a source of significant tourism avenue. Its unspoiled beauty and tranquillity rank it among the world’s best desert parks, and it is also an important deposit for the region’s desert biodiversity. The site was relatively unknown by tourists until the late 1980s, when publication of a rock climber’s guide was enough to attract the attention of mass tourists visiting Aqaba beaches. Uncontrolled mass tourism (500-1000 people each day during peak season), and associated unplanned urban developments now constitute the major threats to the site’s ecological and aesthetic integrity. Increasing visitor use of Wadi Rum, if unmanaged, will exacerbate the damage to the ecology and archaeology of the site.

The Wadi Rum development and environmental conservation component will support and encourage tourism development that maximizes economic returns to local communities while protecting and conserving the natural and cultural resources. Main component activities, developed and implemented in close collaboration with the local community, will include the following sub components:
Tourism Management in Jordan since 1991

i- infrastructure development.

ii- Protected area and tourism management.

iii- Income-generating activities support.

**Infrastructure Development**

The majority of investments in Wadi Rum would be related to infrastructure development and improvement. Infrastructure investment would concentrate on four primary area:

a) off-site infrastructure, mainly a new access road of about 4.4 km from Disi Road to the visitor reception area and a new entrance gate;

b) development of new visitor facilities and administrative buildings;

c) planning and development of a new village to accommodate increase in the local population; and

d) improvements to existing Rum village.

*Off-site infrastructure; construction of a new access road and a new entrance gate; solid waste management*

A new one-way visitor entrance into Wadi Rum, beginning to the east of Jebel Al Quwaysa and curving back towards the existing road to Rum just before pass over the hill, the route includes some of the most dramatic entrance views and the panorama of the main Rum valley and seven pillars from the higher ground, it will start at a new junction on the existing Disi Road located between the two Wadis at a point approximately 1.7 km east of the existing junction to Wadi Rum. The total length of the road is about 4.4 km.

The environmental impact of the visitor access road will be as small as possible. The road will be designed as narrow as possible.

*Visitor and Administrative Facilities*

The objectives of the construction the new visitor facilities are to create a dramatic arrival that maximizes the experience of enter to Wadi Rum and to create a space for full interpretative facilities where the views of the landscape appreciated and the impact of parking and interchange facilities minimized.
The visitor center would be located on the existing access road to Rum. Visitors would approach the center as they drive south along the new access road, leaving their car or coach in a parking areas in a landscape of desert flora and boulders.

**New Rum Settlement**

Because Rum village has reached its full capacity for growth, consultation with local population led to the selection of a site within Wadi Rum for a new settlement that would accommodate the population growth in the area resulting from greater opportunities in tourism. All housing would be served off the two spine roads and would be based on a series of housing cells, or clusters, each of 12-20 plots and served off communal, central courtyard. The structure of neighborhoods, spine roads and housing clusters would allow for social development of the village by extended families.

The “public face” of the village along the Rum village road would be a stone wall set back from the road, its purpose would be to screen the village, particularly in the early years when buildings are unfinished and planting immature.

**Improvements to Rum Village**

The main considerations built into the design of Rum Village were:

i- The restriction of the growth of the village across the Wadi and encouragement of a distinctive village form;

ii- Enhancement of the appearance of the village by improvements to existing buildings, walls, open spaces, etc;

iii- Encouragement of development and changes in use to tourist accommodations and facilities, craft manufacture and commercial activities; and

iv- Promotion of a more attractive urban area that will encourage visitor contact and improve economic benefit for villagers.

A detailed land use for Wadi Rum would be prepared. The plan would focus on location layout and design of infrastructure and tourism facilities (accommodation, service facilities, parking, reserve headquarters and ranger
posts), including possible uses of the buildings within Rum village. Any additional construction, such as accommodation, restaurants or shops, would be strictly based on the land-use plan. The location of publicly funded community facilities, i.e., a health center, and infrastructure improvements would follow the land-use plan as well.

Protected Area Management Plan and Tourism Management plan

Technical assistance, training, and consultancy services: these would be a wide range of protected-area and tourism-management activities implemented as a part of the project. They are intended to encourage both the community and visitors to maintain Wadi Rum in the best state possible through monetary incentives, enforcement, and education. Other components would include:

i- Revising the entrance fee structure and overall reserve revenue allocation in order to maximize cost recovery and reinvestment in tourism services and infrastructure;

ii- Designing and implementing a community-based enforcement scheme focusing on hunting, littering, graffiti, fuel wood collection and off-road driving; and

iii- Preparing and delivering public awareness and education programs for local tour guides, the local community, non-local tour operators and resident military personnel. In addition, a protected area management plan, based on a detailed baseline assessment of natural and cultural resources, would identify management priorities and action plans for the protected area and buffer zone.

The baseline assessment of natural and cultural resources would be carried out early in project implementation. RSCN, in collaboration with associations and universities, would compile all ecological, physical and demographic information of relevance to the conservation of Wadi Rum in a geographical information system and ensure the timely preparation of maps.

A study of Wadi Rum carrying capacity would also be carried out early in project implementation in order for its findings to be incorporated into the project’s protected area management plan. The study would provide both maximum numbers of visitors and identify potential management concerns. This
would provide useful information to determine the most appropriate management strategy.

*The Components of the Protected Area Management Plan Would Be as Follows:*

- A preliminary zoning plan would include detailed maps and would identify the management objectives and uses of each zone. For example, certain zones would be accessible only by foot or camel.

- A visitor management plan would be prepared, determining visitor flow and circulation patterns based on the site’s ecological and archaeological carrying capacity.

- A wildlife conservation program would be developed, including detailed habitat mapping, species conservation and monitoring programs, and identification of priorities for further applied research. It would identify the most ecologically sensitive areas and indicate the priorities for biodiversity conservation.

- A cultural resources conservation program would also be developed. The program would indicate priorities for the conservation of the reserve’s cultural and archaeological resources. Including the history and culture of the contemporary Bedouin tribes, and the conservation of prehistoric and historic remains.

- A livestock and range land management scheme would be prepared that will include a survey of the numbers, movement patterns, and socioeconomic dependencies of all groups of Bedouin pastor lists using the wider Disi-Wadi Rum area. The scheme would provide the basis for a community-based participatory range land management scheme aimed at promoting the sustainable use of natural resources.

The project would prepare and implement on-site professional training programs specifically designed for Bedouin tour guides, local four-wheel-drive vehicle drivers and tourist police. The training program would focus on the fragility of desert ecosystems and archaeological sites (i.e. the long-term effect of off-road driving on vegetation, litter disposal, etc.); basic measures to minimize
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visitor impact on the natural ecosystem and first-aid treatment. The program would include English language training.

Karak and Jerash Tourism Development Program

MOTA in order to spread the heavy tourist concentration in Amman and Petra to other historic sites, started development of such very attractive tourist places.

Jerash Tourism Development Program

Jerash, known as Gerasa in ancient times, is one of the most extensive and best preserved provincial Roman cities in the Near East. Founded during the second century BC, it was a member of the Decapolis, a commercial league of ten Greco-Roman cities, the city flourished during the first century BC through the second century AD. Jerash declined following a major earthquake in 747 AD, the city was left uninhabited, and a modern town was built by Circassians on the eastern slope of the stream valley in what was once the residential area of the ancient town.

Today, it is well known for the Jerash Festival, an annual culture event celebrating Jordanian handicrafts and performing arts, which draws performers and visitors from throughout the region.

MOTA intended from this project to fund an integrated tourism and urban development for Jerash, including plans, programs, and priority action projects with necessary institutional and implementation guidance. Key urban issues which have been addressed by MOTA are:

i- Traffic circulation and parking; existed pressures resulting from visitor arrival and park in, city center congestion, required the presentation of alternative traffic circulation plans, all these problem have been solved completely by MOTA and the city authority.

ii- Water supply and sewerage system; at present the whole of Jordan suffering of sever water supply shortages and low pressure, not only the city of Jerash, and only 35 percent of the houses are connected to the sewerage system. MOTA have been played a crucial role in attract
Tourism Management in Jordan since 1991

urgent investments to benefit the residents and were also essential for the development of tourism facilities and accommodation.

iii- Solid waste and disposal; improved collection of solid waste throughout the city has been done, as well as they review of current disposal methods.

After all, MOTA has been identified the potential projects directly linked to tourism and that would benefit the local population. These projects included:

- restoration of the city walls and monuments, the East Bath, and lighting of the attractions.
- rehabilitation of historic houses in the central area as a traditional souq.
- Selection of appropriate locations for tourist accommodations.
- Training in tourism-related skills and entrepreneurial advice.

And all these projects resulted in the following:

- Tourism development opportunities; increased of visitors to the city, lengthen visitor stay, improved presentation of attractions, and enabled the city’s use as regional base for visitors.
- Economic development and employment; this is ensured that tourism benefits local businesses, improved urban services, and encouraged private-sector investment.
- Traffic management and parking; it has been resolved congestion and inadequate parking and improved circulation and pedestrian movement.
- Institutional and financial management improvements; it has been ensured appropriate institutional capacity for effective planning, finance and implementation.
- Private sector participation; it has been encouraged and increased opportunities for private sector investment and joint venture partnerships.

Karak Tourism Development Program

MOTA intended from this project to fund an integrated tourism and urban development for Karak, including plans, programs, and priority action projects with necessary institutional and implementation guidance. Key urban issues which have been addressed by MOTA are:
Tourism Management in Jordan since 1991

i- Traffic circulation, public transport and parking; what MOTA has been done to minimize the levels of congestion, which has been made the visiting of Old Karak previously by vehicle increasingly difficult and pedestrian movement unpleasant.

ii- Urban enhancement; MOTA has done a lot to urban within the area, such as, conservation of selected areas, pavement widening and restoration of building of historic significance.

iii- Economic regeneration; MOTA has been encouraged the opportunities to support the local enterprises benefited from increased tourism and the retention of government services in the old city.

iv- Technical assistance and training for the local people; in particularly, the lack of tourism experience, the lack of effective planning and building controls and the lack of private-sector investment in tourism facilities.

After all, MOTA has been identified the potential projects directly linked to tourism and that would benefit the local population. These projects included:

- tourism development; opportunities to increase visitor contact with the city, to increase the visitor length of stay, to improve presentation of attractions, and to enable the city’s use as regional base for visitors.

- Urban conservation and planning; to protect and enhance the walled city- the monuments, historic buildings, and areas worthy of conservation.

- Traffic management and parking; to resolve congestion and inadequate parking and improve circulation and pedestrian movement.

- Urban infrastructure and services; to ensure suitable coverage is achieved at reasonable cost using appropriate technologies, and suitable quality of services, operations and maintenance, financial arrangements and environmental impact.

- Institutional and financial management improvements; to ensure appropriate institutional capacity for effective planning, finance and implementation.

- Private-sector participation; to encourage and increase opportunities for private sector investment and joint venture partnerships.
After all, a lot of successful results have been produced and generated to the benefits of the local people of Karak.

**Human Resource Development**

The responsibility of human resource development at the MOTA is assigned to separate department. This department coordinates all aspects of national tourism human resource development strategies.

With the expansion of Jordanian tourism, needs for human resource development are becoming acute, tourism and travel sector helps in creating new opportunities in Jordan. As Jordan suffer high unemployment rate, its hopeful that national tourism human resource development policy will play an important role in overcoming the problem of unemployment, and provide employment to skill workers within the country and also in different region.

Statistics issued by World Travel and Tourism Council (WTTC) indicate that, the tourism sector will contribute about 11.7 per cent of the world growth domestic product and will create about 200 million job opportunities. Thus tourism and travel expected to encourage other economic sectors to employ more people, specially on the sectors of retail sales, constructions, industry, communication and of course hotels and recreational centers. This clearly shows (Table 5.1) that there will be large demand for workers in tourism sector.

The main job of human resource department is to prepare and integrated human resource development strategy for the tourism sector, covering all levels of personnel in all occupations. The following are the various activities of human resource development department to implement its strategy:

- Conduct surveys of the existing workforce including employee profiles and characteristics, occupations held, levels of skill, and any training received.
- Review the expected development and expansion of the sector, the number of hotels under construction and the addition of other tourism facilities and services.
- Survey the existing education and training institutions and evaluate their contribution to human resources development; the quality of programs and the capacity and output of trainees and students.
Tourism Management in Jordan since 1991

- Assess the capacity and quality of the existing education and training system and identify any training gaps.
- Prepare proposals for the improvement, expansion and development of the network of educational and training institutions and centers to meet future needs.
- Review in-service training programs, and other post-employment training, in relation to the identified needs.
- Identify future needs for specialized teachers and training staff, and formulate proposals for the necessary teacher training programs.
- Formulate programs for all specialized training, including, for example, government tourism officials, tourist guides, and planning and marketing specialists.
- Outline the proposals for the development of a comprehensive set of occupation skill standards for the sector.
- Consult with the universities on the development of their role in relation to both tourism studies and research.
- Review with the educational authorities the introduction of tourism-related education and training in existing educational institutions.
- Develop initiatives to assist the private sector in playing a more active part in training, including the development of more and/or better in-service training programs.
- Integrate all proposals with other areas of the plan, namely, MOTA management and organizational development, regulation and control, research, marketing, product development and public awareness programs.
- Draft, review and finalize as the case may be, the tourism human resources development strategy.
- Consult extensively with any national committee or council, or similar body, on all aspects of the strategy.

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### Employment in Tourist Activities in Jordan During 1991 - 2001 (Table 5.1)

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Source: Ministry of Tourism/Statistic Dept. 2001
Tourism Management in Jordan since 1991

**Human Resources Development Strategy of MOTA**

- Workforce Surveys
  - Analysis
- Expected Tourism Development
- Future Workforce Needs
- Future Training Needs

**Existing Training Program**

- Training Gaps
- Skill Standards
- In-Service Training
- Post Employment Training
- Pre-Employment Training

(Fig. 5.4)

Source-MOTA.
Managing Public awareness program

Public awareness program means informing the general public about the growth of tourism. This include, giving explanation about its development, and its contribution to the country’s social and economic well-being. It also includes the need to encourage the general public to support the development of both international and domestic tourism.

A public awareness program also explain to tourists important aspects of the local culture and how best to behave to get the most benefits from their visit.

Public awareness have many similarities to marketing. It is about communicating ideas, values and plans, and uses many of the same public relation, promotional, sales and advertising tools as marketing.

It is trying to get across a point of view, to involve people, to inform them, to educate them, to benefit from the their ideas and to win their support.

In Jordan public awareness program is coordinated at the national level by the MOTA itself. It covers mainly the contribution of tourism to national economic and social development, and the perspectives for its future development. Other elements of the public awareness are also organized at the local community level.

The importance of tourism to Jordan seems to be well understood by its people with 9 out of 10 believing that tourism should be encouraged, and that more tourists will result in benefits to Jordan. Tourism may become oil for Jordan. This expectation of course, is the reflection of the recent growth in tourist arrivals. General international tourist arrivals are more than the number of tourist coming from the Gulf Cooperation Council (GCC).

But most Jordanian citizens still believe, that the benefits from tourism development, are primarily occur to the nation and to lesser degree to the community they belong, and little to themselves personally. Young people are relatively more positive than the old, and they are also more willing to be train for employment in tourism industry.

As far as tourists awareness is concern, 90 per cent of the tourists interviewed they choose Jordan because of its history and culture, all other attractions capture less than 5 per cent of the tourist. It shows integrated public awareness program, is not properly developed and executed. Public awareness
program designed to improve the general public's involvement with tourism, as well as, in Jordan its general perception and understanding of it. But is not properly developed and executed.

(Fig. 5.5)
Management and Development of Tourism Sector Since 1991

Tourism in Jordan has been rapidly growing since the last ten years. It accounted for almost 6 percent of total GNP in 1999, and has directly created job opportunities for more than fifty thousand employees. The tourism sector has also shown great potential in attracting investments, with total investments reaching JD 210 million in 1998. Tourism is an integral part of Jordanian economy. International tourism is one of the main major source of foreign exchange in Jordan. It is estimated that around 13 per cent of growth inflow of foreign exchange to the country comes from tourism. It is forecasted that Jordan will reap one billion U.S.$ in revenues from tourism in the year 2005. 10

The government recognizes the sector potential, particularly in the development of tourist resorts of international caliber. At the same time, Jordan is committed to environmentally sound development which will protect the sensitive ecological and historical, recreational areas and religious sites. These accomplishments are due to the government's efforts to improve the tourism investment environment and develop legislation and regulations and provide infrastructure facilities, in addition to the development of touristic sites with state resources complemented with assistance from international donors. International loans and grants have contributed to the funding of projects related to tourism which are jointly implemented by the Ministry of Tourism, the Jordan Tourism Board, Ministry of Planning and other concerned agencies.

Projects that will be implemented with international assistance include the development projects of Petra, Wadi Rum, Aqaba, Dead Sea, Karak, Jerash, Sult and downtown Amman. Other assistance for tourism development also will come from cultural cooperation with bilateral donors.

MOTA is playing an active role in the development of three basic economic resources- capital, land, labour.

Investments

MOTA is stimulating, promoting and helping to mobilize a variety of new investments in the development of tourism sector in Jordan. One of the key policy developed by the Ministry concerns tourist investment and infrastructure development. International investment is and will be fundamental to Jordan
Tourism Management in Jordan since 1991

development as an international tourism centers. To this end following incentives
had been introduced by the government of Jordan to attract required levels of
capital.

1. World Bank-Funded Project

World Bank funded project is in the works to fit the colorful mosaics of
Madaba into the big picture of global tourism. According to MOTA official the
ancient Byzantine city, 35km south of the capital, would receive a major facelift,
as part of a Kingdom-spanning $44 million project kicked off two years ago. The
Ministry of Tourism and Antiquities has agreed to contribute $12 million to the
dfive-year project. To date, the project has targeted enhancing sustainable and
green tourism in attraction-rich areas such as Petra, Wadi Rum, Jerash and Karak,
with efforts ranging from road repairs to flood management and environmental
preservation. $2 million of the project's $44 million had been allocated for
Madaba Governorate. The project enhanced the experiences of visitors and protect
the ancient heritage of the governorate, as well as create interaction between
tourists and local communities. The project may help lower the volume of
perennial complaints from the Madaba tourism sector that the governorate is only
used as a bridge to other sites nearby. Among other things, the project aims to
raise the living standards of local communities, facilitate the flow of visitors, and
increase job opportunities around sites.11

2. International assistance for Tourism Development in Jordan

The USAID program in Jordan addresses three main sectors, namely
water, health, and economic opportunity. Although there are no USAID-funded
"tourism" projects as such, integrated approach to development, specifically in
both water and economic opportunity, directly support Jordan's tourism. Taken
together, these activities represent a significant contribution toward creating
employment opportunities, preserving Jordan's heritage and presenting it to an
increasingly large global audience. American Center for Oriental
Research (ACOR): A $1 million U.S./Jordanian-funded endowment helps
provide financial stability to ACOR, the premiere international archeological
institute in Jordan. ACOR's impressive office in Amman near the University of
Tourism Management in Jordan since 1991

Jordan as well as other USAID grants have helped ACOR in its ongoing efforts to preserve and present major historical sites, such as the Amman citadel, the Byzantine church at Petra and the Madaba archeological park. These and other sites figure prominently on Jordan's tourist route, attract tens of thousands of tourists each year, and represent an important asset to Jordan's tourist industry.12


A $3 million USAID grant to RSCN is helping Jordan's leading environmental non-governmental organization expand its programs while also providing employment opportunities in some of the poorest regions of the country. Two RSCN sites — the Azraq nature reserve and Wadi Feynan at the lower end of the Wadi Dana reserve — will directly benefit from the grant. In addition, a nature and information center will be established in Amman. The center will play an important role in selling RSCN products and in informing foreign tourists about Jordan's natural heritage, as well as Jordanian school children about the importance of water conservation and environmental protection. As a result of these and other efforts, RSCN is emerging as a leader in developing eco-tourism and promoting job opportunities related to eco-tourism in Jordan.13

4. Bethany beyond the Jordan

Bethany Beyond the Jordan—the site at the southern end of the Jordan River recognized by the Byzantines as the place where Jesus was baptized—is well on its way to emerging as one of Jordan's premiere new tourist destinations. Pope John Paul II visited the site in March 2000, emphasizing its historic and spiritual significance. Other visitors have commented on the peaceful setting and the impressive efforts on the part of Jordanian authorities to preserve the natural and historic beauty of the site. Much of this work is funded by jointly programmed local currency made available as a result of the USAID program in Jordan. So far, JD$ million in local currency has been provided for this work. In past years, such local currency was used to help preserve other sites, including Lot's Cave and sites in the area around Petra.
5. **Wadi Mousa Water and Wastewater Treatment Project**

USAID contributed $27.7 million to this $45.5 million project, which also involves the French, Germans and Government of Jordan. As a result, a world-class water and wastewater treatment system is being provided for Wadi Mousa and 3 villages adjacent to the world heritage site at Petra. The initiative serves a local population of 17,000 as well as the several dozen hotels and guesthouses that cater to the nearly half million tourists who visit Petra each year. Interestingly, excavation undertaken as part of this project has unearthed a number of interesting historical artifacts that will soon be placed on display in the Petra museum. Under a subcontract to the construction firm supervising the project, the Petra National Trust received funds to research and catalogue this important material.

6. **Jordan Hotel Association (JHA)**

Working with the JHA through the USAID-financed Jordan-U.S. Business Partnership program, quality and performance standards are being established for Jordan's hotel industry. Training in management and services along with a reference library, including CD-ROMs and videos, will promote world-class standards in the industry. Discussions are also underway with a view toward having the association expand to include restaurants as well as hotels. Finally, as a result of USAID assistance, the JHA recently joined the American Hotel and Restaurant Association.

7. **Encouragement of Investment Law**

The Investment Promotion Law No. (16) of 1995 repealed the Encouragement of Investment Law, No. 11 of 1987 and Law No. 27 of 1992 Regulating Arab & Foreign Investments. The new law opens the financial market to all investors and provides for the equal treatment of investors regardless of nationality.14

The new law abolishes the distinction between *economic* and *approved economic* projects. Therefore, projects in the following sectors enjoy the special exemptions specified under the law: (1) Industry; (2) Agriculture; (3) Hotels; (4) Hospitals; (5) Maritime transport and railways; (6) Leisure and Recreation Compounds; (7) Convention and Exhibition Centers; and (8) any other sectors or
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its branches that the Council of Ministers decides to add based on the recommendation of the Higher Council for Encouragement of Investment. These sectors are also subject to a revised tax rate of 15 percent under latest amendments to the Income Tax Law.

In addition, exemptions from taxes and fees extend to all imported fixed assets, imported fixed assets of the expansion of productive capacity over 25 percent, and imported spare parts.

Exemptions from income and social service taxes for a ten year period starting from the date of production is granted in ranging amounts according to the level of development of particular locales.

The Committee for Encouragement of Investment considers investors’ applications from other sectors for inclusion under the Encouragement of Investment Law and makes the appropriate decisions within thirty days from receiving such applications. A rejected application that is returned must include the reasons for the rejection. A new government office is to be established to encourage investment and to speed procedures for registering and licensing new investments. The law also contains a commitment that all investment proposals will receive a response from the Higher Council for the Encouragement of Investment, a body made up of ministers and business representatives within thirty days of application.

The new law also allows direct entry into the Jordan stock market in order to help attract foreign capital. Furthermore, it makes it possible for a foreign investor to buy shares directly, provided that the total foreign ownership in the publicly traded company does not exceed 50 percent at the end of the close of trade on the official market.

(a) Restrictions on Foreign Investment

Special rules were issued specifying the sectors in which foreign investors are allowed to invest and the proportion of ownership foreign investors may maintain in addition to the minimum capital requirement for foreign investors. Until recently, such minimum capital requirements were set at a minimum of JD 100,000 with the exception of investments in the stock market, where such minimum was set at JD 1,000. On February 22, 1997 the Council of Ministers
resolved to remove the minimum investment requirement of JD 100,000. Pursuant to said resolution, Jordanian and non-Jordanian investors are now afforded equal treatment with regard to their investment in Jordanian companies.

(b) Encouragement of Foreign Investment

The Encouragement of Foreign Investment Regulation of 1995 allows wider foreign ownership and direct entry of foreign nationals and companies into the Jordan stock market. This regulation is intended to enhance the opportunity for substantial foreign investment and, in conjunction with a reduced tax structure, to enhance returns on stock. The Regulation is intended to boost confidence in Jordan as an attractive emerging market and to help attract foreign capital.

The Regulation eliminates the cumbersome requirements requiring prior approvals by the Cabinet and the purchasing of permits through licensed brokers as well as the set limitations on ownership. It also provides tax exemptions for investment in less developed regions in Jordan.

The Regulations for the Promotion of Foreign Investment No. 39 of 1997 eliminated the 50 percent ceiling on foreign equity ownership in the Amman Financial Market, transportation, insurance, banking, telecommunications and agricultural sectors. The 50 percent ownership ceiling remains in the construction, trading, trade services and mining sectors. These Regulations also reduced the minimum amount of foreign investment from JD 100,000 to JD 50,000.

(c) Investment Tax Incentives

Exemptions from income tax and customs duties for projects are provided for under the Encouragement of Investment Law. All fixed assets for the project are exempt from customs duties and taxes. Fixed assets include the equipment, machinery apparatus and tools needed for the project. For hotels and hospitals, the definition includes furniture and other material specific to these industries. Imported spare parts for the project will be exempt from customs duties and taxes provided the value of these parts does not exceed 15 percent of the value of their related fixed assets.
Net profits of the projects are exempt from income tax for up to ten years starting from the commencement of commercial production or providing services in accordance with the rates set forth, in the Other Tax Exemptions section above. Furthermore, additional incentives are granted if the project undergoes expansion, development or modernization resulting in an increase of its productive capacity. Hotels and hospitals may enjoy exemption from customs duties and taxes every seven years for the purchase of new furniture and other materials specific to these industries.

(d) **Free Trade Zones**

**General**

In order to encourage export-oriented industry, Jordan has set up a number of Free Zones. The first Free Zone was established at the Aqaba port along the Red Sea. Other free trade zones are located at Zarqa, the Sahab industrial estate and Irbid.

Free Zones come under the supervision of an autonomous body, the Free Zone Corporation and are governed by the Free Zone Corporation Law, No. 32 of 1984. In order to qualify for licenses to operate within a free zone area, projects must meet the following criteria: (1) applying new technology and introducing new industries to the country; (2) using local raw materials or components; (3) raising the level of domestic labor skills; and (4) reducing Jordan's imports. Applications for a Free Zone license are filed with the Free Zone Corporation.

Projects granted a license in a Free Zone enjoy the following privileges: (1) exemption of profits from income tax for a period of twelve years; (2) exemption of non-Jordanian employees from income tax on their remuneration and from the social service tax; (3) exemption for goods imported into or exported from Free Zones from customs duties, import fees and any other fees and taxes; (4) exemption of lands, buildings and properties in free zones from licensing fees and taxes; and (5) freedom to repatriate capital investment and profits earned, subject to prevailing laws and regulation.

Furthermore, importers using the Free Zones to supply the local market, avoid import license fees amounting to 5 percent of cargo value, until the goods are actually cleared for release from the Zone.

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Qualifying Industrial Zone

Pursuant to the United States - Israel Free Trade Area Implementation Act of 1995, the governments of Israel and Jordan have agreed to the creation of the Irbid Qualifying Industrial Zone (QIZ). This zone is located in the Irbid duty-free zone in Jordan in conjunction with the Israeli side of the border-crossing at the Sheikh Hussein - Nahar Hayarden Bridge. Pending American designation of the Irbid duty-free zone as a qualified industrial zone, this zone would provide duty-free treatment to products jointly produced by Israelis and Jordanians that meet the requirements of US legislation. The Israeli parliament's reconfirmation and American approval of this project are expected in 1998.

The agreement signed between the Israeli and Jordanian governments provides for the creation of a joint committee that will identify businesses whose products are eligible for duty-free treatment and will advise the US Customs Trade Compliance Office of such businesses. Qualifying businesses in the QIZ area must meet, inter alia, standards requiring substantial economic cooperation between the two countries. Additional border free trade zones, including the Jordan Gateway Project and the Sahab Industrial Zone, intend to reque QIZ designation in the near future.

8. Marketing and Most Important Markets

1. Tourists coming from the Arab Gulf countries contribute to about 61% of the total revenues of tourism. Tourists from these countries are well-off and consequently make the highest rate of spending and the longest period of stay.

2. Tourism made by Gulf nationals is a family type activity, as they like to spend summer vacation with their families in countries of fair weather conditions.

3. Tourism for recreational and medical purposes, and to visit relatives is also part of the Gulf tourists' interests.

4. There is a growing demand from European tourists for places with clean environment in addition to the cultural and scientific tourism. In contrast,
the demand is declining for sunny coasts. Europeans make about 17.5% of the total tourists to Jordan.
5. The Americans make about 7% of the total tourists to Jordan.
6. Language and clean environment play a decisive role in defining the movement of tourists from Japan and south-eastern Asian countries. Tourists from these countries make only about 1.6% of the total number of tourists to Jordan.
7. The most important markets for Jordan's tourism are those of Europe, the United States, South-East Asia, as well as the Arab Gulf countries.
8. Jordan's marketing policies have concentrated more on group tourism.
9. Conventional approaches are still adopted in promoting Jordan's touristic sites.
10. Tourism constituents in Jordan lack an effective promotion plan to present their importance at the international level.
11. The traditional objectives (Sun, coasts) are still the main objectives of the promotion campaigns, although demand on them has declined in favor of Eco-tourism, and scientific, cultural, and recreational travels.

Other measures and policies regarding marketing are as follows:

i- Updating laws and regulations to cope with a special interest tourism which requires the imposition of restrictions on using resources.

ii- Providing incentives for the private sector to increase its contribution and participation in tourism activities, through offering professional services and infrastructure facilities.

iii- The establishment of handicraft complexes in the touristic regions.

iv- Linking the various touristic sites across the country through a modern network of roads and communications.

v- Continuous preservation and maintenance of touristic sites.

vi- Improving the quality of the services offered at the touristic sites, and providing the infrastructure needed for sustainable development.

vii- Effective marketing of Jordan's historic and touristic sites.
**Services and Infrastructure**

1. Hotels are available at various levels in Amman, Aqaba, and Petra. However, such services are not available in other important touristic areas such as Ajlune and Um Qais.

2. In the years that followed the signing of the peace treaty between Jordan and Israel, many 4-star and 5-star hotels were built.

3. Low rates of occupation in hotels are due to short stay periods (3.9 nights), and one-day visit programmes from Israel.

4. Most touristic sites are linked with the main cities in modern roads. But such roads are needed in some places such as the desert castles.

**9. Customs**

**General**

Taxes on imports are the chief source of domestic revenue. All imported goods are subject to custom duty, except those specifically exempted. Rates of duty vary according to the importance of the item to the national economy. Essential commodities and various raw materials attract relatively low rates of duty, while luxury goods attract high rates.

**Customs Procedures**

Customs procedures in Jordan have historically been a major impediment to free trade. Overlapping areas of authority and excessive signature clearances on paperwork of shipments remain unchanged. Actual commodity appraisal and tariff assessment practices often differ from the written regulations. Discretionary decisions are sometimes made about certain cases that are subject to conflicting instructions and regulations.

It is anticipated that Jordanian customs legislation will be amended in the near future. The amendments provide the Customs Department with more powers regarding violations and confiscation and delegates part of the Minister of Finance's powers to the Director General of the Customs Department.

Under the prevailing Import Tariff Schedules, valid since 1989, a high tariff rate is imposed on luxury goods and on major categories of consumer goods.
Tourism Management in Jordan since 1991

On automobiles, the tariff rate ranges from 110 percent to 310 percent. To stimulate export production, import tariffs are low on many raw materials, machinery and semi-finished goods. To secure tariff exemptions, businesses must document that the raw materials to be imported will be used in export production, maintaining at least 40 percent Jordanian value-added content.

The Director General of Customs may grant temporary admission status to certain goods such as heavy machinery and equipment used to implement Government projects or important projects which have obtained Government approval. Foreign construction companies operating alone or with a Jordanian partner can apply for this temporary admission status.

10. Other Related Activities

Given the importance of tourism to Jordan's economy, a variety of other USAID-funded activities also have an important tourist dimension. For example, water conservation programs target large institutional users such as hotels, with a view toward introducing new water savings devices. The planned expansion of the Aqaba wastewater treatment plant has important implications for the development of environmentally responsible tourism along Jordan's small southern coast. Similarly, several activities in the economic opportunity area directly promote Jordan's tourist industry. These include microfinance programs that provide small loans to entrepreneurs in Aqaba, Petra and elsewhere; business partnership programs that improve management and other skills in Jordan's service industry; the development of a masterplan for Aqaba that envisages a rapid growth in the tourist sector; and reforms in Jordan's trade and investment policy designed to increase investment in all of Jordan's leading economic sectors, including tourism.

In addition to USAID's support, other U.S. Government agencies have also provided funding and technical assistance for activities related to tourism. In October 2000, the U.S. Government provided $100,000 for the World Conservation Union (IUCN) to hold their Conference Amman. With over 2,000 delegates from over 150 countries, this was the largest environmental conference ever held in the Middle East ever and the largest of the year 2000. This assistance – from USAID, the Fish and Wildlife Service, NOAA and the Environmental Hub in Amman – helped promote Jordan as a conference venue as well as promote
Tourism Management in Jordan since 1991

deco-tourism opportunities in Jordan. With funding from the World Bank, the U.S. National Park Service assisted the Ministry of Tourism in drafting a Petra Archaeological Park Operating Plan to establish an entity to administer, protect and manage the Petra National Park. In addition, the U.S. Department of Commerce will station a Foreign Commercial Service Officer at the U.S. Embassy Amman in 2001 to promote business relations between the United States and Jordan, including tourism. A four-lane highway from Amman to the Dead Sea was financed; tourist rest houses at Pella and Um-Qais were constructed; and a number of new books on various aspects of Jordan's past, including "The Mosaics of Jordan," "Old Houses of Jordan" and "Holy Sites of Jordan" were published locally. These and other investments continue to pay important dividends years later, as Jordan's tourist industry expands and increasing numbers of local and foreign tourists explore Jordan's scenic landscape and rich historic, cultural, and religious heritage.

Utilization of Land

MOTA participate actively in the formulation of national land use policy, planning and environmental management. Following are the major projects of superstructure, land use and environmental management:

- The International Finance Corporation (IFC) has approved a loan of up to US$15 million and an equity investment of up to US$3 million in Zara, a tourism company in Jordan, to develop two hotel-and-business complexes in Amman and the Dead Sea. Suitable steps have been taken to ensure that both projects will be environmentally sustainable and that coastal and water resources at the Dead Sea project will be preserved and protected.

The first project is a 312-room hotel and business complex in Amman, comprising 44 apartments and well-equipped exhibition and conference facilities, which will be managed by Hyatt International. The second project is a wellness center and a 231-room hotel complex on the north-eastern shore of the Dead Sea, combining medical and recreational facilities, which will be managed by Movenpick. The Dead Sea project will be the first hotel of international standard to be built on the Jordanian side of the Dead Sea.
Tourism Management in Jordan since 1991

The projects will comply fully with World Bank environmental guidelines. This is particularly critical for the Dead Sea project where environmental protection is key to the success of the wellness center. The Dead Sea complex will serve as a model for future tourism projects. The projects will make a significant contribution to the Jordanian economy in terms of foreign exchange generation, the creation of 600 direct jobs as well as many more indirect jobs, increased activity in the local construction industry, upgrading of local personnel skills at the hotels and additional spending by tourists outside the hotel. "The hotel in Amman would be geared primarily to the business market while the Dead Sea project would capitalize on the unique therapeutic properties of the Dead Sea," Both hotels are expected to benefit from Jordan's growing tourism industry, which attracts local and other foreign leisure guests and taps into a large and growing European health market." The project's sponsor, Zara, was established in 1994 as a public shareholding company. Zara's shareholders include the Cairo-Amman Bank, the second largest commercial bank in Jordan, and a number of financial institutions and Jordanian investors.

IFC, a member of the World Bank Group, is the largest multilateral source of equity and loan financing for private sector projects in developing countries. To date, IFC has invested US$186 million, including US$70 million for the account of participants and US$116 million for its own account, in 10 projects in Jordan.

- Jordan, France sign tourism agreement The French hotel company ACCOR and the Jordan Investment Corporation (JIC) signed an agreement to promote and develop Jordan’s tourism sector. "As a result of this agreement Ma’in spa will be marketed by ACCOR which is a private sector hotel company encompassing 2,800 hotels. The terms of the agreement include the formation of a committee of ten people from the private and public sectors in Jordan to learn from French experience the principles of touristic administration. The cooperation agreement between the governments of France and Jordan stipulates commercial and technical assistance in the fields of tourism between the two countries. The visit was upon the invitation of MOTA. "The French receive 68 million tourists a year.

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**HOTEL PROJECTS IN JORDAN (2001) (Table 5.2)**

| TOTAL | 5289 | 10373 | 6948 | 705,557,550 |
This means that Jordan receives during the course of one year what the French receive in four days,” “If Jordan attracts one per cent of this market it would be very good,” a result of events such as the Jordan Season in Paris last year, there has been an increase of 16 per cent in the number of French tourists to Jordan compared to 1999. It may enhance the development of tourism between the two countries for the promotion of Jordanian tourism. MOTA wants to reactivate relations in the field of training for hotel personnel, tour guides, and the development of archaeological sites,” France receives the highest number of tourists every year compared to any other European country “making it number one in tourism.” French experience in the development of tourism “could be transferred to Jordan through organizations such as the Jordan Tourism Board,” “French-Jordanian relations in tourism have been further enhanced with the launching of direct lines between Amman and Paris through its national airline Air France,” attended the soft opening of the Ammoun Hospitality and Tourism College which has been allocated JD800,000 in kind this year from the French government to launch its training program. “The French government will be shouldering the cost of operating this school for the first two years. The school is expected to be in full operation very soon. “A French-Jordanian financial protocol will provide finance for the purchase of kitchen equipment for the school which is expected to train 170 students at one time in its different sections of hotel and tour guide training.” In archaeology France has been lending its expertise in the development of tourist sites through research and renovation. The French Institute for Archaeology in the Middle East (EVAPO) deals mainly with research and “this helps the promotion of the sites of Jordan, and to develop projects." To date French experts have worked on sites such as Qusair Amra, Iraq Al Amir, and for the past 15 years French archaeologists have been working in Jerash. It is expected that by the end of this year attempts will be made to rebuild and preserve a Hellenistic Temple there. The French Louvre Museum will be lending technical and financial assistance to this project. The French government had allocated JD131,000 to this project.

- The Jordan valley authority has developed infrastructure and service facilities that provided pilgrims and visitors from around the world access
to the sites where Jesus Christ was baptized by John the Baptist in Jordan. Recent excavation and surface uncovered more than 20 different ancient sites in Jordan that were used at the time of Jesus and John the Baptist. All necessary protective measures are taken to ensure that the perpetual integrity and sanity of Bethany beyond the Jordan, so that pilgrims throughout the world can visit the site and reach the Jordan river from the east bank.

- **DEIR ALLA, Jordan**

Jordan and Israel agreed to cooperate in promoting their tourist treasures, from the coral reefs of Aqaba and the red rock ruins of Petra to the holy sites of Jerusalem. The accord was the first of several dozen civil and economic pacts.

Tourism is a key source of revenue for both countries. Biblical sites attract more than 2 million visitors to Israel and about 500,000 to Jordan each year. An increase of tourism to the entire region will be the best contribution to stability."

A separate transport agreement is also signed. It will let Israeli and Jordanian vehicles enter each other's territories and promote cooperation between their national airlines Royal Jordanian and El Al Israel Airlines.

Egyptian, Israeli, Jordanian and American officials decided to set up a U.S.-funded fish farm in the Red Sea. The farm would be designed to protect the coral reefs of Aqaba, a key tourist attraction in southern Jordan.

- **Legislative measures—Environmental Law**

Jordan is a signatory to several environmental treaties, among which are the following:


The 1973 International Convention for the Prevention of Pollution from Ships. The objectives of this convention is to preserve the marine environment by achieving the complete elimination of intentional pollution by oil and other
harmful substances and the minimization of accidental discharge of such substances. Jordan became a signatory on March 17, 1975.

The 1951 International Plant Protection Convention. The objective is to maintain and increase cooperation in controlling pests and diseases of plants and plant products, and in preventing their introduction and spread across national boundaries. Jordan became a signatory on April 24, 1970.

The 1972 Convention on the Prohibition of the Development, Production, and Stockpiling of Bacteriological (Biological) and Toxic Weapons, and on Their Destruction. The objective of this convention is to eliminate and to prohibit the development of biological weapons, as a step towards general disarmament for the sake of all mankind. Jordan became a signatory on June 27, 1975.

Other Rules and Regulations for governing Tourism in Jordan

Licensing requirements for tourist professions given by MOTA

Tour Guide Licensing Requirements

Applicant must be a Jordanian national and at least 20 years old.

1. Applicant must not have been convicted of any felon or crime.

2. Applicant must be a university graduate or a holder of a degree from an intermediate college in a related subject.

3. Applicant must have passed the English proficiency test and must have satisfactory general information about tourism related issues.

4. Applicant must have passed the Ministry of Tourism’s required tests at the end of the training courses organized by the said ministry.

5. Applicant must be a full time tour guide and must not practice any other profession, including trading or acting as middle-man in any business interaction.

Restaurants and Coffee Shops Licensing Regulations

* Requirements

1. A minimum of JD 30,000 as venture capital registered at the Ministry of Trade and Industry.

2. A certificate of registration of the trade name from the Ministry of Trade and Industry and a trade mark if any.
3. Documents certifying that neither the owner of the outlet nor his employees have been previously convicted.
4. A copy of the outlet ownership document, or the lease contract together with the ownership document.
5. A plan of the lot on which the outlet is erected issued by the Land and Survey Department.
6. A regulatory approval issued by the relevant authorities, (Municipality or local government).
7. An architectural plan showing all the dimensions and components of the outlet.
8. Approval by the Civil Defense to receive clients at the outlet.

* Procedures
1. Applicant must submit a written request for the grading of the outlet.
2. Relevant authorities are approached in view of the petition that has been presented by the outlet owner in the case a grading has not been obtained.
3. Once all the approvals and requirements are readily available and the outlet has been fully furnished, the owner must submit a request, in writing, for a physical inspection of the outlet by this Ministry/Restaurants Section.
4. The applicant is issued a license and a grading following the approval of the Tourism Committee and of the Minister of Tourism and Antiquities.

Licensing Procedures of Hotel and Tourist Establishments
1. Applicant must be a Jordanian national and at least 20 years old.
   • Application form.
   • Registration deed (land ownership) or certified lease contract.
   • Land site plan issued by municipality or any concerned authority.
   • Land layout issued by Department of Land and Survey.
   • Land layout issued by Department of Land and Survey.
   • Approval of the municipality or any concerned authority on
Tourism Management in Jordan since 1991

project establishment.

- Conceptual and architectural project drawings to match with the required classification (grading) in accordance with recognized specifications.
- A statement by owner that he has knowledge of the tourism climate in Jordan and the regulations and specifications of hotel establishment in Jordan in effect during 1997.
- Environmental impact assessment for the project (EIA).

2. After submission of the above listed documents for the project site, a technical committee from the ministry and the hotels association make a visit to the site. The technical report prepared by the technical committee is presented to the tourism committee for obtaining the preliminary approval for establishing the project.

3. A letter is sent to the applicant informing him/her of the decision taken by the minister on the basis of the committee recommendations. The applicant is given a two-year period for the construction of the project. The two-year period may be postponed to two more years.

Handicraft shops Licensing Regulations

Applicant must submit a written request to obtain Handicraft Shop License along with the following documents:

- A copy of his/her passport, or an official identity card.
- A certificate of good conduct issued by the relevant authorities.
- An ownership document or a lease of the premises where the handicrafts shop will be opened.

1. The Minister, upon the revision of the application by the specialized committee, will issue a tentative approval for the duration of three months to allow the applicant time to prepare the shop requirements.

2. Applicant must register the business at the Ministry of Trade and Industry.
3. Applicant must register the business at the Ministry of Trade and Industry.

4. Applicant is issued a license of a particular grade following a physical inspection of the outlet, and a review of the capital, the location and the space area.

5. Applicant must be a member in the handicrafts shop owners association.

6. Applicant must fill in the license request form at the Ministry of Tourism and Antiquities and must pay all the legal fees in accordance with the following grades, after submitting a bank guarantee subject to yearly renewal:

<table>
<thead>
<tr>
<th>Grade (JD)</th>
<th>Fees (JD)</th>
<th>10% Additional tax (JD)</th>
<th>50% University tax (JD)</th>
<th>Bank Guarantee</th>
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<tr>
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<tr>
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<tr>
<td>C</td>
<td>15</td>
<td>1.500</td>
<td>07.500</td>
<td>300</td>
</tr>
<tr>
<td>D</td>
<td>05</td>
<td>0.500</td>
<td>02.500</td>
<td>100</td>
</tr>
</tbody>
</table>

*Travel Agencies Licensing Regulations*

*First*

- Applicant must be a Jordanian national.
- Applicant for license must submit a certificate of good conduct, stating that he/she has not been convicted with a felon or false bankruptcy.
- Applicant must enclose in the application form the name of the chosen technical manager along with the latter's certificate of good conduct, in addition to a foreign language competency certificate. The chosen manager must sign a contract with the Agency owner valid for at least one year.

*Second*

- Applicant must present a valid lease contract of the premises, stating it will be used for travel and tourism activity.
- The office space should not be less than 24 square meters and should have all public safety requirements in addition to water installations.
Tourism Management in Jordan since 1991

* Third
  - Venture capital registered at the Ministry of Trade and Industry must not be less than JD50,000.

* Fourth
  - Applicant must submit a bank guarantee to the value of JD25,000. In the case of commencement of tour operations by the agency, the applicant must submit an additional yearly bank guarantee to the value of JD25,000 to the Minister of Tourism.

* Fifth
  - Applicant must become a member in the Jordanian Tour Operators Association.

* Sixth
  - Five Jordanian employees, including the manager, must be appointed at the agency, two of whom must have attended specialized training courses in Reservations, sales and marketing, and must have at least one foreign language certificate from an accredited center.
  - The Ministry of Tourism must be presented with a certificate of good conduct for each staff member.

* Seventh
  - A door sign, stamps and stationary indicating the name of the agency must be provided.

* Eighth
  - An application form, prepared for the above mentioned purpose, must be filled out and all required fees, JD160, must be paid in full.

Tourism Transport Company Registration

1. A petition to register a tourism transport company is submitted to the Minister of Tourism in accordance with the following regulations:
   - The company must have, in its ownership, not less than 50 tourist buses, in an excellent technical condition, and not older than one year on the date the first licensing takes place.
   - The company must ensure special parking lots for the buses with the approval of the relevant official parties.
Tourism Management in Jordan since 1991

- The company must ensure offices for administrative staff, reception and transit halls, all equipped with seats and sanitary facilities in addition to other public safety and communication requirements.
- The company must ensure a sufficient number of staff, including administrative and technical people and a manager.
- The company must ensure a yearly letter of credit to the value of 200,000 submitted to the Minister of Tourism, in order to guarantee that all licensing regulations have been fulfilled. The Higher Tourism Council may reconsider the value of the letter of credit whenever deemed necessary.

2. Attached to the application must be a Ministry of Trade and Industry registration certificate with a capital of JOD10 million.

3. All documents are presented to a committee specialized in tourism transport.

4. The specialized committee presents its recommendations to the Higher Tourism Committee, chaired by the ministry's secretary general for approval.

5. Approval is given for 6 months, during which time the buses, parking lots and offices are made ready. The approval is extended for another six months in case the requirements were not ready.

6. After all the requirements have been implemented, licensing is issued to the company.

Employment

Tourism is a labour intensive industry that has high job multipliers, and the potential to create direct and indirect job opportunities. Here we will discuss the employment potentials of tourism in Jordan. From the (table 5-1) it is clear that, there are about 23 thousand people working directly in the field of tourism in Jordan, involved in various tourism activities. We can notice from the (table 5-1) that the number of labourers in this sector increased from 8105 in 1993, to 15,196 in 1996, and reached 20557 labourers in 1999.
This considerable increase is justified in view of the boom the sector witnessed in the period 1994-1995. This was because of increase in the numbers of tourists who visited Jordan, especially from Israel due to conclusion peace treaty signed between Jordan and Israel, there is also a Surge in investments in tourism sector especially in the construction of new hotels, Hotels account for about 40% of the total labourers in tourism industry. Such hotels are mainly found in Amman, Aqaba and Petra. Restaurants come in the 2nd place accounting for 25% of the entire labour force in the field. The rest of the labour force is distributed among other tourism activities such as travel agencies, car rental, enterprises, transport companies, and handicraft shops, and other mentioned in the (table5- 1). Hence we can conclude that tourism provided in 1998 about 20557 direct job opportunities in addition to about 50-70 thousands indirect opportunities while in 2001 22864 direct job opportunities.
## EMPLOYMENT IN TOURIST ACTIVITIES IN JORDAN DURING 1991 - 2001 (Table 5.3)

<table>
<thead>
<tr>
<th></th>
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<th></th>
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<td>4,936</td>
<td>5,033</td>
<td>5,757</td>
<td>6,381</td>
<td>7,299</td>
<td>7,941</td>
<td>8,813</td>
<td>9,232</td>
<td>10,893</td>
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<tr>
<td>Unclassified Hotels</td>
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<td>399</td>
<td>444</td>
<td>462</td>
<td>534</td>
<td>566</td>
<td>516</td>
<td>569</td>
<td>565</td>
<td>553</td>
<td>553</td>
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<tr>
<td>Travel Agencies</td>
<td>1,059</td>
<td>1,264</td>
<td>1,365</td>
<td>1,478</td>
<td>1,658</td>
<td>1,758</td>
<td>1,950</td>
<td>1,970</td>
<td>2,758</td>
<td>2,779</td>
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<tr>
<td>Rent-A-Car CO’s</td>
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<td>200</td>
<td>250</td>
<td>400</td>
<td>600</td>
<td>823</td>
<td>1,128</td>
<td>1,150</td>
<td>1,140</td>
<td>1,140</td>
<td>1,140</td>
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<tr>
<td>Tourist Shops</td>
<td>212</td>
<td>220</td>
<td>250</td>
<td>300</td>
<td>335</td>
<td>318</td>
<td>345</td>
<td>346</td>
<td>356</td>
<td>356</td>
<td>356</td>
</tr>
<tr>
<td>Tourist Guides</td>
<td>157</td>
<td>192</td>
<td>240</td>
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<td>618</td>
<td>587</td>
<td>628</td>
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<td>Horses Guides</td>
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<td>387</td>
<td>387</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
<td>388</td>
</tr>
<tr>
<td>Tourist Transp. Comp.</td>
<td>210</td>
<td>208</td>
<td>235</td>
<td>275</td>
<td>380</td>
<td>505</td>
<td>385</td>
<td>558</td>
<td>558</td>
<td>558</td>
<td>5587</td>
</tr>
<tr>
<td>Tourist Restaurants</td>
<td></td>
<td></td>
<td></td>
<td>2,500</td>
<td>3,000</td>
<td>3,840</td>
<td>3,840</td>
<td>4,000</td>
<td>5,091</td>
<td>5,624</td>
<td>5,310</td>
</tr>
<tr>
<td>Rum</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>200</td>
<td>200</td>
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<td>Total</td>
<td>8,453</td>
<td>8,868</td>
<td>8,105</td>
<td>11,152</td>
<td>13,065</td>
<td>15,196</td>
<td>16,438</td>
<td>17,550</td>
<td>20,569</td>
<td>21,515</td>
<td>22,864</td>
</tr>
</tbody>
</table>

Source: Ministry of Tourism/Statistic Dept. 2001
SWOT Analysis of Tourism Management in Jordan

A straightforward technique commonly used in management is known as a SWOT analysis, which stands for strengths, weaknesses, opportunities, and threats. It lends itself well to tourism development and management. Now let us highlight those important points in Tourism management in Jordan.

Strengths

The strengths describe those parts of the operation which contribute notably to the success of the tourism sector. For example, strengths might consist of well-trained staff, a variety of tourist attractions, a good airport with spare capacity, a well-developed road system, friendly people, good three and four-star hotels, excellent produce, reasonable and competitive prices, and an unspoiled environment. (R)

But regarding the Jordanian case in particular, the strengths are as follows: the Royal family as the head of state, product diversity, the location, the well-trained staff (professionalism), good climate, friendly people, rich in heritage and culture, geographic diversity, a safe and secure country, excellent infrastructure, holy sites, accessibility and proximity, quality of accommodation facilities, and services.

Weaknesses

Weaknesses represent the other side of the coin; they are those characteristics of the tourism sector which detract from the quality of the product or hurt marketing efforts. Weaknesses have to be seen from the customer's viewpoint. For example, museums closed without reason, poor food, slow service, and interrupted electricity supply, bad telecommunications, a shortage of water, lack of clean beaches, insufficient recreational facilities, or a rude immigration officer, etc. But in Jordan we can say that the weaknesses are as follows: unqualified staff, levels of services, low general awareness of the destination, lack of brand identity, minimal inclusion of Jordan within tour operators' catalogue, no beach product, lack of airline seats vs hotel rooms, stopover on available sectors, high visa charges, lack of facilities on tourist sites,
insufficient promotional campaigns, lack of domestic tourism, weak organizational structure of a JTB, in adequate training facilities.

Opportunities

Having analyzed the market and the product, it should be possible to identify those opportunities which can lead to substantial improvements and expansion, as well as the development of major new demand. Various charges and trends may open up a variety of new opportunities, recent political changes at home or in major markets, economic trends, social trends, opportunities opened up by new technology, new decisions on the environment; and the business climate of investment, in Jordan in particular we can notice the following:

To create awareness on the different touristic opportunities, attract more airlift capacity, presence of JTBs overseas representations, promote the convention and incentive market, capitalize on the new trend travel trends (culture, spa health and adventure) exploit short breaks and weekends holiday potential and e-commerce growth.

Threats

Threats are any trends, event or factors which could effect the future of tourism in a negative way. Such threats might comprise, for example, negative social attitudes, deteriorating air transportation services, the growing pollution of the sea or a river, various supply shortages, the loss of key staff, Changes in foreign exchange rates and new competitors, or future in adequacies in the water supply. Etc. In Jordan we can notice the following threats; political instability in the region, strong regional competitors investing in the market, strength of US$ against the European Currencies, greater product awareness in the retail trade of Israel and Egypt, immature private sector with no clear vision, shifting local habits (especially with local communities) and loss of culture (too much commercialize) and exploitation of nature.

A SWOT analysis can provide inputs for tourism development planning and management process in Jordan.
Statistical Analysis of Tourism Development of Jordan since 1991

Tourism and its role in economy depends mainly only availability of basic tourist facilities and services, such as accommodation, transportation, catering and other back-up services.

Tourism market vary in term of their competitiveness and availability to attract tourists, this depend mainly to the extent these services meet the needs of tourists of different ages and the requirements of the targeted tourists. These are important and decisive factors in competition at the world level. In our statistical study we have tried to analyze the role of MOTA in providing tourism facilities and services in Jordan and the possibility to developing them. We have studied the trend of development and progress of different tourism activities in Jordan from 1991 - 2001 and try to analyze the impact. We have studied the trend by fitting straight line method which is as follows:

Fitting of A Straight (Trend) Line

To fit a straight line

\[ Y = a + bX \]  

(1)

to a set of n points \((x_i, y_i), i=1,2,3,\ldots,n\). Equation (1) represents a family of straight lines for different values of the arbitrary constants ‘a’ and ‘b’. The problem is to determine ‘a’ and ‘b’ so that the line (1) is the line of best fit.

According to the principle of least squares, we have to determine a and b so that

\[ E = \sum_{i=1}^{n} (y_i - a - bx_i)^2 \]

is minimum.

From the principle of maxima and minima, the partial derivative of E, with respect to a and b should vanish separately, i.e.,

\[ \frac{\delta E}{\delta a} = 0 = -2 \sum_{i=1}^{n} (y_i - a - bx_i) \]

\[ \Rightarrow \sum_{i=1}^{n} y_i = na + b \sum_{i=1}^{n} x_i \]  

(2)

and

\[ \frac{\delta E}{\delta b} = -2 \sum_{i=1}^{n} x_i (y_i - a - bx_i) \]
\[
\sum_{i=1}^{n} x_i y_i = a \sum_{i=1}^{n} x_i + b \sum_{i=1}^{n} x_i^2
\]  
(3)

Equation (2) and (3) are known as the normal equation for estimating \(a\) and \(b\).

All the quantities \(\sum x_i, \sum y_i, \sum x_i^2, \sum x_i y_i\) can be obtained from the given set of points \((x_i, y_i); i=1, 2, 3, \ldots, n\) and the equation (2) and (3) can be solved for \(a\) and \(b\). With the values of \(a\) and \(b\) so obtained equation (1) is the line of best fit to the given set of points.

**Example — Fit a straight line to the following data:**

<table>
<thead>
<tr>
<th>X</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>6</th>
<th>8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>2.4</td>
<td>3</td>
<td>3.6</td>
<td>4</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

**Solution** — Let the line be \(Y = a + bX\).

<table>
<thead>
<tr>
<th>X</th>
<th>Y</th>
<th>(X^2)</th>
<th>XY</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2.2</td>
<td>1</td>
<td>2.4</td>
</tr>
<tr>
<td>2</td>
<td>3.0</td>
<td>4</td>
<td>6.0</td>
</tr>
<tr>
<td>3</td>
<td>3.6</td>
<td>9</td>
<td>10.8</td>
</tr>
<tr>
<td>4</td>
<td>4.0</td>
<td>16</td>
<td>16.0</td>
</tr>
<tr>
<td>6</td>
<td>5.0</td>
<td>36</td>
<td>30.0</td>
</tr>
<tr>
<td>8</td>
<td>6.0</td>
<td>64</td>
<td>48.0</td>
</tr>
</tbody>
</table>

| Total | 24 | 130 | 113.2 |

Using the normal equations (2) and (3), we get

\[
24 = 6a + 24b \quad \text{and} \quad 113.2 = 24a + 130b.
\]

Solving these equations, we get \(a = 1.976\) and \(b = 0.506\). Thus the best fit line or trend line is given as \(Y = 1.976 + 0.506X\).
EMPLOYMENT IN TOURIST ACTIVITIES DURING THE PERIOD 1991-2001

Employment in Classified Hotels

<table>
<thead>
<tr>
<th>Year</th>
<th>Tabulated values</th>
<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>5880</td>
<td>5763.4</td>
</tr>
<tr>
<td>1992</td>
<td>5999</td>
<td>5634.2</td>
</tr>
<tr>
<td>1993</td>
<td>4936</td>
<td>5521</td>
</tr>
<tr>
<td>1994</td>
<td>5033</td>
<td>5521</td>
</tr>
<tr>
<td>1995</td>
<td>5757</td>
<td>5278.6</td>
</tr>
</tbody>
</table>

For the first five years (1991-1995), the graph shows a downward trend but for the last six years (1996-2001) it shows an upward trend. It means that employment in classified hotels first decreased and then increased.

(Fig. 5.6)
Tourism Management in Jordan since 1991

TOURIST STATISTICS DURING THE PERIOD 1991-2001

Employment in Unclassified Hotels

<table>
<thead>
<tr>
<th>Year</th>
<th>Tabulated values</th>
<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>374</td>
<td>366</td>
</tr>
<tr>
<td>1992</td>
<td>399</td>
<td>404.3</td>
</tr>
<tr>
<td>1993</td>
<td>444</td>
<td>442.6</td>
</tr>
<tr>
<td>1994</td>
<td>462</td>
<td>480.9</td>
</tr>
<tr>
<td>1995</td>
<td>534</td>
<td>519.2</td>
</tr>
</tbody>
</table>

![Graph](image)

Year | Tabulated values | Calculated Values
1996 | 566 | 550.67
1997 | 516 | 551.87
1998 | 569 | 553.07
1999 | 565 | 554.27
2000 | 553 | 555.47
2001 | 553 | 556.67

![Graph](image)

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last years. For the last six years the increment is almost constant.

(Fig. 5.7)
Tourism Management in Jordan since 1991

Employment in Travel Agencies

<table>
<thead>
<tr>
<th>Year</th>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
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<td>1992</td>
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<td>1365</td>
<td>1364.8</td>
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<td>1994</td>
<td>1478</td>
<td>1506</td>
</tr>
<tr>
<td>1995</td>
<td>1658</td>
<td>1647.2</td>
</tr>
</tbody>
</table>

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.8)
Employment in Rent-A-Car Co’s.

<table>
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</tr>
</thead>
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<td>1992</td>
<td>200</td>
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<td>1993</td>
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<td>324</td>
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<td>1994</td>
<td>400</td>
<td>430</td>
</tr>
<tr>
<td>1995</td>
<td>600</td>
<td>536</td>
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</tbody>
</table>

Year | Tabulated values | Calculated values |
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<tr>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
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<td>1997</td>
<td>1128</td>
<td>1017.79</td>
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<tr>
<td>1998</td>
<td>1150</td>
<td>1063.82</td>
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<tr>
<td>1999</td>
<td>1140</td>
<td>1109.85</td>
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<tr>
<td>2000</td>
<td>1140</td>
<td>1155.88</td>
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<tr>
<td>2001</td>
<td>1140</td>
<td>1201.91</td>
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</table>

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.9)
Tourism Management in Jordan since 1991

Employment in Tourist Transp. Comp.

<table>
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<tr>
<td>1992</td>
<td>208</td>
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<td>1994</td>
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<td>302.3</td>
</tr>
<tr>
<td>1995</td>
<td>380</td>
<td>343</td>
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</tbody>
</table>

Year
1996
1997
1998
1999
2000
2001

<table>
<thead>
<tr>
<th>Year</th>
<th>Tabulated values</th>
<th>Calculated values</th>
</tr>
</thead>
<tbody>
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<td>1996</td>
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<td>1997</td>
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<td>558</td>
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</tr>
<tr>
<td>2000</td>
<td>558</td>
<td>553.93</td>
</tr>
<tr>
<td>2001</td>
<td>558</td>
<td>576.33</td>
</tr>
</tbody>
</table>

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last years.

(Fig. 5.13)
Employment in Tourist Restaurants

<table>
<thead>
<tr>
<th>Year</th>
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<th>Tabulated values</th>
</tr>
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<tbody>
<tr>
<td>1994</td>
<td>2500</td>
<td>1021.5</td>
</tr>
<tr>
<td>1995</td>
<td>3000</td>
<td>1778.4</td>
</tr>
<tr>
<td>1996</td>
<td>3840</td>
<td>2535.29</td>
</tr>
<tr>
<td>1997</td>
<td>3840</td>
<td>3292.18</td>
</tr>
<tr>
<td>1998</td>
<td>4000</td>
<td>4049.07</td>
</tr>
<tr>
<td>1999</td>
<td>5091</td>
<td>4805.96</td>
</tr>
<tr>
<td>2000</td>
<td>5624</td>
<td>5562.85</td>
</tr>
<tr>
<td>2001</td>
<td>5310</td>
<td>6319.74</td>
</tr>
</tbody>
</table>

The graph shows an upward trend with a very high rate. The employment in tourist restaurant increased with a high rate.

(Fig. 5.14)
Tourism Management in Jordan since 1991

Employment in Rum

<table>
<thead>
<tr>
<th>Year</th>
<th>Tabulated values</th>
<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>2000</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>2001</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

The graph shows that the employment in rum is constant.

(Fig. 5.15)
The graph shows an upward trend for both intervals. For the last six years it have a higher rate than for the first five years. Thus the total statistics shows that the overall employment increased in the years 1991-2001.

Source: MOTA/Statistic Department

(Fig. 5.16)
Tourist Activities and Backup Services

Tourism and its role in economy depend mainly on the availability basic tourist facilities and services, such as, accommodation, catering, transportation and other backup services. Integrity of these services imperative to enhance tourism activities and their contribution to the economy. The following tables and analysis discusses above the availability of tourism facilities and services in Jordan, whether these facilities increasing or decreasing and their role to attract tourists to Jordan.
<table>
<thead>
<tr>
<th>YEAR</th>
<th>RECEIPTS IN JD.</th>
<th>EXPENDITURES PAYMENTS</th>
<th>% CHANGE RECEIPTS</th>
<th>G.D.P AT MARKET PRICES</th>
<th>%OF TOURIST RECEIPTS TO G.D.P</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
<td>216.00</td>
<td>191.90</td>
<td>-36.43%</td>
<td>2.855.1</td>
<td>7.57%</td>
</tr>
<tr>
<td>1992</td>
<td>314.30</td>
<td>238.10</td>
<td>45.51%</td>
<td>3.648.2</td>
<td>8.62%</td>
</tr>
<tr>
<td>1993</td>
<td>390.20</td>
<td>239.10</td>
<td>24.15%</td>
<td>3.925.6</td>
<td>9.94%</td>
</tr>
<tr>
<td>1994</td>
<td>406.40</td>
<td>275.30</td>
<td>4.12%</td>
<td>4.400.0</td>
<td>9.24%</td>
</tr>
<tr>
<td>1995</td>
<td>462.50</td>
<td>297.80</td>
<td>13.80%</td>
<td>4.773.6</td>
<td>9.69%</td>
</tr>
<tr>
<td>1996</td>
<td>527.20</td>
<td>270.40</td>
<td>14%</td>
<td>4.912.2</td>
<td>10.73%</td>
</tr>
<tr>
<td>1997</td>
<td>548.80</td>
<td>282.20</td>
<td>4.10%</td>
<td>5.137.6</td>
<td>10.68%</td>
</tr>
<tr>
<td>1998</td>
<td>548.50</td>
<td>250.40</td>
<td>-0.05%</td>
<td>5.609.8</td>
<td>9.78%</td>
</tr>
<tr>
<td>1999</td>
<td>564.00</td>
<td>251.90</td>
<td>2.77%</td>
<td>5.767.3</td>
<td>9.78%</td>
</tr>
<tr>
<td>2000</td>
<td>512.40</td>
<td>274.30</td>
<td>-9.15%</td>
<td>5.992.1</td>
<td>8.55%</td>
</tr>
<tr>
<td>2001</td>
<td>496.10</td>
<td>297.80</td>
<td>-3.18%</td>
<td>6.258.8</td>
<td>7.93%</td>
</tr>
</tbody>
</table>
TOURIST ARRIVALS TO JORDAN DURING THE PERIOD 1991-2001

<table>
<thead>
<tr>
<th>Year</th>
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<th>Calculated value</th>
</tr>
</thead>
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<tr>
<td>1991</td>
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</tr>
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<td>1992</td>
<td>1426879</td>
<td>1416350</td>
</tr>
<tr>
<td>1993</td>
<td>1357822</td>
<td>1329171</td>
</tr>
<tr>
<td>1994</td>
<td>1256428</td>
<td>1241992</td>
</tr>
<tr>
<td>1995</td>
<td>1127028</td>
<td>1154813</td>
</tr>
</tbody>
</table>

The graphs show the downward trend, i.e. the tourist arrivals to Jordan is decreased in the session from 1991-2001. But In the session 1996-2001 it is decreasing with a higher rate than in 1991-1996.

(Fig. 5.17)

<table>
<thead>
<tr>
<th>Year</th>
<th>Tabulated Value</th>
<th>Calculated value</th>
</tr>
</thead>
<tbody>
<tr>
<td>1991</td>
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</tr>
<tr>
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<td>314.3</td>
<td>299.37</td>
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<tr>
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<td>357.88</td>
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<tr>
<td>1994</td>
<td>406.4</td>
<td>416.39</td>
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<tr>
<td>1995</td>
<td>462.5</td>
<td>474.90</td>
</tr>
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<td>527.2</td>
<td>550.61</td>
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<tr>
<td>1997</td>
<td>548.8</td>
<td>543.51</td>
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<tr>
<td>1998</td>
<td>548.5</td>
<td>536.40</td>
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<tr>
<td>1999</td>
<td>564.0</td>
<td>529.30</td>
</tr>
<tr>
<td>2000</td>
<td>512.4</td>
<td>522.19</td>
</tr>
<tr>
<td>2001</td>
<td>496.09</td>
<td>515.09</td>
</tr>
</tbody>
</table>

The graphs show an upward trend in the session 1991-1995 but a downward trend in the session 1996-2001. It means that the tourist receipts first increased and then decreased.

(Fig. 5.18)
TOURIST STATISTICS FOR THE PERIOD 1991-2001

<table>
<thead>
<tr>
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<td>116</td>
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<td>1992</td>
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<tr>
<td>1995</td>
<td>148</td>
<td>142.8</td>
</tr>
</tbody>
</table>

2000-2001

<table>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
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<td>1999</td>
<td>247</td>
<td>243.05</td>
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<td>2000</td>
<td>278</td>
<td>272.48</td>
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<tr>
<td>2001</td>
<td>298</td>
<td>301.91</td>
</tr>
</tbody>
</table>

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.19)
Tourism Management in Jordan since 1991

### No. of Unclassified Hotels Rooms

<table>
<thead>
<tr>
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</tr>
</thead>
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<td>1993</td>
<td>7185</td>
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</tr>
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<td>7250</td>
<td>7766</td>
</tr>
<tr>
<td>1995</td>
<td>8585</td>
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</tr>
</tbody>
</table>

![Graph 1]

<table>
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<tr>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
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<td>2001</td>
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</tbody>
</table>

![Graph 2]

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.20)
Tourism Management in Jordan since 1991

No. of Classified Hotels Beds

<table>
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</tr>
</thead>
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<td>1992</td>
<td>11695</td>
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</tr>
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<td>1993</td>
<td>12526</td>
<td>12694</td>
</tr>
<tr>
<td>1994</td>
<td>13520</td>
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<tr>
<td>1995</td>
<td>13586</td>
<td>13637</td>
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</table>

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.21)
Tourism Management in Jordan since 1991

No. of Unclassified Hotels

<table>
<thead>
<tr>
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</tr>
</thead>
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<td>127</td>
<td>127.4</td>
</tr>
<tr>
<td>1994</td>
<td>133</td>
<td>135.5</td>
</tr>
<tr>
<td>1995</td>
<td>146</td>
<td>143.6</td>
</tr>
</tbody>
</table>

![Graph showing upward trend](image)

Year | Tabulated values | Calculated values |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
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<td>167.91</td>
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<tr>
<td>1999</td>
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<td>170.77</td>
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<tr>
<td>2000</td>
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<tr>
<td>2001</td>
<td>174</td>
<td>176.49</td>
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</tbody>
</table>

![Graph showing upward trend](image)

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the six last years.

(Fig. 5.22)
Tourism Management in Jordan since 1991

<table>
<thead>
<tr>
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<td>1605</td>
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<td>1994</td>
<td>1631</td>
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<td>1995</td>
<td>1871</td>
<td>1847.4</td>
</tr>
</tbody>
</table>

![Graph showing upward trend for years 1991-1995](image1)

<table>
<thead>
<tr>
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<th>Calculated values</th>
</tr>
</thead>
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<tr>
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<td>2087</td>
<td>2026</td>
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<td>1997</td>
<td>1962</td>
<td>2109</td>
</tr>
<tr>
<td>1998</td>
<td>2191</td>
<td>2192</td>
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<td>1999</td>
<td>2400</td>
<td>2275</td>
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<td>2000</td>
<td>2394</td>
<td>2358</td>
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<tr>
<td>2001</td>
<td>2367</td>
<td>2441</td>
</tr>
</tbody>
</table>

![Graph showing upward trend for years 1996-2001](image2)

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the six last years.

(Fig. 5.23)
The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six years.

(Fig. 5.24)
Tourism Management in Jordan since 1991

No. of Travel Agencies

<table>
<thead>
<tr>
<th>Year</th>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td>1992</td>
<td>280</td>
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</tr>
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<td>1993</td>
<td>298</td>
<td>300.6</td>
</tr>
<tr>
<td>1994</td>
<td>326</td>
<td>333.8</td>
</tr>
<tr>
<td>1995</td>
<td>371</td>
<td>367</td>
</tr>
</tbody>
</table>

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six years. (Fig. 5.25)
Tourism Management in Jordan since 1991

### No. of Rent-A - Cars

<table>
<thead>
<tr>
<th>Year</th>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
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<td>646</td>
</tr>
<tr>
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<td>950</td>
<td>1030</td>
</tr>
<tr>
<td>1993</td>
<td>1100</td>
<td>1414</td>
</tr>
<tr>
<td>1994</td>
<td>1810</td>
<td>1798</td>
</tr>
<tr>
<td>1995</td>
<td>2350</td>
<td>2182</td>
</tr>
</tbody>
</table>

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

(Fig. 5.26)
Tourism Management in Jordan since 1991

No. of Rent-A – Car Co’s

<table>
<thead>
<tr>
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<th>Calculated Values</th>
</tr>
</thead>
<tbody>
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</tr>
<tr>
<td>1992</td>
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<td>66.3</td>
</tr>
<tr>
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<td>89.6</td>
</tr>
<tr>
<td>1994</td>
<td>100</td>
<td>112.9</td>
</tr>
<tr>
<td>1995</td>
<td>154</td>
<td>136.2</td>
</tr>
</tbody>
</table>

For both intervals the graph is showing the same trend i.e. increment. But for the last six years the increment have higher rate than the first five years.

(Fig. 5.27)
Tourism Management in Jordan since 1991

No. of Petra & Sweimeh Horses

<table>
<thead>
<tr>
<th>Year</th>
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<th>Calculated values</th>
</tr>
</thead>
<tbody>
<tr>
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<td>391</td>
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<tr>
<td>1992</td>
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<td>1993</td>
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<td>1994</td>
<td>387</td>
<td>386.5</td>
</tr>
<tr>
<td>1995</td>
<td>387</td>
<td>385.8</td>
</tr>
</tbody>
</table>

For the first five years (1991-1995), the graph shows a downward trend but for the last six years (1996-2001) it shows an upward trend. The graph for the first five years is decreasing with a very slow rate that it seems to be constant.

(Fig. 5.28)
### No. of Tourist Shops

<table>
<thead>
<tr>
<th>Year</th>
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</tr>
</thead>
<tbody>
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<tr>
<td>1993</td>
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<td>128.2</td>
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<tr>
<td>1994</td>
<td>142</td>
<td>140.4</td>
</tr>
<tr>
<td>1995</td>
<td>153</td>
<td>152.6</td>
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</tbody>
</table>

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is much higher than the last six years.  

(Fig. 5.29)
Tourism Management in Jordan since 1991

No. of Tourist Guides

<table>
<thead>
<tr>
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</tr>
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<td>1994</td>
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<td>327.9</td>
</tr>
<tr>
<td>1995</td>
<td>414</td>
<td>391.8</td>
</tr>
</tbody>
</table>

The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

(Fig. 5.30)
Tourism Management in Jordan since 1991

<table>
<thead>
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<td>1992</td>
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<td>01.0</td>
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<td>1993</td>
<td>01</td>
<td>01.2</td>
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<tr>
<td>1994</td>
<td>01</td>
<td>01.4</td>
</tr>
<tr>
<td>1995</td>
<td>2</td>
<td>01.6</td>
</tr>
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</table>

The graph for the first five years is increasing with a very slow rate and for the last six years it is constant.

(Fig. 5.31)
Tourism Management in Jordan since 1991

**No. of Buses**

<table>
<thead>
<tr>
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<th>Tabulated value</th>
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The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six years.

(Fig. 5.32)
Tourism Management in Jordan since 1991

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The graph for both intervals shows an upward trend. But for the first five years the rate of increment is higher than for the last six year.

Source: MOTA/Statistic Department

(Fig. 5.33)
Tourism Management in Jordan since 1991

Conclusion

From the above discussion and analysis its clear that Jordan has made strong commitment to tourism and its promotion. The government and the ministry is addressing series of major projects which will provide the infrastructure necessary to sustain this rapidly developing industry. Ministry is fully aware of the importance of international tourism and the interdependency Jordan will have with its neighbors in the promotion and sustaining of long term market.

From our statistical analysis its clear the country’s tourism industry experience steady growth, in the number of the tourist arrivals, the development of different tourist activities, providing new investment opportunities and reducing unemployment in the country, between 1991-2001. The non Arab tourist market has grown impressively in recent years, from 1991-2001 but the major contributor to this sector is the European Trade which composes 25% of the market. The fastest growing tourist segment is package tours, which currently dominated by European visitors.

It also clear from the above analysis that Jordan tourism is and will be compose of two components

(a) international or long haul tourist and
(b) even larger segment of inter regional tourism

The projected annual growth of international tourism is expected to be 4 percent and that from neighbor Arab countries at 5 percent yearly.

The annual growth in hotel rooms in the last 10 years is 6 percent and is expected to increase dramatically, along with the current occupancy rate of 65 percent. Apart from this there is steady growth in the different tourist facilities such as, tourist guides, tourist transport companies, restaurants, horses guides, tourists shops, rent a car, etc.

Tourism and travel sector is creating a new job opportunities in Jordan, the figure show that from 1991 to 2001 270% increase in the direct employment provided by tourism sector. Although the tourism sector in Jordan has seen many accomplishments, there are still many requirements for it to become a more proactive and growing sector. In the next chapter we will discuss the shortcomings
in the management of tourism sector in Jordan and remedial plans for sustainable growth of tourism sector.
Tourism Management in Jordan since 1991

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