Umayyad Route

WP 5: Design of thematic travel packages
5.2 Analysis of tourism infrastructure, supply chain and policies at each partner-level: constrains and opportunities for “off-season”

Improvement of Mediterranean territorial cohesion

through setup of tourist-cultural itinerary Umayyad

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Final WP 5.2

WP 5: Design of thematic travel packages

5.1 Analysis of cultural heritage tackled with Umayyad
5.2 Analysis of tourism infrastructure, supply chain and policies at each partner-level: constrains and opportunities for "off-season" offers
5.3 Launch of Cultural Itinerary of Umayyad: cross border cooperation between PPP

Prepared by the CulTech Team

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Tourism Industry in Jordan: Challenges and Opportunities

Project funded by the EUROPEAN UNION

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Cultural Technologies for Heritage and Conservation

The Tourism Industry in Jordan: Challenges and Opportunities

1. Introduction

Jordan is a small Eastern Mediterranean country with a population of 6-6.5 million. The country is squeezed between five countries: Syria on the north; Iraq and Saudi Arabia on the east; Saudi Arabia on the south; and Israel and Palestine on the west and the Gulf of Aqaba on the south (See Map1). However, Jordan being a small country (88778 km2) has a small economy that mostly depends on foreign aid.

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Map 1: Map of Jordan

Source: Geographic Guide 2010 (http://www.geographicguide.net/asia/jordan.htm)

Tourism in Jordan is largely influenced by the political situation in the surrounding region, although it is a very safe country to visit. The particular location of Jordan makes it central to all political and religious conflicts in the region of the "Middle East", and its volatile geopolitics (Hazbun, 2008). However, the geographical and climatic diversity gave the country a strategic position as a crossroad between nations in all prehistoric and historic times, with a wide spectrum of natural and tourism offerings (MOTA 2010). Jordan has witnessed different civilizations before and since the time of Alexander the Great, Jordan has witnessed the rule of the Romans, the Nabataeans, the Byzantines, the Islamic Caliphate Period, Crusaders, the Ottomans, the Great Arab Revolt, the British Mandate. In modern times, the Hashemite Dynasty was established shortly after World War 1 and the permanent ousting of the Ottomans from the region.

Tourism, is of vital importance to the national economy of the country. It is the Kingdom's largest economic sector, its second largest private sector employer, and it's second highest producer of foreign exchange (Harahsheh, 2009). Jordan possesses an exceptional potential for the development of world-class visitor experiences, based upon its rich mix of ancient and modern history, archaeology, religious heritage, traditional culture, and natural wonders.

The Ministry of Tourism and Antiquities has been very busy developing the sector, and tourism has helped maintain a positive image of Jordan worldwide and to enhance post-colonial political relations with the West though cultural, religious, archaeological and economic support to the country (Hazbun, 2008).

Despite intermittent political crises, Jordan, is widely acknowledged worldwide as a peaceful, safe, and hospitable destination. For these reasons; safety, hospitality and friendliness of people were amongst key attributes of Jordan's tourism image. Jordan also enjoys beautiful landscapes that vary between desert, the Jordan Valley, the highlands of Ajloun and as-Salt, as well as the Gulf of Aqaba on the Red Sea. This is in addition to many historical and religious sites spread throughout the country.

In the 1980s, 1990s and 2000s, religious tourism has received much attention from the late King Hussein and current King Abdullah II (Harahsheh, 2009). Jordan was the homeland for John the Baptist, where he was beheaded at the fortress of Machaerus (Mukawer). Jesus Christ travelled through Jordan and was baptized on the eastern bank of the River Jordan by John the Baptist and now the site is called the Baptism Site of Jesus Christ (al-Maghtas in Arabic) in “Bethany across the Jordan”. There are also many Islamic shrines and prophets tombs.

However, Jordan as a Mediterranean country where desert *(Badiya*) composes a large portion of its area (~70%)), starts paying more attention to natural reserves. This is clear through the increasing interest in establishing more and more reserves; Jordan has a limited number of diverse natural resources represented in the various and distinguished ecosystems scattered all over the country. They range from very deep valleys, such as Jordan valley that includes the Dead Sea with its elevation being the lowest on earth, to high mountains as well as deserts and other interesting ecosystems with quite rich biodiversity (Haddad, et. al., 2013).

2. *Understanding the Development of Jordan's Tourism Industry infra- and super-structures: Critical Chronological Overview*

Tourism is one of the fastest-growing industries of the 21st century in terms of global GDP contribution, foreign exchange earnings and job creation. Meanwhile Jordan is highly dependent on the tourism industry the need to remain *"competitive and flexible"* should foremost in the minds of Jordanian tourism policy-makers. Tourism development in Jordan is based now on *"compensation of the historical and religious legacy"*, from the three monotheist's religions Judaism, Christianity and Islam (Hazbun 2008).

Schneider and Sönmez, 1999, suggested some important implications that might help Jordan enhance its tourism image and included measures such as improving the infrastructures and services, including tourist facilities and shopping and offering more events and things for tourists to do to extend their stays, expenditure and repeat visits. On the other hand, Hazbun 2008 and Harahsheh, 2009 state that the 1994 treaty helped Jordan to develop its infra- and super-structures to cope with the vast number of tourist arrivals to the country and expanded international and regional economic cooperation. More analytically, Harahsheh, 2009 notice that the tourism sector restored its health after the peace treaty with Israel and the number of tourists doubled. He explained that the peace treaty resulted in positive advantages to the Jordanian tourism sector for the following:

- Setting and confirmation of the eastern borders of Israel with Jordan, which enhanced Jordan's political stability and security for all Jordanians as well as safety for tourists visiting the country.
- Jordan restored its occupied land of 380 square kilometres and its water share in the Jordan and Yarmouk Rivers, according to the Johnson Plan of 1955

- It enhanced the efficiency of air transport, where it became possible to fly from and to Amman using Israeli air space, which reduced the time and costs for the airline companies and passengers.
- It enhanced the flow of tourists to Jordan following the treaty; Europeans increased by 17%, Americans by 46% and Israelis by 830% in 1995 (Kelly 1998; MOTA 2006) and the numbers increased further in subsequent years.
- It enabled Jordan to find a partner to help solve the Dead Sea's problem of shrinking one meter a year due to loss of water supply and a high evaporation rate (Harahsheh 2002). The Dead Sea now is competing with other nature attractions of the world for final list of the New Seven Wonders of Nature24. The project, when finished, will save the ecosystem of the Dead Sea and fill the lake to its optimum level of 1932 (-392 m).
- Furthermore, the tourism industry will then thrive because the Dead Sea is considered the world's largest natural spa due to its therapeutic qualities and other industries, such as the Jordanian and the Israeli potash projects, will benefit from this project. Additionally, it will satisfy the thirst of big cities, such as Amman, Jerusalem and Gaza, through a hydropower desalination station to be constructed using the waterfalls on the southern edge of the Dead Sea and electricity would be generated as well (Harahsheh 2002).

In 1996, the World Bank supported a Master Plan for the development of infrastructure to serve the expanding tourism sector. Among other things The Wadi Musa -Al Taybeh road was widened. Regarding the Dead Sea (as a therapeutic destination), heavy accommodation and spa facilities are being established over the last ten years. The problem with the Dead Sea is the area that is fit for development is limited to the north edge of the sea (the sea is some 76 km in length). The southern part is dedicated for the Potash industry; besides, the basin is very shallow due to heavy evaporation rates. The suggested solution, which is costly, is to link the Dead Sea with the Red Sea via a canal to offset the degradation of the sea due to shortage of inflow water and high evaporation rates. Another issue is there is no natural beach on the Dead Sea except for the small

Amman Tourism Beach south of the hotels area. Work should be done as soon as possible to create a real beach line by leveling the area and laying down beach sand as well as providing more showers and toilets and tourist services, such as cafés and food and beverage shops (Harahsheh 2009).

2.1Jordanian Tourism Industry Indicators before 1980

Tourism in Jordan was mainly religious. In 1903 Religious tourism has evolved and developed due to the construction of Hijaz Railway in Amman in 1903, and it was progressively developed in the 1950s and 1960s with Jerusalem as a destination (Shunnaq 2008; Maffi 2009, Harahsheh, 2009). Mount Nebo was first developed as a religious site in 1933 when the Franciscans, members of the Catholic religious order, bought it from the Custody of the Holy Land in 1932 (Franciscan Archaeological Institute 2010).

For many years, since the creation of the country in 1921 and until 1967, tourism has been mainly religious where pilgrims used the Hijaz Railway to head towards the Holy sites in Mecca and Medina. The first hotel was built in the country (i.e. Philadelphia Hotel) in 1923 in Amman downtown, where Emir Abdullah took part of it as his office before the Raghadan Palace was built.

In general, until 1950 tourism products were not developed, except for Petra and tourism was mainly religious to Mecca for Muslims or to Jerusalem for both Christians and Muslims. In 1960, the first law for tourism was initiated to give the Authority of Tourism more power to organize and regulate the tourism sector in the country. The second law for tourism was introduced in 1965 and allocated 20% of the annual tourism revenues for the Tourism Authority to do its work more efficiently and effectively. In 1967, the Tourism Authority was renamed as the Department of Tourism but subsequently formed part of different ministries such as the Ministry of Culture and the Ministry of Information. Eventually a full Ministry of Tourism and Antiquities was created in full recognition of the importance of this sector,

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2.2Jordanian Tourism Industry Indicators between 1980 -2000

During this phase 1980-2000 continuous governmental support to the tourism industry in Jordan has stimulated the development of a wide variety of religious attractions. In the 1980s, 1990s and 2000s, religious tourism received much attention from the late King Hussein and current King Abdullah II[1]. These include the Baptism Site, Mont Nebo and Islamic Shrines.

In the 1980s other types of tourism emerged later on such as cultural and historical tourism to Petra and beach tourism to the Dead Sea and Aqaba (Hazbun 2008). This is clearly reflected in 1988, the Ministry of Tourism was established as a legal successor of the Department of Tourism and the first law of that Ministry was approved that year (Harahsheh 2002). Subsequently, the National Tourism Council (NTC) was founded as an umbrella organization to set the plans and strategies for the tourism sector and to set proposals for laws as well as sign agreements with other parties.

Other types of tourism product are now appearing including ecotourism in natural reserves and the highlands as well as in the desert; MICE tourism is becoming popular in Jordan especially in Amman, the Dead Sea, Petra and, potentially, in Aqaba; adventure and sport tourism and Wadi Rum. therapeutic attractions in the Dead Sea; adventure attractions in Wadi Rum; wildlife attractions in Wadi Mujib, Azraq, Ajlun; and sporting and entertainment attractions in Aqaba.

The first nine decades of the last century were important for religious tourism. However, the development of religious tourism, as mentioned, dates back to the 1920s and 1930s in Mount Nebo and lately, in 1996, to the Baptism Site (Haddad *et al.* 2009). After, however, Jordan had signed a peace treaty with Israel in 1994, where the area was protected as a military zone and was full of mines. The signature of the peace treaty between Jordan and Israel, in 1994, Jordan started to use the lands restored from Israel for tourism and economic development (Harahsheh, 2009). This is clear in the case the Baptism Site; excavations started in 1997 and in 1999 the Vatican Committee decided that the site of Jesus' Baptism is on the Jordanian side of the River Jordan (Haddad, et al 2009, MOTA 2009). Accordingly, thousands of pilgrims flocked to Jordan from all over the world and, since then, Jordan is positioned on the international tourism map as a religious destination (JTB 2010a).

2.3 Jordanian Tourism Industry Indicators between 2000 - 2010

Regarding the growth and progress of tourism in Jordan, some measurements and indicators can be consulted; these include numbers of arrivals, the income generated, general employment in tourism sector, the number and size of locations providing with services and facilities (for example number of rooms and beds in hotels, number of entertainment centers, tourist shops and restaurants), numbers of visitors to some main destinations and other indicators that will be discussed in this section. All numbers and statistical results were taken from the data of the Ministry of Tourism and Antiquities

Between 2004 and 2009, Jordan has achieved remarkable progress in terms of tourism receipts. The country's overall growth rate in tourism receipts in this decade exceeded 119%, achieved through a growth rate of inbound tourists by almost 33% in the last decade years. Jordan is becoming a "Christian destination". The Jordan National Tourism Strategy (2004-2010) has identified religious tourism as one important niche market and market segment and, therefore, it has high prominence in this section.

Fortunately, Jordan started to receive many wealthy investors mainly from the neighboring Arab countries, where the majority of these investments went to the tourism and hospitality sectors mainly in Amman, the Dead Sea, Petra and Aqaba (Jordan Investment Board, JIB 2009).

Unfortunately most of these tourism activities (i.e. accommodations and other infrastructures) are concentrated in Amman, Petra, Aqaba and the Dead Sea;

meanwhile, some areas of major tourism potential, such as Jerash, Ajloun and Um Qais, received less attention and ignored .

Interestingly that while the core elements of Jordan's appeal as a tourism destination, which have formed the basis of Jordan Tourism Board's (JTB) promotional approach and its advertising themes in the last ten years, were summarized as being a safe destination to visit, hospitable and friendly people and part of the Holy Land with diverse natural, religious and archaeological sites. This is consistent with the conclusions made by (Harahsheh, 2009), that the key elements of Jordan's appeal as a tourism destination are safety, people/hospitality, history and culture and religion and faith. However, a number of threats to the continuing promotion of Jordan on this basis are beginning to emerge; for example, decreasing cleanliness levels in some sites, poor tourist information and poor beaches. More details regarding these employees are given in the tables below, provides information regarding the number of employees in different tourism activity, tourism and travel information 2005-2009. **Table1** shows the remarkable increasing number of employees in different tourism activities in the period between 2005-2010; from 29,384 to 41,900 employees.

Table 1. Number of Employees in different Tourism Activity, 2005 - 2011

Item	2011	10/11							2005
	% Share 2011	% Relative Change	2011*	2010	2009	2008	2007	2006	
Hotels	36.2%	0.6%	15,174	15,080	14,690	13,994	13,193	13,450	12,884
Travel Agencies	10.9%	5.3%	4,582	4,351	3,981	3,680	3,408	2,903	2,774
Tourism Restaurants	40.2%	2.8%	16,855	17,345	16,517	15,498	13,472	10,720	9,950
Rent a Car Offices	3.6%	-2.0%	1,489	1,520	1,520	1,500	1,417	1,289	1,357
Tourist Shops	1.9%	2.9%	814	791	772	732	637	530	385
Tourist Guides	2.7%	15.4%	1,140	988	855	803	686	646	672
Horses Guides	1.7%	0.0%	713	713	713	713	613	613	613
Tourist Transportation Comp.	2.2%	0.0%	939	939	879	881	814	758	620
Diving Centers	0.1%	0.0%	48	48	45	45	45	43	32
Water Sports	0.3%	0.0%	125	125	120	120	120	111	97
Total	**100.0%**	**-0.1%**	**41,879**	**41,900**	**40,092**	**37,966**	**34,405**	**31,063**	**29,384**

Source: Ministry of Tourism & Antiquities

The following Tables (2,3,4,5) show general Tourism and Travel information (2005-2009),such as hotels statistics, tourism statistics (number of rooms, travel agencies, tourist restaurants) and employment in tourism activities by type of activity, followed by main touristic indicators for the period 2003-2009.

Table 2 .General Tourism and Travel information

Tourism and Travel	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**
Classified Hotels	**314**	**322**	**198**	**205**	**197**	**203**	**204**
No. of Rooms	**1780**	**18127**	**14679**	**15186**	**14720**	**15483**	**15845**
No. of Beds	**33475**	**34471**	**27631**	**28640**	**27956**	**29444**	**29880**
Arrivals (000)	**5307**	**5029**	**8880**	**9536**	**8947**	**9431**	**9500**
Departures (000)	**5455**	**4878**	**7581**	**8992**	**8475**	**9230**	**8726**

JORDAN STATISTICAL YEARBOOK 2009, Department of Statistics ISSUE NO. 60

Table 3. Hotels Statistics, 1999-2009

Empl./Hotel	Beds/Hotel	Rooms/Hotel	Employees	Beds	Rooms	Hotels	Year
22.2	75.3	38.3	9378	31765	16181	422	**1999**
21.6	76.2	38.7	9785	34433	17485	452	**2000**
24.3	79.2	40.8	11446	37385	19247	472	**2001**
22.3	80.7	41.9	10324	37289	19389	462	**2002**
22.9	82.7	43.0	10499	37859	19698	458	**2003**
23.1	83.5	43.1	10708	38658	19945	463	**2004**
27.5	86.5	44.5	12884	40480	20827	468	**2005**
28.3	88.3	45.4	13450	42029	21609	476	**2006**
28.1	90.0	46.0	13193	42140	21587	470	**2007**
29.1	91.3	46.8	13994	43922	22507	481	**2008**
29.7	91.9	47.5	14338	44300	22880	482	**2009**
Source: Ministry of Tourism &Antiquities							

Table 4. Tourism Statistics, 2005-2009

Particulars	2009	2008	2007	2006	2005
Number of Rooms	22880	22507	21587	21609	**20827**
Number of Beds	44300	43922	42140	42029	**40480**
Travel Agencies	651	585	536	441	**413**
Riding Animals	713	713	613	613	**613**
Oriental Antiques Stores	309	294	283	274	**236**
Tourist Guides	855	803	686	646	**672**
Tourist Transportation Companies	7	7	6	4	**3**
Tourist Restaurants	848	776	675	602	**525**

Table 5. Employment in Tourism Activities by Type of Activity, 2005-2009

Type of Activity	2009	2008	2007	2006	2005
Tourist and Travel Agencies	3975	3680	3408	2903	**2774**
Rent a Car Companies	1758	1758	1417	1289	**1357**
Oriental Antiques Stores	791	732	550	530	**385**
Tourist Guides	855	803	686	646	**672**
Riding Animals Guides	713	713	613	613	**613**
Tourist Transportation Companies	881	881	951	758	**620**
Tourist Restaurants	16428	15498	13472	10720	**9950**
	Source: Ministry of Tourism & Antiquities				

According to Jordan statistical yearbook 2009(Department of statistics issue no. 60), the main touristic indicators are:

- Percentage of arrivals by land of total arrivals: 75.3 %
- Average No. of arrivals per day: 26028
- Percentage of departures by land of total departures: 73.2 %
- Average No. of departures per day: 23909
- Percentage of departures to arrivals: 91.9 %
- Percentage change in No. of hotels 2008-2009: 0.2 %
- Average No. of rooms per hotel: 47
- Percentage of classified hotels of total hotels: 42.3 %
- Percentage of non – Arab visitors to museums and archeological sites of total visitors: 86.3%.

Some main indicators of the volume of tourism activities in Jordan 2004-2009

The predicted tourist arrival in Jordan (2006 - 2010), was 3.2 millions in 2006, with 6.5% annual average growths (2001-2006). In 2010 the tourist arrivals was 6.5 million, with 10% annual average growths (2006-2010). From the following **Table 6**, one can follow the tourism development in different activities in Jordan 2004-2009, which confirm the importance of tourism as a major economic supporter and shows that the sector is in development. Between 2004 and 2009 hotels increased by 4.8%;

travel agencies increased by 36.2%, restaurants increased by 72.5%, and tourist guides increased by 42.2% .

Table 6 : different types of tourism activities 2004-2009.

	2004	2005	2006	2007	2008	2009	% Change 08/09
Hotels	463	468	476	470	481	485	0.8
Travel agencies/tour operators	466	431	441	536	585	653	11.6
Tourist restaurants	448	525	602	675	776	773	-0.4
Car Rental	254	241	232	259	270	271	0.4
Souvenir shops	185	236	274	283	273	288	5.5
Tourist guides	601	672	646	686	803	855	6.5
Tourist transportation companies	4	3	4	6	7	7	0.0
Diving centres	7	8	9	9	9	9	0.0
Water sports	3	3	3	3	3	3	0.0
Tourist boats	75	80	80	80	80	80	0.0
Tourist cars	4258	5913	5861	5761	6049	6353	5.0
Tourist coaches	346	372	429	554	725	733	1.1
Hotel rooms	NA	NA	NA	NA	22507	23113	2.7
Hotel beds	NA	NA	NA	NA	43922	44371	1.0

Source : MOTA (2009)

Indicators form the Number of tourist's arrivals Between 1995 and 2009

Between 1995 and 2009, the number of tourists has increased by 25.4% and by 26.8% in the years 2004-2009. The total number of international tourists to Jordan increased 1.6% for the same period. The total number of visitors, nevertheless, has changed from 1,602,793 in 2004, to become 2,054,159 in 2005. However, this increase resulted from only two source markets, Arabs and Jordanian expatriates that increased by 4.8% and 6.0% respectively (MOTA 2010). Equally, the number of tourists to the Middle East tripled in volume between 1995 and 2009 from 14 to 52 million. Though, it fell by 7.1% in 2009, from 56 to 52 million.

Accordingly, tourist arrivals to Jordan from the foreign market decreased by 6.4% in 2009 compared to 2008. Europe alone had a share of 41%, followed by Israel 18.6%, USA 15.2% and Far East 13.5%. The total number of foreign tourists will be 1,023886 tourists in 2009, where it was 1,096518 in 2008.The relative importance of the European market demands more attention by the Jordan Tourism Board (JTB) in terms of destination marketing and development. Jordan's market share in Middle East tourism has increased a little by 0.5% in 2009, which accounted for 7.1% in 2009 and 6.6% in 2008.

The number of tourists from the UK increased by 64.6% (from 38369 to 63171 tourists) for the period of 2004-2009 with an increase of 3% in 2009 while Swedish arrivals increased by 215.7% (from 4720 to 14902 tourists) for the same period with an increase by 34.7% in 2009 (MOTA 2010, Harahsheh, 2009).

According to the statistics of UNWTO (2009) and MOTA (2010), Jordan has witnessed growth of 32.8% between 2004 and 2009 and 1.6% for the year 2009 over 2008**. Table 7** above shows that the majority of tourists (84%) come to Jordan from three markets: Arabs (50.2%), Jordanians abroad (22.9%) and Europeans (11%). Tourists from the UK and Sweden have risen by 19.7% and 30.8% respectively for the same period, which implies that Jordan has received more attention and tourists have become aware of Jordan's appeal. Jordan achieved a slight increase in tourist arrivals of 1.6% in 2009, although the whole world witnessed a decline of 4.3% for the same year with 6% and 4.8% growth from both Jordanians abroad and Arab markets respectively (as against -19% from Israel; -2.8% from Europe; -3.7% from America and -5.2% from Far East and Pacific) (Harahsheh, 2009).

Table 7 Number of tourist arrivals to Jordan 2004-2009

	2004	**2005**	**2006**	**2007**	**2008**	**2009**	**% Market share 09**	**% Change 07/08**
Arabs	1795369	18951099	1872373	1731990	1813181	1900588	50.2	4.8
Jordanians abroad	479683	511915	1918736	744202	819025	868192	22.9	6.0
Europe	252925	267307	261571	344404	429025	416906	11.0	-2.8
Israel	121506	124540	153076	226277	228601	185489	4.9	-18.8
USA	76055	92245	132543	149294	161878	155937	4.1	-3.7
Canada	12513	13234	21683	16702	19422	18682	0.5	-3.8
Far East & Pacific	60126	64234	82943	126069	146028	138405	3.6	-5.2
South Asia	37881	42947	41884	64895	73572	71778	1.9	-2.4
South America	4910	6497	9691	11787	19071	15157	0.4	-20.5
Africa	5324	7823	11476	12253	13797	13272	0.3	-3.8
United Nations	6516	4746	4890	2907	5124	11260	0.3	119.7
Total arrivals	**2852809**	**2986586**	**3546990**	**3430959**	**3728724**	**3788891**	**100**	**1.6**

Source: UNWTO (2009), MOTA (2010), JTB (2010a)

Two events will boost the demand for tourism to Jordan; firstly, the Papal Pilgrimage trip to Jordan and the Holy Land in May 2009 put Jordan in the news spotlight. The JTB invited the BBC (FAM) to broadcast this event, which boosted demand from neighboring countries such as Israel, Syria, Lebanon, Egypt and Palestine. The second event was the announcement of a government plan to give open skies to Queen Alia Airport (UNWTO 2010).

Indicators form the Number of Hostels, Motels and Camping Sites by Location :2009

From the three following **Tables (8,9,10)** the total number Employees in Unclassified Hotels, Motels and Camping and Apartments and Suite Hotels was only 1333, while the total number of unclassified hotels, hostels, motels and camping sites and apartments and suite was only 278.

Table 8 Unclassified Hotels by Location, 2009

Location	Employees	Beds	Rooms	Hotels
Amman	163	2170	928	72
Aqaba	46	661	257	14
Petra	44	478	233	14
Ma'an	9	118	42	4
Karak	7	68	27	3
Irbid	19	179	78	6
Rwaished	1	15	7	1
Zarqa	13	153	58	6
Azraq	2	40	18	1
Tafiela	15	39	16	3
Jarash	2	15	5	1
Madaba	7	58	26	3
Total	**328**	**3994**	**1695**	**128**

Source: Ministry of Tourism & Antiquities

Location	Employees	Beds	Rooms	Hostels & Motels
Amman	2	10	5	**1**
Ajlun	7	30	10	**1**

Table 9 Motels Hostels, and Camping Sites by Location, 2009

Karak	1	18	11	**1**
Tafiela	33	131	47	**4**
Al Shoabak	3	90	30	**1**
Petra	3	60	35	**1**
Wadi Rum	97	1108	519	**7**
Total	**146**	**1447**	**657**	**16**
Source: Ministry of Tourism & Antiquities				

Table 10 Apartments and Suite Hotels by Location, 2009

Location	**Employees**	**Beds**	**Rooms**	App.& Suites
Amman	818	8387	4431	**128**
Aqaba	37	570	231	**5**
Madaba	4	22	12	**1**
Total	**598**	**9897**	**6744**	413

2.4 Jordanian Tourism industry Indicators 2010 - 2014

According to the UN World Tourism Organization, in spite of occasional shocks, international tourist arrivals have shown virtually uninterrupted growth from 438 million in 1990, to 681 million in 2000, to 935 million in 2010. International tourism receipts reached US$919 billion in 2010. UNWTO retains confidence in its long-term forecasts for international growth in tourism, which projects that international arrivals will reach nearly 1.6 billion by the year 2020 (NTS 2011-2015).

Jordan has witnessed steady development in all fields of tourism, including hotels, while Jordan has various tourism products (natural, historical, religious and therapeutic, cultural) and other tourism products which reach to 12 kinds of tourism according the new JNS 201-15 (Al-louzi, 2013). Jordan has witnessed a stable increase in tourism during the first decade of the twenty-first century; it has reached more than eight million visitors in 2010, from them 4.55 million overnight tourists, which means an increase of 20.3% in comparison to 2009. They spent more than 2.42 billion Jordanian dinars, thus contributed to more than 12.4% of GDP, and increasing the number of direct employment in the sector to 41,900 jobs in 2010 (Bzazaw, 2012; Al-louzi, 2013).

According to data released by Jordan Central Bank, tourism income in 2012 reached 2,456 Million dinars, as figures show that 47.1% of the tourism income was a source of Arab tourists, and 34.2% were foreigners, while expatriates Jordanians were accounted for 18.7% (Statistical Bulletin tourist 2013). While figures show through statistics of the Ministry of Tourism and Antiquities, that the tourism sector, despite the political problems and pitfalls in neighboring countries, the growth is still rising, with increased tourism income in the second quarter of 2012 by 18.2%.

Though, Jordan is a small country, it is bestowed with many archaeological, cultural and religious sites. Jordan, in order to focus on attracting high-yield visitors, is working on and developing niche products, enhancing the visitor experience, increasing international marketing, improving infrastructure and building a positive and strong destination image within the region and in international markets.

Coordination between the private and public sectors, however, in order to enhance the partnership between the two sectors is essential for a sustainable marketing strategy; therefore, more foreign carriers will be encouraged to fly to Jordan when tourism increases.

By 2012, the Queen Alia International Airport in Amman is being developed and expanded to cope with the vast number of travelers with investment of US$675 Million; it is expected the 'new' airport will be opened in 2012 to accommodate 9 million passengers and up to 12 million in the second stage of the development (MOTA 2010). The source of concern, thus, to absorb and transfer the growing numbers of tourists coming to Jordan through the Queen Alia International Airport is ended; in not too long Royal Jordanian Airline was the official carrier for more than 54 destination and Queen Alia International Airport was to accommodate about five million passengers a year, but with the new expansion in 2013 there became an increase in the number of flights meanwhile with the end of 2014 the number of passengers will exceeds 12 million passengers annually (RJ, 2013).

By Looking at the main statistical results of Jordan tourism infrastructure, we can see how fast it was developed. Meanwhile classified and unclassified hotels have reached a total of 463 hotels in 2004, in 2014 there are 525. In 2005,the capital of Amman had a total of 319 accommodations; these include 119 classified hotels, 119 hotel apartments and suites, 80 unclassified hotels and only 1 hostel.

These all included 14,404 rooms with 27,435 beds. However, in 2014 the number of hotels reached to *342, and 4,218* suites. These all included *16,186* rooms with *30,104* beds. Even in the case of Wadi Rum which includes an accommodation characterized by camping, in 2005 it had a total of 5 units with 302 rooms and 607 beds available. In 2014 it has a total of 12 units with 717 rooms and 1500 beds available, However this till now contradicts with the relatively big number of visitation (28505 tourists in 2013 and 23315 tourists in 2014 **(see Table 11).**

Employees working in tourism services are mostly distributed in Amman, Aqaba ,Petra and Dead Sea. The rest are distributed over other locations. Many locations with touristic significance lack the presence of either the service or its employees . It becomes important then to supply areas with tourism services and to train local people to work in them, which will enhance living quality in these areas.

Table 11 . No. of Hotel, Apartments & Others, Rooms, Beds & Number of Employees Distributed by Nationality &Classification 2014 (Data Until 31/3/2014)

Hotel, Apartments & Others, Rooms, Beds	No. Of Hotel	SUIET	Room	Bed	Jordanian		Non Jordanian		Total
					M	F	M	F	
Total Amman	*342*	*4,218*	*16,186*	*30,104*	*9,409*	*709*	*736*	*154*	*11,008*
Total Petra	*40*	*83*	*2,182*	*4,170*	*1,070*	*28*	*56*	*10*	*1,164*
Total Aqaba	*63*	*173*	*4,274*	*8,950*	*1,871*	*63*	*732*	*87*	*2,753*
Total Dead Sea	*8*	*102*	*2,131*	*3,782*	*2,456*	*186*	*43*	*176*	*2,861*
Ma'in Four Stars	*1*	*19*	*109*	*145*	*178*	*14*	*17*	*17*	*226*
Total Irbid	*13*	*36*	*291*	*624*	*76*	*5*	*8*	*0*	*89*
Total Ajlun	*3*	*0*	*50*	*124*	*18*	*1*	*1*	*0*	*20*
Total Karak	*7*	*1*	*84*	*177*	*10*	*1*	*7*	*0*	*18*
Total Jarash	*2*	*1*	*57*	*135*	*20*	*1*	*0*	*0*	*21*
Total Zarqa	*6*	*0*	*90*	*218*	*12*	*0*	*1*	*0*	*13*
Total Azraq	*2*	*0*	*42*	*94*	*11*	*0*	*0*	*0*	*11*
Total Madaba	*10*	*8*	*216*	*438*	*43*	*12*	*5*	*0*	*60*
Total Rwashed	*2*	*0*	*17*	*43*	*3*	*0*	*0*	*0*	*3*
AL-fhaes One Stars	*1*	*0*	*14*	*40*	*1*	*0*	*2*	*0*	*3*
Ma'an Unclassefied Hotels	*4*	*0*	*37*	*98*	*8*	*0*	*1*	*0*	*9*
Total Tafelaa	*7*	*0*	*90*	*216*	*68*	*1*	*0*	*0*	*69*
Al-Shobak Three Stars Campping	*2*	*1*	*50*	*135*	*16*	*0*	*0*	*0*	*16*
Wad Rum Campping	*12*	*0*	*717*	*1,500*	*51*	*4*	*43*	*0*	*98*
Total Jordan	**525**	**4,642**	**26,637**	**50,993**	**15,321**	**1,025**	**1,652**	**444**	**18,442**

Source: Ministry of Tourism Statistics and Information Dep.

Tourist Accommodation Establishments Indicators, 2012 - 2013 and Some Main Indicators form the Number of tourist's arrivals(2013-2014)

From **Table 12,** tourist accommodation establishments indicators, 2012 - 2013, the number of arrivals in 2012 was 1,794,371, while in 2013 it had slight decline (1,684,915), with change of -6.1%., while the number of nights occupied in 2012 had an obvious decline with a change of-21.7% (from1,794,371 in 2012 to 3,493,468in 2013).

In general we can notes there was a decline in most the nights spent by main location even also in nights spent by category.

Table 12. Tourist Accommodation Establishments Indicators, 2012 - 2013*			
	%change		
Item		**2013***	**2012***
Grand Total			
No. of Arrivals	-6.1%	1,684,915	**1,794,371**
No. of Nights Occupied	-21.7%	3,493,468	**4,463,929**
No. of Rooms Occupied	-11.9%	2,152,769	**2,443,771**
Nights spent by resident	11.5%	845,872	**758,675**
Nights spent by non resident	-28.5%	2,647,596	**3,705,254**
	Nights Spent by main Location		
Nights spent in Amman	-33.9%	2,094,359	**3,168,668**
Nights spent in Aqaba	24.2%	822,885	**662,294**
Nights spent in Petra	-10.7%	172,187	**192,800**
Nights spent in Madaba	-59.5%	10,484	**25,898**
Nights spent in Dead Sea	-5.6%	336,915	**356,769**
Nights spent in Irbed	-38.8%	9,656	**15,776**
Nights spent in Jerash	-10.6%	6,001	**6,716**
	Nights Spent by Category		
Five Stars	-5.0%	1,594,224	**1,678,160**
Four Stars	-28.8%	650,002	**912,725**
Three Stars	-39.9%	455,297	**757,569**
Two Stars	-36.5%	256,494	**403,932**
One Stars	-27.7%	45,756	**63,323**
*Preliminary Data until 30 Sep			
Source: Ministry of Tourism & Antiquities			

It is also clear from the following two **Tables(13,14)**,tourist overnight and same day visitors by nationality during Jan- march 2013 -2014,and tourists, touristic nights, and average length of stay for package tours by countries groups for the period, Jan.- March 2013- 2014, that the so "called Arab Spring" and the political events around Jordan had affected seriously the numbers of visitors in Jordan. In this period largest number is from the Arabs followed by Jordanians residing abroad.

An actual decline is to be seen also regarding the overnight tourists from Europe, their number has decreased from 171,860 tourists in 2013 to146,045 tourists in 2014, a difference percentage of (-15).

Table 13. Tourists, Touristic nights, and Average length of Stay for Package Tours by Countries Groups for the Period, Jan.- March 2013- 2014

	Average length of Stay			Tourist Nights			No. of Tourists	
Countries Groups	**2014**	**2013**	**% Relative Change 14/13**	**2014***	**2013**	**% Relative Change 14/13**	**2014***	**2013**
Africa	**1.9**	**1.9**	-37.7%	1,119	1,795	-40.8%	574	**969**

Americas	**3.3**	**2.9**	21.5%	36,985	30,439	3.7%	11,049	**10,659**
Asia & Pacific	**2.4**	**2.2**	22.3%	66,598	54,471	13.9%	27,971	**24,552**
Europe	**5.0**	**5.1**	-10.9%	255,631	286,853	-8.4%	51,035	**55,745**
Arabs	**4.1**	**3.7**	83.8%	27,771	15,112	65.5%	6,785	**4,099**
Total	**4.0**	**4.0**	**-0.1%**	**388,104**	**388,670**	**1.4%**	**97,414**	96,024

Table 14. Tourist Overnight and Same Day Visitors By Nationality during Jan- march 2013 -2014

	Relative 13/14 %Change			2014			2013		
Nationality	**Total**	**Same Day Visitors**	**Tourist Overnight**	**Total**	**Same Day Visitors**	**Tourist Overnight**	**Total**	**Same Day Visitors**	**Tourist Overnight**
Total Africa	**-2.0**	**-18.2**	**-1.4**	**5,009**	**153**	**4,856**	**5,111**	**187**	**4,925**
Total America	**9.7**	**28.5**	**7.0**	**47,571**	**6,960**	**40,611**	**43,364**	**5,416**	**37,948**
Total Asia	**16.3**	**17.6**	**16.2**	**75,256**	**8,925**	**66,332**	**64,696**	**7,588**	**57,108**
Total Europe	**-15.0**	**-49.7**	**-1.1**	**146,045**	**24,848**	**121,197**	**171,860**	**49,356**	**122,504**
Total Arab	**-8.9**	**-16.9**	**-3.0**	**688,681**	**266,205**	**422,476**	**756,011**	**320,266**	**435,745**
Jordanians Residing Abroad	**12.6**	**15.3**	**12.5**	**281,925**	**5,380**	**276,545**	**250,414**	**4,667**	**245,747**
G.Total	**-3.6**	**-19.4**	**3.1**	**1,244,487**	**312,471**	**932,017**	**1,291,456**	**387,479**	**903,977**

Table 15 shows number of hotel, apartments & others, rooms, beds & number of employees distributed by nationality &classification in 2014. The total number of hotels are 525, Suites are 4,642, Rooms are 26,637 and 50,993 Beds. While the total number of employees are18,442.

Table 15. No. of Hotel, Apartments & Others, Rooms, Beds & Number of Employees Distributed by Nationality &Classification 2014

	No.Of Hotel	SUIET	Room	Bed	Jordanian		Non Jordanian		Total
Hotel, Apartments & Others, Rooms, Beds					**M**	**F**	**M**	**F**	
Total Amman	**342**	**4,218**	**16,186**	**30,104**	**9,409**	**709**	**736**	**154**	**11,008**

Total Petra	**40**	**83**	**2,182**	**4,170**	**1,070**	**28**	**56**	**10**	**1,164**
Total Aqaba	**63**	**173**	**4,274**	**8,950**	**1,871**	**63**	**732**	**87**	**2,753**
Total Dead Sea	**8**	**102**	**2,131**	**3,782**	**2,456**	**186**	**43**	**176**	**2,861**
Ma'in	**1**	**19**	**109**	**145**	**178**	**14**	**17**	**17**	**226**
Total Irbid	**13**	**36**	**291**	**624**	**76**	**5**	**8**	**0**	**89**
Total Ajlun	**3**	**0**	**50**	**124**	**18**	**1**	**1**	**0**	**20**
Total Karak	**7**	**1**	**84**	**177**	**10**	**1**	**7**	**0**	**18**
Total Jarash	**2**	**1**	**57**	**135**	**20**	**1**	**0**	**0**	**21**
Total Zarqa	**6**	**0**	**90**	**218**	**12**	**0**	**1**	**0**	**13**
Total Azraq	**2**	**0**	**42**	**94**	**11**	**0**	**0**	**0**	**11**
Total Madaba	**10**	**8**	**216**	**438**	**43**	**12**	**5**	**0**	**60**
Total Rwashed	**2**	**0**	**17**	**43**	**3**	**0**	**0**	**0**	**3**
AL-fhaes	**1**	**0**	**14**	**40**	**1**	**0**	**2**	**0**	**3**
Ma'an	**4**	**0**	**37**	**98**	**8**	**0**	**1**	**0**	**9**
Total Tafelaa	**7**	**0**	**90**	**216**	**68**	**1**	**0**	**0**	**69**
	1	**0**	**30**	**90**	**3**	**0**	**0**	**0**	**3**
Al-Shobak	**2**	**1**	**50**	**135**	**16**	**0**	**0**	**0**	**16**
Wad Rum Campping	**12**	**0**	**717**	**1,500**	**51**	**4**	**43**	**0**	**98**
Total Jordan	**525**	**4,642**	**26,637**	**50,993**	**15,321**	**1,025**	**1,652**	**444**	**18,442**

Some Main Indicators form the Employees in Different Tourism Activities(2005 - 2013)

By looking at MOTA statistical data (2005 -2013) regarding number of employees in different tourism activities **Table16**, it appears that a great segment of these employees is under the group tourism restaurants (41.6% Share 2013) and then of and hotels (36.3% Share 2013).

The same can be seen with the number of hotels; in 2005 the number was 12,884 and it reach 16,960 in 2013.Travel agencies and rent car offices were to take the second place after hotels and tourism restaurants, travel agencies were 2,774 in 2005 and become 4,765 in 2013 employees in their staff, while 1,357 employees were recorded in 2005 in rent car offices and become 1,489only in 2013 .

This observation is very serious, especially if we put in mind that numbers of staff in these sectors were growing with a rough Relative Change of 1.0% and 0.0% ; This raises the question, why these sectors especially the rent a car offices were able to expand their size and develop the level of their services in one decade? In general, however, the number of employees in different Tourism Activities were increased from 29,384 in 2005 to 46,667 in 2013 with relative change of 6.2%.

Table 16.Number of Employees in different Tourism Activities, 2005 -2013(Data Until 30/9/2013)

Item	% Share 2013	% Relative Change	2013	2012	2011	2010	2009	2008	2007	2006	2005
Hotels	36.3%	10.0%	16,960	15,419	15,174	15,080	14,690	13,994	13,193	13,450	**12,884**
Travel Agencies	10.2%	1.0%	4,765	4,719	4,582	4,351	3,981	3,680	3,408	2,903	**2,774**
Tourism Restaurants	41.6%	5.2%	19,407	18,439	16,855	17,345	16,517	15,498	13,472	10,720	**9,950**
Rent a Car Offices	3.2%	0.0%	1,489	1,489	1,489	1,520	1,520	1,500	1,417	1,289	**1,357**
Tourist Shops	2.0%	6.4%	926	870	814	791	772	732	637	530	**385**
Tourist Guides	2.5%	0.5%	1,187	1,181	1,140	988	855	803	686	646	**672**
Horses Guides	1.5%	0.0%	713	713	713	713	713	713	613	613	**613**
Tourist Transportation Comp.	2.2%	11.5%	1,047	939	939	939	879	881	814	758	**620**
Diving Centers	0.1%	0.0%	48	48	48	48	45	45	45	43	**32**
Water Sports	0.3%	0.0%	125	125	125	125	120	120	120	111	**97**
Total	**100.0%**	**6.2%**	**46,667**	**43,942**	**41,879**	**41,900**	**40,092**	**37,966**	**34,405**	**31,063**	**29,384**

Source: Ministry of Tourism &Antiquities

2.6 The Negative Effects of the International and Regional Political Crises in Jordan's international tourism Industry

After the year 1967 and later on, the number of tourists dramatically fell and tourism boom suffered as a result of many critical political incidents and events that happened in Jordan:

- 1967; the Six-day War involving Israel against Arabs; where the West Bank and Jerusalem were lost (Hazbun 2008).However, in 1967, the Tourism Authority was renamed as the Department of Tourism but subsequently formed part of different ministries such as the Ministry of Culture and the Ministry of Information.
- 1968; the Israeli invasion of Jordan (known as the Battle of Karamah).
- 1970-1971; the conflict imposed by the Palestinian guerrilla organizations (*Fedayeen).* Interestingly that, during the 1970s the Government of Jordan, with aid of international organizations, started to restore some archaeological

sites in Amman and Jerash with a modest budget and with the help of the military forces.

- 1995 – 1998; The excavations of the Baptism site (as a Biblical religious site) on the Jordan River called for political rivalry between Jordan and Israel to use a religious site as a symbol of national, political and religious image (Maffi 2002, 2009) . The Vatican decided after all archaeological excavations that the Baptism site is on the Jordan side of the river; which was seen as a victory for Jordan and plays an important role in the promotion and marketing of the country as a unique Holy Land destination (JTB 2010b).

By the beginning of 21 century Jordan tourism has been affected again due to political incidents and wars, but this time at and international regional levels. In 2001 the International terrorist attacks such as the 9/11 in 2001 on New York and the invasion of Iraq in 2003 have severely affected the inflow of tourists worldwide; including Jordan, due to air traffic being stopped and tourist bookings to Jordan were cancelled. According to (MOTA 2002) the number of tourist arrivals to Jordan from Europe fell 37% in 2001 and those from the American market dropped by 41 % for the same period.

In 2004, King Abdullah II released the "*Message of Amman"* as reflecting a true image of Islam worldwide. The message required to declare what Islam is and what it is not, and what actions represent it and what actions do not. Its goal was to elucidate to the modern world the true nature of Islam and the nature of true Islam (Amman Message 2010). In November 2005 the bombardment on three hotels in Amman by al-Qaeda, killing around 60 and injuring more than a hundred, called for a national image, identity and unity against terrorism through local Media exposure for a month (Michael 2007, Harahsheh, 2009).

Decrease in tourism receipts, was also due to the negative image of the region conveyed heavily by the mass Media in western countries without distinguishing Jordan as a safe and peaceful destination[2]. Actually, the negative Media coverage of the region on Iraq's invasion of Kuwait and the ensuing second Gulf War in 1991 as well as the attacks of 9/11 on New York plus the invasion of Iraq in 2003, were seriously reflected in the fall in the number of tourist arrivals to Jordan (This is reflected in the yearly number of tourist arrivals in Petra in figure x). The Arab Spring also had a similar effect in 2011. On the other hand, the election of Petra as one of the New Seven Wonders of the World had the opposite effect

All these political events and Incidents have affected seriously the image of Jordan as a holiday destination especially in the Western markets. West are confused and mixed up over Jordan's image with other countries in the region. Apparently, Jordan is seen and perceived as part of this conflict due to the lack of geographical knowledge about the country[3]. This lack of knowledge indicates that potential tourists are not familiar with Jordan as a holiday destination as a whole. This was clear in the year 2009; tourist arrivals from Europe fell by 2.8%; from North America 3.8%; from South America 20.5%; from Israel 18.8%; and from the Far East and Pacific by 5.2% (MOTA 2010).

3 Tourism Industry in Jordan: Infrastructure, Public Utilities and the Environment

The structure of the tourism industry in Jordan is divided into four main bodies; namely, public sector, public/private partnership, private sector and NGOs. The marketing function and promotion of Jordan as a holiday destination was assigned to the Ministry of Tourism (then the Tourism Authority) from 1953 until 1986, and then from 1987 until 1997, the responsibility transferred to the Royal Jordanian in 1987 until 1997 (Sharaiha and Collins 1992), and then the function was assigned solely to the JTB in1998. Other supporting bodies include the Jordan Investment Board, the Tourist Police and tourism transportation companies. More analytically:

1. The public tourism sector consists of bodies such as the Ministry of Tourism and Antiquities (MOTA) ,including the Department of Tourism and Department of Antiquities), 12 visitor centres, The Petra Region Authority (PRA) which is currently the Petra Development and Tourism Authority (PDTRA), The Aqaba Special Economic Authority (ASEZA) and the Royal Jordanian (RJ) Airlines.

2. The public/private partnerships are represented by the Jordan Tourism Board (JTB) and its 12 offices abroad.

3. The private sector consists of tourism and hospitality associations, including the Jordan Hotel Association (JHA), Jordan Society for Tour and Travel Agents Association (JSTTA), Jordan Tour Guides Association (JTGA), the Jordan Handicrafts Producers Association (JHPA) and the Jordan Restaurants Association (JRA). Every association has its own statute and code of ethics and, collectively, they created a Federation of Specialized Tourism Association according to the Statute number 85 of 2004 (MOTA 2009).

4. The NGO organizations include the Royal Society for the Conservation of Nature (RSCN) and the Royal Independent Board of Trustees of the Baptism Site.

The Following **Fig1 illustrate** the general picture of the main bodies involved in the tourism industry**.**

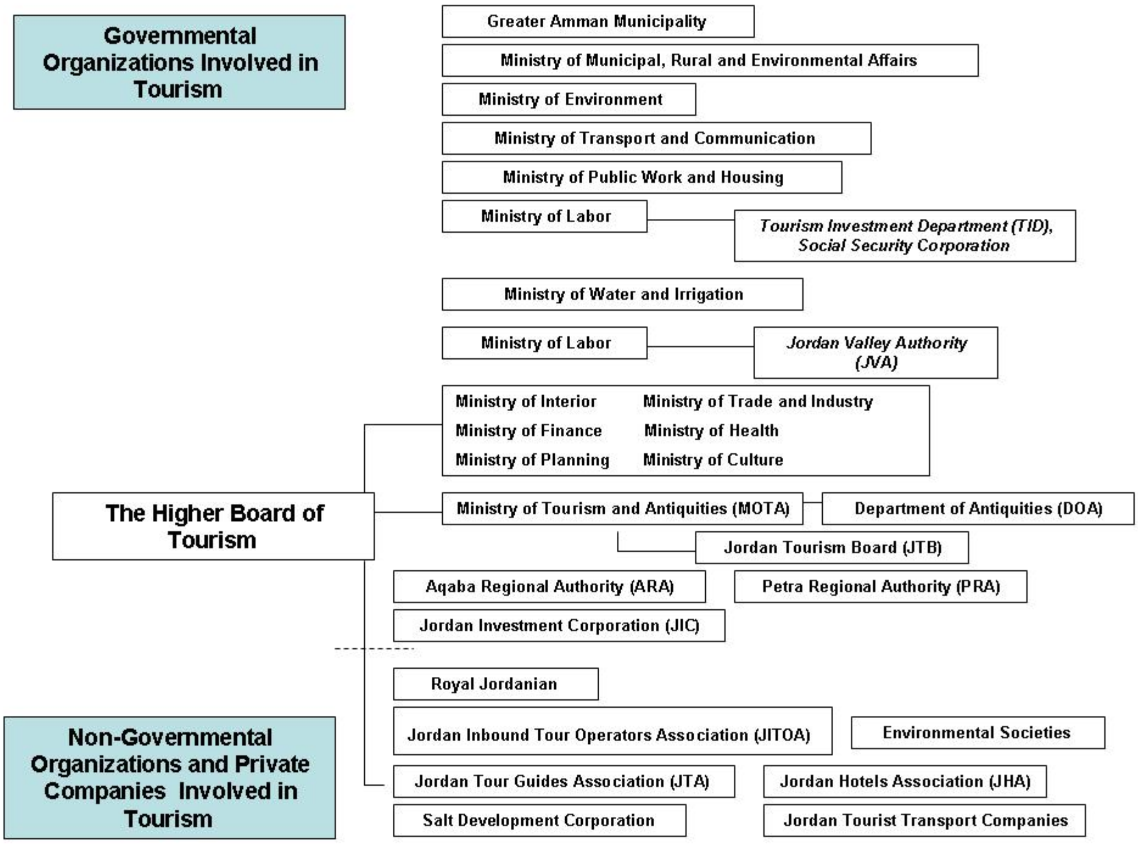

Fig1 Structure of the tourism industry in Jordan **.**Source: LIFE Third Countries ;Development of Methods and Tools for the Establishment of Good Environmental Performance in the Tourist Accommodation Sector in Jordan – Implementation of pilot studies GREEN-TAS

3.1 The Ministry of Tourism and Antiquities (MOTA)

MOTA is the main public body for tourism and it was founded as a tourism authority in 1953 in Jerusalem and moved to Amman the same year, which gave the industry an established organization and control (MOTA 2010).

MOTA takes the role of developing, improving and renovating the archaeological and tourism sites in Jordan as they are considered part of the national heritage, attracting millions of tourists and providing the national economy with millions of dinars annually, besides contributing 40% of the national exports (Harahsheh, 2009). MOTA is responsible for setting up policies for the sector, regulating and monitoring the tourism activities, controlling tourist associations and activities, licensing tourism activities and developing them, upgrading the infrastructure in tourist sites and attractions and collecting and preparing tourism statistics of tourist arrivals, nights, and other activities of the sector.

MOTA has founded twelve visitor centres in main archaeological and tourist sites; Jerash, Ajloun, Irbid, Um Qais, Ramtha, Um al-Jimal, al-Salt, Madaba, Dana, Petra, Wadi Rum and Aqaba (MOTA, 2009). The main objective and role of these centres is to provide services for tourists such as multilingual tour guides, brochures, and general information about Jordan and the sites. MOTA, in cooperation with the USAID financed project. In addition, in Wadi Rum, and in cooperation with Aqaba Special Economic Zone Authority, ASEZA, a program was initiated to targeted community-based organizations and the Wadi Rum Protected Area. These management groups are working on projects that should increase income-generating chances.

3.2 The National Tourism Council (NTC)

The National Tourism Council (NTC) was founded as an umbrella organization to set the plans and strategies for the tourism sector and to set proposals for laws as well as sign agreements with other parties. The Council is chaired by the Minister of Tourism and consists of eight members; five from other departments of the Government and three from tourism's private sector. The NTC is chaired by the Minister of Tourism and the members are: the General Secretary for Tourism; General Director of Antiquities; Executive Director of Royal Jordanian; Chief Commissioner of ASEZA; General Director of Social Security Directorate and three other members from the private sectors including tour operators, hotels and others for a maximum period of 2 years.

3.3 The Jordan Tourism Board (JTB) Role in Tourism Industry Development

JTB was established 1998, as an independent public/private partnership between the Ministry of Tourism, Royal Jordanian, tourist transport companies and the private sector, including hotels, restaurants and travel agents associations (JTB 2010a). JTB is the main tourism body for marketing Jordan as a tourism destination in foreign markets.

The JTB is working within a network to promote Jordan as a holiday destination abroad, concentrating on high yield segments such as health and wellness, higher education and ecotourism (MOTA 2005; JTB 2009).The JTB is working extensively with its representative offices in the world to market and promote Jordan as a tourism destination (JTB 2010a). The JTB is achieving its objectives in source markets through twelve representation offices[4]. All marketing and promotional efforts are the main concern of the JTB through its regional and international offices abroad. JTB endeavors through its marketing tools and activities to assure its commitment and vision to achieve sustainable development of tourism in Jordan.

While there are no figures for the amount of money allocated for marketing; the JTB's budget is composed of 80% from the government and 20% from the private sector; it was estimated to be US$17 million in 2004, US$36 million in 2008, US$41 million in 2009 and expected to be US$ 46.5 in 2010 (JTB 2009)[5]. For almost a decade now, the budget of the JTB available for promotion of Jordan as a tourism destination has been small in comparison with that enjoyed by many competitive destinations, though this situation has improved in recent years through the increased allocation of marketing funds from the Jordanian Government and the private sector (JTB 2009).

3.3.1 Strategic Marketing Objectives of JTB

The JTB performs its marketing and promotional activities through the National Tourism Strategy 2004-2010; the Marketing Strategic Plan 2005-2007; the Annual Marketing Plans for Tourism Markets (Action Plans); the JTB's Annual Executive Action Plan 2005-2007 and through decisions and directions by the board of directors (Harahsheh, 2009). To increase the tourist arrivals to Jordan as well as tourism receipts, the JTB determined three major strategic marketing plan objectives that include expanding the distribution network of marketing Jordan in foreign markets; developing and enhancing the image of Jordan as a safe destination; and increasing air travel to Jordan as well as the frequency of flights.

The JTB promotional plans and the National Tourism Strategy have identified Jordan's image mixture in terms of safety, culture, hospitability and religion. The vision of the JTB is to increase average daily spending and average length of stay and to attract higher spending segments through development and promotion of Jordan's diverse, entertaining, authentic and creatively conceived visitor experiences. The JTB’s marketing approach is based on strategies of gradual development; innovation and differentiation; incentives for local community; integration and a new model for site management. Accordingly, the JTB has determined its strategic marketing plan objectives as follows:

1. Expanding and supporting the network of Jordan's tourism product distributors in target and potential markets.
2. Developing and enhancing the image of Jordan as a safe and distinguished destination.
3. Developing the capabilities of the Board and enhancing its manpower resources;
4. Increasing the seat capacity and frequency of flights to Jordan.
5. Creating a strong sustainable marketing coalition between the public and private sectors.

3.3.2 JBT Tools in marketing Jordan as a tourism destination in foreign markets

The JTB achieves its marketing strategies and its promotional activities for Jordan using different means such as participating in international travel and tourism fairs. Other initiatives include trade workshops; trade and consumer road shows; familiarization trips; press trips; brochures, multimedia production and Media relations (JTB 2010a).

A new approach for the marketing of Jordan was advanced in 2006. The JTB launched a new brand identity designed to reinforce the image and market position of the country's tourism sector abroad (Harahsheh, 2009). The new brand identity was created to enhance and communicate the image of Jordan as a tourism destination and to position Jordan on the global tourism map. The JTB emphasizes the enhancement of the image of Jordan as a safe, secure, welcoming destination in all its marketing and promotional materials (JTB 2006a; 2010a). The main JTB events, activities and information sources about Jordan are as follows:

- familiarization trips for foreign tour operators and travel agents.
- Participation in different International specialized travel and tourism fairs.
- Organization of media trips for foreign media and journalists.
- Advertising campaigns in the source markets, brochures, newsletters, Internet and all kinds of Information Technology.
- Conducting specialized market research studies and consumer attitudes studies in target and potential markets.
- Undertaken a fierce TV advertising campaign using regional and international Media.
- Utilizing and updating the JTB's website (www.visitjordan.com) .The JTB has utilized other new types of marketing and social networks tools such as Flicker, Facebook, Twitter and YouTube that have been uploaded by information, images, and short videos clips in an interactive way (JTB 2010a).

4. Jordan Tourism Product and its Characteristics

4.1 Attraction Factors

The key strengths of Jordan as a tourism destination are clearly Petra, safety, history and religion. The attraction characteristics for tourism to Jordan can be summarized as follows:

1-Jordan currently has four World Heritage Sites including Petra since 1985, Quseir Amra since 1985, Um er-Rasas since 2004 and recently Wadi rum. There are 16 other sites waiting for final recognition by UNESCO[6]. Petra, the Nabataean metropolis, as one of the New Seven wonders of the world (2007) has enhanced awareness towards Jordan as a potential holiday destination (Hazbun 2008). Petra, the Baptism Site and the Dead Sea were listed amongst the more unique aspects of Jordan as a tourism destination, and these sites are thought to differentiate Jordan from competitors. *However, except Quseir Amra as Umayyad legacy, the other Umayyad legacies are not given the promotion they deserve.*

2-Jordan enjoys different types of climate and thus different seasons for tourism; for example, Aqaba, the Dead Sea and the Baptism Site are considered to be winter destinations because they enjoy a moderate climate, recreation/sport, and therapeutic properties as well as religious sites. Ajlun and al-Salt highlands, on the other hand, are best known for eco and summer vacation holidays. This is a kind of *Agrotourism* which should and can be developed.

3-Jordan is the place where the three monotheist religions meet (Judaism, Christianity and Islam). Jordan is the place where Aaron and Moses died (in Petra and Mount Nebo respectively); where Jesus was baptized (in Bethany beyond Jordan) and where John the Baptist was beheaded (in Macharius or *Makawir* in Arabic). Thus Jordan's attractions include religious sites and associations as part of the lands of the Bible. Thuso it is possible to hypothesize that those with a strong Christian belief and practice will have a different image of Jordan than those with no religious belief (Harahsheh, 2009). Jordan hosts two main important Christian or Biblical religious sites recognized worldwide, i.e. the Baptism Site of Jesus Christ in Bethany beyond the River Jordan and Mount Nebo, as well as the Mosaic Map of Madaba. Jordan has been honored by Papal Pilgrimages since the first visit paid by Pope Paul VI in 1964, the visit of Pope John Paul II in 2000 and, more recently, the visit paid by Pope Benedict XVI in 2009 (Maffi 2009; JTB 2010a). These visits were clearly understood and recognized by the Jordanian Government as being a symbol of the political and economic importance of Jordan (Maffi, 2009). In addition, many Islamic shrines throughout the country as well as tombs for many prophets exixt. The Government of Jordan is developing and protecting Islamic shrines and mosques as an attempt to market them as part of the religious tourism product (Ministry of Awqaf Islamic Affairs and Holy Places 2010). It is no wonder then that the variety of religious sites is particularly attractive in terms of the Jordanian tourism product (Harahsheh, 2009).

Building on these attraction factors, JTB and MOTA, have identified six main tourism products and are promoting Jordan as a *"boutique"* destination, which means Jordan is a whole destination compounded of different products with no specialization in any one segment (MOTA 2005; JTB 2005).

4.2 The Main Categories/ market segments of Jordan's Tourism Products

These market segments include; history and culture; religion and faith; leisure and wellness; eco and nature; conferences and events (MICE) and fun and adventure (MOTA 2005). Other potential products or market segments include cruising; festivals and cultural events; filming; summer holidays (family tourism) and sports (JNTS 2004-2010, Harahsheh, 2009). Interesting enough, Jordan has recently responded to the increasing number of MICE tourists and tried to develop and expand MICE infrastructure in certain areas[7] , Amman, Petra, and Dead Sea. However, JTB had defined five main categories that describe Jordan's tourism products (JTB 2010b):

1. *Historical and cultural*

More than 80% of tourists visit Jordan for its cultural and archaeological heritage (JICA 1995, Harahsheh, 2009). Jordan is well positioned in this segment because it hosts world class and well-preserved cities and archaeological attractions such as Petra, Madaba, Jerash, Ajloun and Kerak. The following **Table 17** shows the most important visited archaeological sites in Jordan by tourists 2008-2009. Petra accounted for more than 20% of the market share in 2009 followed by Jerash, Mount Nebo and Madaba Map and all accounted for 44.5.% of the total visitors to Jordan[8].

Table 17: Number of visitors to major archaeological sites 2008-2009

Site	2008	2009	% Market share 09	% Change

				08/09
Petra	850318	766938	20.2	-9.8
Jerash	351508	340410	9.0	-3.2
Mount Nebo	326702	303988	8.0	-7.0
Madaba Map	298602	275567	7.3	-7.7
Wadi Rum	206890	171047	4.5	-17.5
Kerak	154581	159641	4.2	3.3
Ajloun	141869	156544	4.1	10.3
Jordan Museum	187700	152665	4.0	-18.7
Folklore Museum	164550	149665	4.0	-9.0
Baptism Site	142419	134172	3.5	-5.8
Um Qais	125358	121549	3.2	-3.0
Quseir Amra	18466	76695	2.0	315.3
Qasr al-Kharrana	66705	64069	1.7	-4.0
Other	693056	915941	24.2	32.2
Total	**3728724**	**3788891**	**100.0**	**1.6**

Source: UNWTO (2009); MOTA (2010); JTB (2010a)

2. *Religious and faith (tracing Islam and biblical Jordan)*

Jordan encompasses over 50 biblical sites of which 6 sites are identified by the Vatican as main pilgrimage destinations, including the Baptism of Jesus, Mount Nebo and Lady of the Mount in Anjara and the Elia Byzantine Church (Ajloun) (Euromonitor International 2007; Asfour 2007, Harahsheh, 2009). In Jordan is a place where many of the revered companions (Sahaba) of the Prophet Mohammad (PBUH) were buried, such as the martyrs of the Battle of Mutah near Kerak (Zayd bin Harithah, Jafar bin abi Talib and Abdullah bin Rawahah). There are many companions' tombs in the Jordan Valley. Amongst the more famous Muadh bin Jabal; Amer bin abi Waqqas; Shurahbil bin Hasanah; Abu Ubaidah bin al-Jarrah and Dirar bin al-Azwar are included.

Although there are no statistics for the size of religious tourism in Jordan, more than 130,000 tourists visited the Baptism Site and more than 300,000 visited Mount Nebo and Madaba Map of the Holy Land (MOTA 2010). Accordingly, (Harahsheh, 2009) argues that one third of those visitors are believed to be religious tourists, i.e. more than 40,000 to the Baptism Site and more than 100,000 to Mount Nebo (140,000 in total).

3. *Leisure and wellness*

Jordan is one of the best healthy and therapeutic destinations in the world because it has moderate weather and hosts many hot and mineral springs in Ma'in, Himmah, Shoonah, Afra and Barbaitah as well as the world,ss natural spa, i.e. the Dead Sea. This market segment has grown by 800% between 1978 and 1994 and is expected to grow more in the future (JNTS 2004-2010,). A rising form of tourism is medical tourism, where many patients with difficult conditions from the Arab region seek treatment at some of the more developed health centers and hospitals in Jordan.

4. *Eco and Nature Tourism*

Jordan hosts seven nature reserves and protected areas that are dispersed in the country from north to south and from east to west. These cover different ecosystems with a total area of about 1144 km^2 (NCSA, 2006). Some example of these reserves are Dana Reserve (308 km^2), Al Azraq (12 km^2), Al Shaumari (22 km^2), and Al Mujib (212 km^2) (NCSA, 2006).The Azraq Wetland and Shaumari Wildlife reserves lie in the eastern desert; the Ajloun Forest Reserve and Debbin Forest Reserve are in the northern highlands; The Wadi Mujib Nature Reserve and Dana Biosphere are further South, finally, the Wadi Rum Natural Park is in the southeast of Jordan (Royal Society for the Conservation of Nature RSCN 2009). Worldwide, tourists spend more time and money during their stay, the majority (82%) tend to be higher education graduates with wildlife interests (JNTS 2004-2010).

Due to the increasing threat of desertification, water scarcity and insufficient infrastructure system, many of these natural resources are facing severe threats that affect their existence and sustainability. In response to this, Jordan established The Royal Society for the Conservation of Nature (RSCN) in 1966 as an organization responsible for development and management of natural reserves and protected areas in the country. Since that date seven natural reserves have been established at various locations in the country.[9]

5. *Fun and adventure tourism*

Aqaba is a winter-summer destination for water sports and one of the best diving havens in the world. Tourists can participate in different activities such as scuba diving, snorkeling, water surfing, jet skiing and sailing. Aqaba, which is also for Cruising tourism, is seeking to boost this market segment as one of their promotional campaigns, with the potential of increasing traffic in the Red Sea between Jordan and Egypt (JNTS 2004-2010). According to MOTA (2010), Aqaba is attracting tens of cruise ships from all over the world and more than 450,000 tourists arrived in Jordan by sea in 2009. Meanwhile, Wadi Rum is the best place for hiking, desert trekking, and camel trekking whilst Wadi Mujib and the Dead Sea are best for mountain biking and trekking (JTB 2010b).

Although the country enjoys different and diversified offerings, Jordan is still capitalizing on the traditional types of tourism products such as the historical or archaeological assets. These include religious, therapeutic, eco and MICE tourisms that are not affected highly with seasonality in the tourism demand and can generate more income revenues to the economy. The multiproduct diversity is characteristic of the Jordanian tourism industry, and should be capitalized upon. For example, Madaba is a historical and religious place, while Aqaba, Ajloun, Azraq and Wadi Rum are historical with eco tourism products at the same time. This diversity enriches the tourist experience and enhances the marketing of the country as a multiproduct holiday destination.

5. Jordan's National Tourism Strategy JNTS (2004-2010) and Economy

5.1 Tourism and the Jordanian Economy

During the 1960s, 1970s and 1980s, the Jordanian economy experienced a boom in growth. This growth stimulated positive changes in the economy and resulted in more investments in tourism infrastructures and superstructures. This put tourism as the third most important sector for generating income after the mining industries of Potash and Phosphates and the remittances by Jordanian expatriates (Harahsheh, 2009). In the last decade, Jordan has undergone considerable economic growth and modernization, which has compromised the continuing promotion of Jordan on this basis.

As mentioned above, until 1999 the Jordan tourism product was relatively limited; Jordan's image as a tourism destination was based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology, as well as religious and holy sites. Continuous governmental support to the tourism industry in Jordan during the last decade has stimulated the development of a wide variety of *religious attractions* such as the Baptism Site, Mount Nebo, the Mosaic Map of Madaba and the Islamic Shrines. Additionally, *therapeutic attractions* such as the Dead Sea, *adventurous attractions* in Wadi Rum, *wildlife attractions* in Wadi Mujib, Azraq and Ajloun and *sporting and entertainment attractions* in Aqaba have also been developed.

During the 2000s, Jordan's economy experienced a unique growth. This dramatic transformation has meant that Jordan is now widely acknowledged as a new developed competitive economy of the Middle East. The growth was steady between 2004 and 2007; Jordanian tourism has restored its health and became one of the most important sectors of the Jordanian economy. It contributed 17.4% to the GDP, accounted for 48.3% of the export of goods and 80.8% of the exports of services (UNWTO 2009) (Harahsheh, 2009). It is clear that tourism in Jordan has witnessed better development in the last decade in terms of tourism receipts and the number of tourists as well as the number of tourism activities and projects.

However, the growth started to decline in 2008 and 2009 **(Table 18)** due to the world's economic crisis. The year 2008 witnessed high rates of inflation (14.9%) due to the oil prices and the world economic crisis, but the situation enhanced in 2009 and the rate went down dramatically to 0.2%. However, real economic growth fell by 62% in 2009 compared to 2008. This phenomenon was hoped to change in the year 2010 and indeed this did happen. To date the highest tourist arrivals in Petra ever to be recorded has been in 2010. Tables 3 and 4 below illustrate the recent tourism indicators for the period 2004-2009.

Table 18: Jordan's economic indicators (2004-2009).

	2004	2005	2006	2007	2008	2009	% change 2008/2009
GDP26 (US$bn)	11.4	12.6	14.8	17.0	21.2	22.6	6.6
GDP per capita (US$)	2133	2307	2650	2971	3626	3766	3.9
Real GDP growth (% change YOY)27	8.6	8.1	8.0	8.9	7.9	3.0	-62.0
Goods & services exports (% GDP)	52.2	52.5	54.7	53.8	57.5	52.1	-9.4
Inflation (% change YOY)	3.4	3.5	6.3	5.4	14.9	0.2	-98.7

Between 2004 and 2009, Jordan has achieved dramatic progress in terms of tourism receipts, with an overall growth rate in tourism receipts exceeding 119% in the last year. this was through a growth rate of almost 33% in inbound tourists by in the last 6 years **(Table 18).**

According to the statistics of the Central Bank of Jordan (CBJ) (JTB 2010a), tourism receipts have increased by 119% in the last years and reached JOD 2067 billion in 2009, although it showed a decrease of 1.1% from 2008 **(Table 19).** Around 45% of that income came from Arab tourists; 28.2% from overseas tourists and 26.8% from Jordanian expatriates (JTB 2010a).

Table 19: Total tourism receipts and expenditures in Jordan 2004-2009 (JOD ml)

	2004	2005	2006	2007	2008	2009	% Change 08/09
Receipts	943	1022	1461	1639	2097	2067	-1.1
Expenditures	371	415	594	626	710	758	6.8
Surplus/shortage (+/-)	**572**	**607**	**867**	**613**	**1387**	**1309**	**-5.6**

Source: UNWTO (2009); CBJ (2010); MOTA (2010)

5.2 Jordan's National Tourism Strategy (JNTS) (2004-2010)

Jordan previously used Egypt as a development model but soon realized that its strategy should be built on uniqueness and branding a different product. One of the reasons for this need is that Jordan has a much higher cost structure, making it uncompetitive in the mass tourism segment.

In the aftermath of the signature of the peace treaty between Jordan and Israel in Wadi Araba (1994), Jordan was literally caught with the lack of an appropriate plan for tourism development to meet the rising demand with a sharp increase of tourist arrivals. The JNTS (2004-2010), launched in 2004, outlines the steps for doubling the Kingdom's tourism economy by 2010 using an integrated, value-chain approach involving government facilitation and investment in partnership with the private sector[10]. JNTS (2004-2010) acted to underpin the development of the Jordanian tourism product and to market in Jordan as a destination to its potential and current markets, with more emphasis on the British and Swedish markets (Harahsheh, 2009).

JNTS (2004-2010) main objectives were designed to:

- Increase tourism receipts to reach JOD 1.3 billion; to increase tourism-supported jobs by 51,000 jobs; and to achieve taxation yield to the government by more than JOD 455 million by the year 2010.
- Extend the length of the tourism season, where 40% of MICE tourists are more likely to return to the destination for other purposes such as leisure activities in the future (JNTS 2004-2010).
- Capture high-level international business and political meetings in Jordan.
- To reflect the true image of Jordan and its tourism products,

JNTS has outlined four pillars as cornerstones for the Jordanian tourism industry. The four pillars include**:**

- Strengthening tourism marketing (enhance Jordan's image).
- Supporting product development and competitiveness.
- Developing human resources and providing effective institutional setups.
- Establishing an appropriate regulatory framework.

The strategy has set four objectives in order to strengthen tourism marketing of Jordan as a holiday destination. These are:

- Enhancing Jordan's image in foreign markets to reduce the fear factor of perceiving Jordan as a risky destination;

- Branding Jordan as a "boutique" destination as it has an *amalgam* of diversified products not distinguished or specialized in one product.
- Increasing arrivals of high-yield tourists by concentrating on alternative tourism products.
- Seeking to maintain position in current markets and enhance market intelligence to identify future opportunities by expanding the channels of distribution.

To reflect the true image of Jordan and its tourism products, the strategy has formulated seven main niche markets (products) that should be developed, managed, marketed and promoted worldwide. As mentioned before the strategy has formulated five major niche markets (products) and another three potential ones that should be addressed.. These include cultural heritage (archaeology); religious tourism; eco-tourism; health and wellness; meeting, incentives, conferences and events (MICE); adventure; and cruising.

The JNTS programmes include participation in international travel fairs, familiarization trips, press trips, brochures and advertising to end consumers (JTB 2009). The strategy asserts that Jordan's tourism products must be at "world-class" level in order to compete and redress the external regional conflict and its consequences for Jordan. On the other hand, new centres have been introduced to the tourism and hospitality educational sector; for example, the Royal Academy of Culinary Arts was reacted and specializes in educating and training young Jordanians to cater in the hospitality as well as the food and beverage sectors.

5.2.1 General Evaluation of JNTS 2004 -2010

Jordan has been affected by the world economic crisis that started in 2007 and spread worldwide in late 2008, as similar to many destinations in the world, and the impact is still present (Global Policy Forum 2010), It has also been affected by the pandemic disease of Swine Flu, which impacted the number of tourists in 2009 (Harahsheh, 2009).This followed by political crisis of the so sold Arab Spring in the middle East.

However, JNTS 2004 -2010 has proven successful, according to Euromonitor, with the goals of doubling GDP to JOD 1.9 billion (US $2.7 billion), generating JOD 408 million ($576 million) in tax revenue a year earlier and supporting 308,000 jobs nationally. Although tourism contributes more than 17% of the GDP, more than 44% to the export of goods and more than 80% to the export of services (UNWTO 2009), its priority as an important sector of Jordan's economy is not realized. In 2009 tourism receipts reached triple the income of 2003 exceeding ($2067 million) by far the planned for growth of $1.84 billion for 2010.

There are many strengths points and opportunities that contribute to the fast growth of tourism sector in Jordan. However, Harahsheh (2009) argued that MOTA and JTB could not attract the target number of tourists expected by the National Tourism Strategy due to regional and international political incidents and economic crises, as well as to the limited capacity of the Jordanian hotel sector. Interestingly, the strategy documents show that:

1. The performance of tourism in Jordan, in comparison to competitors in the region, is characterized by short length of stay; low visitor expenditure and poor tourism information (JTB 2005).
2. It failed to realize many of its objectives regarding developing human resources; for example, to date, no specialized centre has been created to train qualified labour to, at least, national standards.
3. It failed to develop quality tourism and hospitality programmes tailored to the industry that the strategy has anticipated. This can be due to lack of financial support, limited coordination between the public-private sectors and educational institutions in the field of tourism and hospitality (Harahsheh, 2009).

4. The strategy predicted that the number of tourists would double by 2010. Although Jordan has done very well in the last years, the strategy was far too optimistic about reaching 5.7 million tourists by 2010 because the number of tourists to Jordan for the year 2009 was only 3.79 million (MOTA 2010).

A new national strategy was introduced in 2010 to build on this. However, there is a need for adopting a policy providing operational definitions and guidelines for ecotourism and the natural reserves strategy. This can start by dividing the nature reserve into two main classifications, highly protected and sustainably managed. In this strategy the following actions should be taken into consideration for the reserves that are suffering from desertification and water scarcity.

The establishment of such reserves provides attractive ecotourism destinations. Meanwhile for a tourism involved in the creation of an experience based on attraction, ecotourism demands a more holistic approach to travel, one in which participants strive to respect, learn about and benefit both the local environment and local communities. Nature tourism or ecotourism is a promising means of advancing social, economic, and environmental objectives in developing countries[11].

However, making ecotourism a positive economic and environmental tool in developing countries like Jordan, conservation of the biological heritage requires strategies and policies that promote responsible nature tourism development, with broad-based and active local participation in its benefits. Obviously, the vital issue, regarding natural reserves, is related to the implemented environmental policy that needs to take into consideration the local ecological and cultural circumstances for managing and planning such reserves (Paloniemi and Vilja, 2009). In addition, legislation needs to be updated on a regular basis to conserve biodiversity and to maintain ecological integrity (Wilkinson, 2008).

The USAID/Jordan Tourism Development Project II is a $28 million, five-year project (2008-2013) that is working to improve Jordan's competitiveness as an international tourism destination (USAID 2010).

It should be possible for MOTA and JTB to capitalize on certain aspects of Jordan's image in terms of safety, religious heritage, spa tourism eco and MICE, and they should be highlighted within marketing campaigns. The fear factor of perceiving

Jordan as a risky destination could be reduced through different means such as Jordan being branded as a safe destination utilizing Jordanian embassies abroad as well as Media channels.

The National Tourism Strategy 2011-2015

The National Tourism Strategy (NTS) 2011-2015 builds upon the significant achievements made since the launch of the original strategy (2004-2010), during which Jordan firmly strengthened its reputation as a destination of choice for both visitors and investors.

The strategic goal is to increase tourism receipts to JD 4.2 billion in 2015.Managing this success into the future now poses new challenges for all stakeholders in the industry in terms of sustaining momentum and progress, positioning Jordan as a high quality destination and raising industry competitiveness to the level required to underpin long-term sustainable growth. The strategic vision for 2011-2015 is, Jordan will be a distinctive destination offering diverse, year-round visitor experiences that will enrich the lives of Jordanians and their guests.

The main issues in the strategic mission for 2011-2015 **fig 2,** are to plan and implement the changes and actions necessary to:

− Raise the overall competitiveness of Jordan's tourism industry.

− Enhance the visitor experience through innovation in product development.

− Better position and promote the tourism offering to global markets so as to attract higher yield customers throughout the year.

− Create a regulatory and operating environment which drives better business performance, and releases the full energy of the private sector as the engine of growth

Fig 2. Strategic Mission for 2011-2015. Source: The National Tourism Strategy, 2011-2015

It has been agreed that the new National Tourism Strategy 2011-2015 will be private sector-led with public sector partnership, and the strategy responds to the new realities of the industry at the local and global levels. Defined implementation activities and ambitious growth targets have been agreed on, and the crosscutting themes of competitiveness and sustainability are integrated to maximize the contribution tourism can make to economic and social development in Jordan, while contributing to business success and sustaining natural and cultural assets(http://www.tourism.jo/en/portals/0/nts_2011-2015_english.pdf).

The overall strategic objective and associated key activities under Pillar 2 are highlighted below **fig 3**:

Pillar 2 - Product Development		
Strategic Objective	***Access and Transport***	*Key Activities*

		-Increase international air access capacity. -Improve the quality of the visitor experience at national and regional airports. -Improve border crossing regimes. -Develop effective and efficient land transport within the country, including the introduction of well-placed road and location signage.
Provide authentic visitor experiences through rich	***Visitor Experience***	-Upgrade Jordanian arts and crafts to offer high-quality authentic designs. -Improve the quality of tourism information centers and tourist guides.
and engaging products and services	***Attractions and Activities***	- Engage with the private sector to improve the presentation, management and interpretation of cultural resources and key heritage sites; -Enhance visitor entertainment experiences at key regional destinations. -Revolutionize and promote Jordan's museums as distinguished experiences. -Develop the festivals and events product.
	Food and Accommo-dation	-Implement national and mandatory best practice standards in hotels and restaurants. -Develop themed culinary activities and events. -Develop tented camps and eco-lodge -Encourage the development of strategically located mid-range hotels, suites and apartotels.

fig 3. key activities under Pillar 2 Source:The National Tourism Strategy, 2011-2015

6. Challenges and Obstacles Facing Jordan as a Tourism Destination

Recent results from a study by (Alhiary, 2014)[12] indicate that, through the diversity of the Jordanian tourists product visitors come for cultural tourism / archaeological or religious, natural, and others. The results of this study shows that most of the tourists prefer cultural tourism / archaeological, at charge of 36.7%, followed by religious tourism 18.3%; where many tourists flock to the Jordan River for Christian pilgrimage at Baptism site. It can be concluded that media role for the Pope's visits to Jordan visits (1967, 2000, 2009) played an obvious mission for placing the Kingdom as a destination for numerous Christian visitors, meanwhile the fourth visit to the Pope in the twenty-fourth of May of this year (2014), quite constitute r this role in the flourishing of religious tourism in the Kingdom, In third position came ecotourism 17.1%, which is also due to promotional advertising carried out by the Royal Society for Conservation of Nature, about what the Kingdom contain of reserves and natural resorts variety. And not to forgot the larger resort of the lowest point in the world, the Dead Sea, where the therapeutic tourism formed 14.8%, and adventures 9%, while marketing was withdrawn not to exceed 4.1% (Alhiary, 2014).

However, the sector of cultural tourism / archaeological and religious tourism needs several improvements in its infrastructure, in addition to improving the main objectives of attracting tourists, by promotion of the tourism product through the multimedia.

The least numbers of visitors were actually for museums, which might indicate the need to focus on their promotion and the level of their services. However, meanwhile the Jordanian archeological museums have the ability to support the archaeological site, their contribution is still limited to the tourism development (Table21).

Although the number of archaeological heritage museums in Jordan are more than 25 museums (Al Zoubi, 2010), they are lacking main requirements and still very far of modern developed museums. Statistics indicate that there is a serious problem through inequality between the numbers of visitors archaeological sites and the number of visitors to museums, in spite of the fact that visitors to museums associated significantly with visitors to the archaeological site (Al Zoubi, 2010). This is due to several reasons, such as:

- Lack of promotional programs targeted marketing to the archaeological museums and lack of enough information booklets and brochures.
- Lack of building maintenance, non-allocation of budgets for the development of museums, a small number of museum activities.
- The size of the museums buildings are small, and the capacity of the exhibits are few.
- Lack of information available about the archaeological museums in the

Kingdom,

- Lack of rehabilitation and training for people working in museum, and not using modern technologies in the museum presentation.

Table 21. Number of Visitors to Museums and Archeological Sites in the Kingdom by Location and Nationality, 2008- 2009

Location	2009			2008		
	Total	Non-Jordanian	Jordanian	Total	Non-Jordanian	Jordanian
Jordan's Museum of Archeology	112415	94515	17900	133500	121050	**12450**
Folklore Museum	108015	70400	37615	112900	75300	**37600**
Madaba Museum	18800	17600	1200	11650	10550	**1100**
Salt Museum	1277	541	736	1624	399	**1225**
Baptism Site	134172	122860	11312	142419	132587	**9832**
Church and Map	275567	274139	1428	298602	296523	**2079**
Archeological Sites in Jarash	340410	279810	60600	351508	307408	**44100**
Museum and Citadel of Karak	159641	142591	17050	154581	143476	**11105**
Archeological Sites in Petra	766938	661356	105582	853272	762835	**90437**
Archeological Sites in Aqaba	17547	10138	7409	17892	11011	**6881**
Archeological Sites in Um-Qeis	121549	72164	49385	125358	77998	**47360**
Archeological Sites in Ajlun	156544	98401	58143	141869	96784	**45085**
Archeological Sites in Rum	171047	166136	4911	207349	199550	**7799**
Mount Nebo	303988	302623	1365	326702	326146	**556**
Amra Palace	73174	70633	2541	18466	17906	**560**
Harranah Castel	54498	52903	1595	56201	55487	**714**
Mukawir	0	0	0	12014	10504	**1510**
Um Aljmal	2008	1367	641	1307	1056	**251**
Shobak	21340	17452	3888	19563	17663	**1900**
Pella	22225	13824	8401	24103	16275	**7828**
Total	**2861155**	**2469453**	**391702**	**3010880**	**2680508**	330372

Source: Ministry of Tourism & Antiquities

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While Jordan is bestowed with diverse natural, historical, and religious tourism products (such as Petra, Wadi Rum, Jerash, the Dead Sea, Jesus Baptismal Site and Mount), there are many challenges and obstacles face the country as a tourism destination. The challenges of tourism development and marketing, include positioning the country as a safe destination; attracting high yielding tourists; increasing the time tourists stay in the country and increasing their expenditures; and improving the accessibility of Jordan as a destination in terms of air travel and frequency as well as entry requirements (Harahsheh, 2009).

However, tourism industry development in Jordan faces many challenges and obstacles and threats (ESCWA 2001:6, El-Roudan et. al 2000:4, JICA 2004:5,Al-Tell, 2011), these can be summarized as the following:1.Lack of unawareness about the importance of tourism and its activities in the Jordanian society. 2. Lack of inclusion of Jordan within tour operators‘ catalogues; it has been treated as an extension of neighboring countries regarding tour packages and trade.
3.Lack of facilities in many touristicsites and destinations, and if existed, there is an in sufficient distribution of them.4.Lack of marketing representatives abroad and promotional campaigns.5.The high cost ofdomestic tourism, especially with the low i ncome of a considerable segment in the Jordanian society.6. Lack of funding and weak organizational structure for many frameworks involved tourism industry development.

More analytically, these challenges and obstacles can be identified and analyzed as follows:

1- ***Promoting Jordan abroad to reduce the risk factor associated with Jordan's image***; Safety and security are the main destination attributes the tourists have in their minds due to the limited information they have and their own beliefs and perceptions that the Middle East is an unstable or unsafe region to visit. The literature showed that safety is one of the main concerns of tourists when choosing a holiday destination

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(Harahsheh, 2009).The political and security situation in the Middle East in the last years has been severely challenged; hence tourists still perceive Jordan as a risky destination (MOTA 2010; JTB 2010). A main factor is the lack of accurate geographical knowledge.

Even an event in the North of Syria (so far removed from Jordan) can trigger cancelation of reservations for whole groups. A negative image is reflected on Jordan due to the regional conflict between Israel and the Palestinians and the occupation in Iraq[13] , and now with the so – called Arabic Spring, Jordan is seen and perceived as part of this conflict. British and Swedish tourists are more concerned about safety and security when thinking of Jordan as a potential holiday destination (JTB 2010b).

2- ***Heavy competition with other destinations in the Middle East***; such as Turkey, Egypt, Dubai, and Israel. Jordan's tourism sector is performing below its potential and needs many developments in infra- and super-structures as well as objective marketing and promotion efforts (Ministry of Tourism and Antiquities, MOTA 2010). Flights to Jordan are still more expensive than other destinations such as Egypt and Israel or Lebanon. In 2005 and 2006, however, the JTB worked with operators to develop Jordan as a twin-centre itinerary with Egypt, to take advantage of the success of the Red Sea Riviera in the UK market. On the other hand, International tourism supply and demand are growing rapidly and the market will be tripled in size by the year 2020 (UNWTO 2006).

3-***Low visitor spending;*** It was estimated that visitor spending in Jordan is lower than the average for the world and neighboring countries. The average length of a tourist visit in Jordan is 4.3 nights (Ministry of Tourism / Information and Statistics Department, 2001- 2009), and is related to the seasonal demand[14]. This is one of the criteria that necessitates other types of sustainable development resources for local communities dependent on tourism, especially with the discontinued pattern of tourist occupancy and length of the high season. Ecotourism in Jordan, deal with responsible travel for the principal purpose of visiting not only nature but historical areas, antiquities and the living culture.

The following tables **(22, 23,24)** show; package tourists (**Table 22)** , nights spent and length of stay **(Table 23),** and number of nights spent by package tourists **(Table 24)** , and average length of stay (days) 2004-2009 .A significant difference can be noticed regarding the number of package tours tourists, a growth in the number of package tours tourists was found in there cords from 2002 (137,660 tourists) to 2005 (338,787 tourists),to 2008 (506,674).

Table 22: Number of package tourists 2004-2009 (000)

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	190619	233032	166400	234042	335679	326986	-2.6
Americas	13205	28930	29553	37411	29220	30175	3.3
Arabs	24154	28269	28277	31716	74380	57862	-22.2
Asia & Pacific	25639	46135	40927	53671	63875	58330	-8.7
Africa	528	2421	3184	3785	3520	1312	-62.7
Total	**254145**	**338787**	**278341**	**359625**	**506674**	**474665**	**-6.3**

Source: MOTA (2010)

Table 23. Number of nights spent by package tourists 2004-2009

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	1056542	1240832	859800	1185636	1672008	1784122	6.7
Americas	46007	77649	104739	113271	201491	207746	3.1
Arabs	106700	110983	101321	140990	114279	118874	4.0
Asia & Pacific	64387	103964	88911	125017	193905	165961	-14.4
Africa	1954	4805	6154	6743	7634	4046	-46.6
Total	**1275590**	**1538233**	**1162909**	**1571657**	**2189317**	**2280779**	**4.2**

Source: MOTA (2010)

As an indicator of growth in tourism can be concluded from the average length of stay, which has increased from 4 nights in the year 2002 to become 5 nights for the years 2004 -2009, **Table 24**.

Table 24: Average length of stay (days) 2004-2009,

	2004	2005	2006	2007	2008	2009	% Change 08/09
Europe	5.4	5.2	5.2	5.1	5.0	5.5	10.0
Americas	3.6	2.6	2.7	3.0	3.2	3.6	12.5
Arabs	3.9	4.1	3.6	4.4	3.9	3.9	0.0
Asia & Pacific	2.5	2.3	2.2	2.3	2.6	2.9	11.5
Africa	3.5	1.9	1.9	2.4	2.2	3.1	40.9
Total	**4.9**	**4.5**	**4.2**	**4.4**	**4.3**	**4.8**	**11.6**

Source: MOTA (2010)

4- ***Low supplements of accommodations*** in comparison to its rivals in the region. Jordanian hotel and room supply is below its potential because the accommodation sector offers just over 23,000 hotel rooms and over 44 thousand beds (MOTA 2010). Jordan needs to triple its hotel and accommodation facilities in the next 10 years in order to improve competitiveness in the market.

5-Low growth in tourism sector jobs; the strategy hoped tourism supported jobs would reach 91719 by 2010. In reality, the total number of direct jobs created by the tourism sector in 2009 barely exceeded 40,000 **Table 25**, while it is just 48,465 in 2014 **Table 26.***Therefore, it is impossible for the tourism sector to offer 51,000 more jobs not only in 2010 but even in 2020.*

With regards to direct employment in the tourism sector, the number of employees in different tourism activities between 2004-2009, and 2008 -2014, the number of employees in the private tourism sector are shown in **Tables 25, 26.** Reviewing the growth in direct tourism employment between 2004-2009 , shows that it increased by 70% (or by 11.7% each year) from 23544 in 2004 to 40092 in 2009 (i.e. 2758 job per year). Harahsheh (2009) argues, that if expansion continues at the same rate, Jordan will need around 19 more years (i.e. by 2028) to reach the target number of jobs[16].

The direct and indirect contribution of travel and tourism to employment in Jordan was 293,000 jobs in 2009 (i.e. 1 in every 5.3 jobs created or 18.9% of the total employment in the country).

This is expected to rise to 435,000 in 2020 (1 in every 4.3 jobs created or 21.9% of the total employment in the country). However, the statistics provided by the Jordanian Ministry of Tourism showed different figures, in which only direct employment was counted as 40,092 jobs created in 2009 with an increase of 5.6% over 2008 **Table 25**.In 2014 the total employment in the country is only 48,465. **Table 27** shows analytical number of employees in different tourism activities by nationality & gender 2014.

Table 25: Number of employees in the private tourism sector in Jordan (direct employment).

	2004	2005	2006	2007	2008	2009	% Market share 09	% Change 08/09
Accommodations	10708	12884	13450	13193	13994	14690	36.6	5.0
TAs/TOs	2826	2774	2903	3408	3680	3981	9.9	8.2
Tourist restaurants	6719	9950	10720	13472	15498	16517	41.2	6.6
Rent car offices	1287	1357	1289	1417	1500	1520	3.8	1.3
Souvenir shops	310	385	530	637	732	772	1.9	5.5
Tourist guides	601	672	646	686	803	855	2.1	6.5
Horse guides	493	613	613	613	713	713	1.8	0.0
Tourist transport co.	483	620	758	814	881	879	2.2	-0.2
Diving centres	28	32	43	45	45	45	0.1	0.0
Water sports	89	97	111	120	120	120	0.3	0.0
Total	**23544**	**29384**	**31063**	**34,405**	**37966**	**40092**	**100**	**5.6**

Source: UNWTO (2009); MOTA (2010)

Table 26. Number of Employees in different Tourism Activities, 2008 -2014(Data Until 31/3/2014)

Item	**13/14**				**2012**	**2011**	**2010**	**2009**	**2008**
	% Share 2014	**% Relative Change**	**2014**	**2013**					
Hotels	38.0%	0.7%	18,442	18,307	15,419	15,174	15,080	14,690	**13,994**
Travel Agencies	9.9%	1.5%	4,855	4,783	4,719	4,582	4,351	3,981	**3,680**
Tourism Restaurants	40.5%	0.5%	19,610	19,512	18,439	16,855	17,345	16,517	**15,498**
Rent a Car Offices	3.1%	0.0%	1,476	1,476	1,489	1,489	1,520	1,520	**1,500**
Tourist Shops	2.0%	0.9%	948	940	870	814	791	772	**732**
Tourist Guides	2.5%	0.1%	1,201	1,200	1,181	1,140	988	855	**803**
Horses Guides	1.5%	0.0%	713	713	713	713	713	713	**713**
Tourist Transportation Comp.	2.2%	0.0%	1,047	1,047	939	939	939	879	**881**
Diving Centers	0.1%	0.0%	48	48	48	48	48	45	**45**
Water Sports	0.3%	0.0%	125	125	125	125	125	120	**120**
Total	**100.0%**	**0.7%**	**48,465**	**48,151**	**43,942**	**41,879**	**41,900**	**40,092**	37,966

Source: Ministry of Tourism & Antiquities

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Table 27 .Number of Employees in different Tourism Activities by Nationality & Gender 2014

Item	Gender			Nationality		
	Total	**Female**	**Male**	**Total**	**Non Jordanian**	**Jordanian**
Hotels	**18,442**	1,469	16,973	**18,442**	2,096	**16,346**
Tourism Restaurants	**19,610**	1,573	18,037	**19,610**	6,338	**13,272**
Travel Agencies	**4,855**	1,353	3,502	**4,855**	103	**4,752**
Rent a Car Offices	**1,476**	29	1,447	**1,476**	16	**1,460**
Tourist Shops	**948**	200	748	**948**	37	**911**
Tourist Guides	**1,201**	55	1,146	**1,201**		**1,201**
Horses Guides	**713**		713	**713**		**713**
Tourist Transp or. Comp.	**1,047**	28	1,019	**1,047**	47	**1,000**
Diving Centers	**48**	9	39	**48**	14	**34**
Water Sports	**125**	2	123	**125**	6	**119**
Total 2014	**48,465**	**4,718**	**43,747**	**48,465**	**8,657**	**39,808**

On the other hand, it is clear that, in the last decade the number of employees in the different tourism activities between 2004-2014 were approximately doubled, and there were an increasing of the numbers year by year. For example the number of employees in hotels in 2004 was 10708 , while in 4014 it is 18,442. Meanwhile the numbers in tourism restaurants is triple; from 6,719 in 2004, to 19,610 in 2014.

6-***The culture of shame*** has an influential negative impact upon women Jordanians participating in tourism development and employment, as they still avoid working in tourism related jobs. **Table 27** shows clearly low contribution as it is unaccepted by most Jordanians women who have a very limited participation in tourism-related jobs. From the 48,465 employees in different tourism activities there are 39,808 Jordanian(82.2%.) and 17.8% are non Jordanian . From the total employees number there are 43,747 males, which mean that 90.3 % are Jordanian males. So of the total employees number women participation is 9.7%. Thought, it might concluded that total number of Jordanian women participation is no more than 3.878 and the non Jordanian women is about 840. This mean that total Jordanian women participation till 2014 is no more than 8% in all different tourism activities.

6.2 JNTS and Challenges to tourism development and marketing

The Jordanian Government has facilitated investment in the tourism and hospitality sectors. According to the Jordan Investment Board, JIB (2010), most investments in the tourism and hospitality sectors are in Amman, Dead Sea, Petra and Aqaba. Aqaba alone attracted more than 10 billion Dinars in the last five years in major projects such as Tala Bay, Ayla Bay, Coral Bay, and Aqaba Oasis. The Dead Sea received investments in high-class hotels such as the Jordan Valley Marriott Resort and Spa and the Kempinski Ishtar, the Moven Pick, The Crown Plaza and others. A very luxurious convention center was built by the King Abdullah II Development Fund and the Hilton Company. New Hotels and apartments are being built next to the Center.

In order to fulfill the ambitious policy targets assigned to it, the tourism industry in Jordan must maintain a competitive position in the global environment. Schneider and Sönmez, 1999 advocated distinguishing itself within and from the region of Middle East, through constructive marketing and promotion because Jordan has such unique and distinct products such as Petra, Wadi Rum and the Baptism Site and other offerings such as eco-tourism and the divers' haven of Aqaba on the Red Sea. They suggested that Jordan should do more marketing by paying attention towards the potential to diminish any negative images already perceived worldwide. As a result, the role of destination image with respect to the future of Jordanian tourism is of considerable significance. There is an urgent need to expand Jordan's appeal beyond the cultural, safety and people appeal to incorporate more specific tourism products such as religious/pilgrimage and sporting events. Changing Jordan's overall reliance on traditional archaeological attractions is very challenging for tourism demand and for Jordan's image to shift from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments. Dealing with Safety and security is no longer enough. The traveler must also be offered a modern first class destination.

In order to enhance Jordan's product development and competitiveness it must be clear what the destination wants to be and to what which other destination(s) should the current situation be compared to. Thus Egypt or Israel could be used for the purpose. The strategy has identified four main reasons for the low tourists' spending:

short length of stay that is 4.8 days (MOTA 2010); low visitor expenditure per day due to lack of related activities or events; uncoordinated visitor servicing after arrival in Jordan and lack of information on product range and diversity. Therefore, the strategy calls for an immediate programme and action plan for product development and marketing that should be designed to extend the stay of tourists in the country.

The Jordanian Government has facilitated investment in all industries, especially the tourism and hospitality sectors. This would encourage the private sector to increase the tourism sector’s share of funding. The JTB and the private sector should work together to increase awareness about Jordan through different means such as FAM trips for journalists and tour operators and to increase the budget for marketing and promotion to reach a larger number of targeted tourists. The Government has also implemented an open skies policy that might increase air travel to Jordan in order to enhance Jordan's competitiveness in the region. This went hand in hand with the upgrade of airport facilities and staff training.

Regarding visa requirements, Jordan has granted free entry for groups of five or more travelers to enter the country for the purpose of tourism or business (JTB 2010b); however, individual travelers of several selected countries can get an entry visa very easily in all entry borders for a nominal fee of US$14 for single entry or US$28 for multiple entries. Nationals of countries allowed to get visa on arrival can check the “visitjordan” website for the purpose of confirming their eligibility.

7. Projected Tourism images and Marketing of Jordan: Developing Sources of destination imagery

The Tourism Image[15] of a destination is very important for the success of a tourist destination and should be able to influence the decision making process of tourists in making their ultimate selection. This would guarantee tourist satisfaction (Lee 2009). However, the strength of tourists religious beliefs, their religious commitment, previous experience of the destination, and the tourist country of origin are the most important factors in determining destination image and destination selection. (Harahsheh, 2009)[16].

The importance of the destination image can be summarized as follows: firstly, a tourist destination must exist amongst a potential tourist's mental images in order to have a chance of being selected for a holiday. Second, once an image is formed, it should be positive in order to select (visit) the destination in preference to competitor destinations. Lastly, the holiday experience must match the tourist expectations in order to ensure image satisfaction, which can influence the word-of-mouth recommendations and repeat visits to the destination (Andreu *et al.* 2000). For example, the Turkish Series had a major cause in vogue and spread of inbound tourism, especially from Arab countries to Turkey. While multimedia in tourism promotion is proven to be effective in tourist attractions, where the tourist information material through the media have the ability to influence public opinion. Projected images, whether by the tourist boards or by tour operators, are also very important for tourism destination marketing and the destination selection process.

7.1 Studies and Sources of Jordan's image as a tourist destination

Induced images are derived from marketing and promotional material, such as tourist brochures, paid advertising, publicity (e.g. participation in travel and tourism fairs by tourist boards), public relations (in meetings and conferences), and incentives (e.g. discounts to tour operators). Other tools include familiarization trips (to tour operators and journalists) to visit the destination and assess the actual image (Harahsheh, 2009).

Interestingly the JTB's report (2010b) shows that more than 70% of British tourists depend more on new types of promoters such as user-generated Internet forums, and social networks such as Twitter, Facebook and YouTube, and less on tourist board's publicity and tourist guidebooks (JTB 2010a). According to the JTB's report (2010b), British travelers link Jordan’s image to some films shot in the country, such as Lawrence of Arabia and Indiana Jones. Research showed that films are an important source of destination imagery (Tasci 2009).

Jordan became a better well-known destination through some western films shot in the country such as Lawrence of Arabia in 1962, where the film location was Aqaba Wadi Rum as a replication of the Great Arab Revolt. On the other hand, Indiana Jones and the Last Crusade was filmed in Petra in 1989. More recently, "The Hurt Locker" was shot in Jordan in 2008 and received acclaim as the most highly praised film of 2009. Meanwhile, the trial promotional film, prepared by His Majesty King Abdullah II Bin Al Hussein which is known as round Royal Tour, is a good example in the step of His Majesty to put Jordan properly on the map of world tourism.

However, Jordan's image as a tourism destination is based on very broad and intangible concepts such as safety, hospitality, rich history and archaeology as well as religious and holy sites. The most frequently projected images of Jordan by the JTB include religion, culture, people and Petra, representing 63.8% of the total images (Harahsheh, 2009).

Reviewing the past research on Jordan tourism destination image, very few of Jordan's image studies have been implemented to date. A study on the image of Jordan, as expressed by foreign and local visitors to the Jerash Festival of Culture and Arts in the ruins of the old Roman City of Jerash (Schneider and Sönmez 1999) was conducted during the activities of Jerash Annual Festival. The respondents were from two groups; namely, the interregional group and the intraregional (mainly Arab visitors). The study argued that Jordan capitalizes on its archaeological heritage and religious tourism, but other tourism products are promising and need more attention and marketing effort. These include wild tourism, rural tourism, desert tourism and therapeutic tourism. However, Schneider and Sönmez[17] study revealed that:

- A general *positive image* appeared amongst all visitors; it was seen as a safe and interesting place to visit with friendly local people.
- Other images were seen as less or neutral such as food, transportation, variety of things to do and affordability (prices).
- Meanwhile some *negative images* were perceived of which the majority include services: (i.e. tourist facilities and shopping, and treatment of business to visitors). The *hospitality sector* needs to be enhanced and developed. Schneider and Sönmez suggested that Jordan needs to distinguish itself both from and within the region of the Middle East, where a negative image is incorporating the whole region because of the conflict since 1948.

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Schneider and Sönmez went on to suggest capitalizing on alternative types of tourism products, other than archaeology and religious heritage, such as wildlife or eco-tourism and increasing the awareness of tourists in this regard. In general, the results of Schneider and Sönmez's study (1999) agree with the general themes of the JTB promotional approach as stated above in this paragraph (Harahsheh, 2009).

Another two studies were conducted by (Harahsheh *et al.* 2007), (Harahsheh, 2009), to fill the gap in the literature of destination image by exploring the influence of tourist's religious beliefs and religious affiliation upon their images of the destination, and showed the influence of religious beliefs on the formation of destination image. The study of British and Swedish potential markets confirm the importance of religion is shaping the attractiveness of Jordan as a destination. Jordan’s brand is very strongly perceived by the subjects of the two markets. There was also a favorable attitude towards the brand "Jordan" and most respondents showed good comprehension of the brand attributes and values. It is encouraging that 65.5% could give a specific image of the country and less than 40% could name one of its unique attractions. The British and Swedish tourists are more concerned about safety and security when thinking of Jordan as a potential holiday destination (JTB 2010b). In chapter five, British and Swedish potential tourists perceived Jordan as a risky destination (27% and 31.6% respectively). For more than 18% of the interviewed tourist, the main source of information on Jordan was the internet.

However, according to Harahsheh (2009), certain aspects of the Jordanian tourism product were seen as negative and, therefore, will influence the future of this product as well as repeat visits and word-of-mouth recommendations. These include poor beaches, low standards of cleanliness, limited shopping possibilities, poor tourist information, poor nightlife possibilities, unattractive scenery and inaccessibility. These results[18], match more or less the findings of the Japanese International Cooperation Agency. JICA has undertaken a survey on 2000 international tourists to Jordan in 1995 of whom more than 70% were western European. The study showed that more than 80% of the sample came to Jordan for its historical and cultural heritage; 50% of the sample said Jordan had a poor transport network; and 40% mentioned that Jordan offers poor tourist information. However, 96% of the sample asserted that Jordanian people are friendly and 90% perceived the country as a safe destination to visit (Kelly 1998).

Recent results about the multimedia analysis used and produced by Jordan Tourism Board for each of the brochures, websites and TV ads, it was found that it occupied relatively few portion in the promotion of the tourism product. It was found that 27% of the tourists knew about the Kingdom, through varied television advertising on satellite channels (Alhiary, 2014).While we also notice that JTB has focused on the cultural heritage of Jordan through the presentation of some of the most key shots of the handicraft industry, and Arabic coffee and some symbols of generosity and hospitality of Jordan and popular markets. JTB had also been focused only on three sites and reminded them repeatedly (Amman, Jerash, Petra), with the marginalization of many other significant archaeological sites, especially the Umayyad desert palaces and Um- al Rassas, and Qusier Amra, two sites within the World Heritage List(Alhiary, 2014).. Thus there is a need to develop the information materials used by JTB for promoting tourism to keep pace with the growth of tourism in the developed countries, particularly the tourist brochures.

7.2 The main problems associated with Jordan's image

Before 1998, little concrete work was undertaken to promote Jordan as a tourism destination for international visitors. The main target markets were and still are the Arab, European and the Northern American markets. In foreign markets, Jordan was (is) always projected as a safe destination although the general image of the region was negative in the Western Media because of different wars. Establishing an image for Jordan that distinguishes it from its neighbors is therefore at the heart of its marketing strategy. Furthermore, in different European and American countries, marketing campaigns featured the friendliness of Jordanian people, rich historical and religious sites, and Jordan being part of the Holy Land (Harahsheh, 2009). The main problems associated with Jordan's image are:

- Historical, political (conflict in the region), economical, destination management and marketing, airlifts, infra- and super-structures, and the country's national identity (Massad 2001; Al Mahadin 2007)
- Lack of knowledge of tourist attractions. Many tourists think Petra, Jordan's foremost tourist attraction and the Dead Sea are part of Israel (JTB 2010; USAID 2003). The Media contributed highly to this negative image as Jordan is part of the Middle East and the image of the latter is negative elsewhere because of this unending conflict that has lasted for more than 60 years (Harahsheh and Haddad 2009).
- The International Media affected Jordan's image; Local and regional incidents such as the hotel bombings in 2005, the shooting attack on tourists in Amman in 2006 and the Israeli war on Lebanon in 2006 added to the negative images the Media projects about the Middle East in general.. These incidents have seriously affected the image of Jordan, especially in the European and American markets, and have resulted in a drop in the flow of tourists by 3.3% (MOTA 2007).

The JTB and the MOTA have failed to brand Jordan as a safe and distinguished destination within and separate from the troubled Middle East (Harahsheh, 2009).

According to the study by (Harahsheh, 2009) , the following are the main results about the projected images of Jordan, promotion and marketing of Jordan by the JTB and 20 Jordanian tour operator's websites, (**Table 28** below):

- The most frequently projected images of Jordan by the JTB include religion, culture, people and Petra, representing 63.8% of the total images **(Table 28).**
- Handicrafts; Images about the handicrafts give misleading information about shopping in Jordan since, either the genuine Jordanian souvenirs are very expensive and out of reach for most tourists or they are really giving a wrong

impression about the kind and quality of souvenirs the tourists may purchase. A large amount of souvenirs is imported from outside Jordan, leaving tourists lost between what is an original Jordanian product to buy and the quality of souvenir the country may provide. Therefore, the majority of tourists leave the country without buying anything.

- The JTB's five brochures depict certain images about Jordan as a holiday destination, which includes rich historical and religious assets; biblical Jordan as a Christian destination; a cosmopolitan city of Amman; a marvelous desert of Wadi Rum; hospitable and friendly Jordanians; and a safe and tranquil destination to visit. Regrettably, the content analysis of the JTB's and private sector's brochures showed that safety is not prioritized and is reflected only in a small percentage (7.2% and 6.6% respectively). The JTB's brochures revealed some negative points about certain important issues associated with Jordan's image.
- Equally, images about nightlife in the country are very important for tourists because most tours end around 18.00, yet the brochures provide no information about places tourists might visit alone without a guide. The brochures give direct messages about how to move around in Jordan but ignore that there are no detailed site maps available or efficient road signage in the country where some tours could be misleading for the tourists.
- In addition to all of the above, the brochures did not mention at all that women on public beaches in swimming suits is unacceptable to the local community as is drinking alcohol in public. Representation of these issues resulted in images that were unclear.

Table 28: Most projected images by the JTB and the Jordanian private sector (tour operators)

The JTB	**Jordanian tour operators**					
Images	Rank	n	%	Rank	n	%
Religious, Holy Land, Biblical, Christian	1	96	20.2	2	26	14.2
Culture, tradition, history	2	80	16.8	3	25	13.7
Hospitality, friendliness, people	3	73	15.4	1	28	15.3
Petra	4	72	15.2	5	16	8.7
Scenery, desert, landscape	5	36	7.6	4	15	11.0
Safety, peaceful, tranquil	6	24	5.1	6	12	6.6
Lawrence of Arabia	7	21	4.4	7	11	6.0
Adventure	8	18	3.8	9	10	5.5
Interesting	9	18	3.8	12	9	4.9

Modernity	10	17	3.6	8	11	6.0
Quality of services	11	10	2.1	10	10	5.5
Accessibility	12	10	2.1	11	10	5.5
Total		**475**	**100.0**		**183**	**100.0**

Source: Harahsheh, 2009.

Though, media tourism in Jordan still needs further studies and research to activate its role as expected. This while Jordan compete strongly with other destinations in the Middle East, such as Turkey, Lebanon and the United Arab Emirates, as it is influenced by external factors, such as political and security situation in the Middle East. In fact, 2012 was one of the worst years experienced by the Jordanian tourism product, on the European market (JTB, 2013). This makes tourism security necessity and demand politically, economically and socially, in the era of variables and twists and security events. So Jordan is seeking with all its command to protect the country from all dangers and crimes and terrorist acts, which might damage or harm its security building or its components.

Many scholars see that the Jordanian media suffer from multiple problems that have been stated in the strategic Jordan Media (Alhiary,, 2014). When analyzing the in-house environment of the reality of the Jordanian tourism media , the weaknesses can be defined due to the lack of media specialists and the lack of a trend toward specialized media in tourism (Ministry of State for media Affairs and Communications, 2011)

On the other hand, the tourist himself is means of the media, as he transfer information about tourist attractions in his tourist destination for his colleagues, and thus achieve the desired objective of the visit. Though, newcomer tourist is an important means of attracting others tourists, to the same ,where a recent study showed (Alhiary,, 2014) shows s that the way in which the tourists know about the Hashemite Kingdom of Jordan and its tourism products were provided by friends and relatives with a charge of (45.1%).

8. Constrains and Opportunities for “Off-season” Offers and the Main Indicators of Umayyad Heritage Tourism in Jordan

Regarding constrains and opportunities for “off-season” offers, the growth and progress of Umayyad heritage tourism in Jordan, some measurements and indicators can be consulted; these include numbers of visitors in relation to other locations, the income generated, general employment in tourism sector, the number and size of locations providing with services and facilities (for example number of rooms and beds in hotels, number of entertainment centers, tourist shops and restaurants), numbers of visitors to some main destinations and other indicators that will be discussed in this part. Basically, this section of the report present analyze and interpret some descriptive statistical data of visitors to touristic sites by locations mainly the Umayyad heritage in Jordan, the desert castles, with reference to other past years when needed. The numbers were taken from the data of the Ministry of Tourism and Antiquities).

8.1Visitors to Touristic Sites by Locations and the Umayyad Heritage in Jordan(2009-2014)

Meanwhile in 2005 Harranah Castle had only 548 domestic tourists and 21,524 international tourists visited the site, these two numbers are less than equivalent ones of 2004 with relative changes of (-68.5% and -29.1%) respectively. Qusayer Amra had a visitation of 1,175 domestic tourists and 43,262 international tourists; compared to the data of 2004, a decrease of 58.1% and a slight increase of 14% respectively.

Between 2008-2014,the following **Tables 29-34** shows the most important visited archaeological sites in Jordan by tourists. For the numbers recorded in destinations visited by tourists, it can be interpreted that many of them have witnessed a significant change; this is based on a comparison between years 2008-2014. In 2008-2009 , Petra accounted for more than 20,2% of the market share followed by Jerash, Mount Nebo and Madaba Map and all accounted for 25,3.% of the total visitors to Jordan. Meanwhile Quseir Amra accounted for 2.0%, while Qasr al-Kharrana for1.7%. **Table**

29. Unfortunately, this reflects the problem of low public awareness and marketing about the Umayyad heritage tourism and the Umayyad destinations of the country.

In general, the total number of visitors has changed, and not all sites were to have an increase, some of them are declining in terms of visitation, which will be discussed here in regards with the Umayyad heritage. However, it seems that mainly Quseir Amra Qasr al-Kharrana and Alhlabat Castel that have detailed records of the Visitors numbers. Meanwhile Harranah Castle and Qusayer Amra are reflecting the general situation of other desert castles through the numbers given here.

The destinations with highest scores for the year 2008-2010. The site of Petra was to have the highest number of visitation followed then Jerash and Mount Nebo followed then by other sites as the following **Tables 30,31** shows. Unfortunately, there is either a decline or a slight increase in visitation by Jordanians in many sites, which reflects the problem of low public awareness about tourism activities and destinations of the country as well as the high cost of domestic tourism considering the level of income for a big segment of locals.

On the other hand, while Jerash is the most visited site in Jordan after Petra, the north of Jordan is still not developed and tourism activities do not exist in Jerash, Ajloun and Um Qais, although a large number of tourists visit these sites. Local communities in Jerash, Ajloun and Um Qais are not benefiting from tourism, they are not involved in tourism development and marketing, as the strategy was intended to respond, i.e. involvement of local community by promoting their traditional and agricultural products. A study by the Jordanian Department of Statistics, DOS (2009) confirms this worry that most Jordanians, although appreciating the importance of tourism to the Jordanian economy, are not convinced by its benefits on an individual basis (Harahsheh 2009).

Table 29: **Number of visitors to major archaeological sites 2008-2009**

Site	2008	2009	% Market share 09	% Change 08/09
Petra	850318	766938	20.2	-9.8
Jerash	351508	340410	9.0	-3.2
Mount Nebo	326702	303988	8.0	-7.0
Madaba Map	298602	275567	7.3	-7.7

Wadi Rum	206890	171047	4.5	-17.5
Kerak	154581	159641	4.2	3.3
Ajloun	141869	156544	4.1	10.3
Jordan Museum	187700	152665	4.0	-18.7
Folklore Museum	164550	149665	4.0	-9.0
Baptism Site	142419	134172	3.5	-5.8
Um Qais	125358	121549	3.2	-3.0
Quseir Amra	18466	76695	2.0	315.3
Qasr al-Kharrana	66705	64069	1.7	-4.0
Other	693056	915941	24.2	32.2
Total	**3728724**	**3788891**	**100.0**	**1.6**

Source: UNWTO (2009); MOTA (2010); JTB (2010a)

Dramatic increasing mummer of visitors can be observed in 2009- 2010. In Petra;from766,938 in 2009 to 975,285 with Relative Change10 /09 of 27.2%. The same can be said about Umayyad sites. Harranah Castel; from 64,069 in 2009 to 85,106 in 2010 with Relative Change10 /09 of 32.8%. Qusayer Amra from76,695 in 2009 to 90,212 in 2010 Relative Change10 /9 of17.6% **Tables 30,31.**

Although many Umayyad locations are rich of cultural and natural attractions, they lack tourism development in terms of rehabilitation of sites for purposes of tourism and facilities, it is vital to consider such requirements and the need to provide these areas with high levels of accommodations to satisfy some groups of tourists and increase their length of stay.

Table 30. Number of Visitors to Touristic Sites by Locations jan- Dec. 2010 - 2009*

Location	Relative Change10 /09			January -December 2010*			January -December 2009*		
	Total	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**
Petra	27.2%	-6.2%	32.5%	975,285	99,067	876,218	766,938	105,582	661,356
Jarash	21.2%	-4.1%	26.7%	412,649	58,141	354,508	340,410	60,600	279,810
Um Qais	3.1%	-12.8%	14.0%	125,360	43,070	82,290	121,549	49,385	72,164
Mount Nebo	29.9%	14.7%	30.0%	394,993	1,566	393,427	303,988	1,365	302,623
Ajlun	22.8%	20.0%	24.5%	192,266	69,743	122,523	156,544	58,143	98,401
Madaba (Map)	44.8%	21.8%	44.9%	399,057	1,740	397,317	275,567	1,428	274,139
Wadi Rum	67.0%	304.0%	59.9%	285,566	19,842	265,724	171,047	4,911	166,136
Karak	16.7%	-14.4%	20.4%	186,270	14,599	171,671	159,641	17,050	142,591
Maghtas	19.8%	-5.0%	22.0%	160,673	10,743	149,930	134,172	11,312	122,860
Dead Sea	-5.9%	-13.0%	-0.1%	16,873	7,072	9,801	17,939	8,132	9,807
Qusayer Amra	17.6%	-25.5%	19.2%	90,212	1,966	88,246	76,695	2,638	74,057
Madaba Visit Center	32.5%	-40.0%	33.2%	228,624	957	227,667	172,561	1,594	170,967
Um ALjmal	-37.1%	-26.0%	-42.1%	1,765	648	1,117	2,805	876	1,929
Shobak	18.9%	-19.4%	26.0%	35,218	3,729	31,489	29,613	4,625	24,988
Afra	-28.0%	-29.5%	-5.8%	28,499	26,131	2,368	39,576	37,062	2,514
Harranah Castel	32.8%	3.9%	33.6%	85,106	1,763	83,343	64,069	1,697	62,372
Folklore Museum	8.5%	-5.4%	15.4%	162,450	46,850	115,600	149,665	49,515	100,150

Jordan's Museum	70.5%	33.6%	76.0%	260,250	26,650	233,600	152,665	19,950	132,715
Aqaba Museum	-27.1%	-44.1%	-14.7%	12,789	4,139	8,650	17,547	7,409	10,138
Madaba Museum	-3.3%	0.0%	-3.5%	23,500	1,600	21,900	24,300	1,600	22,700
Salt Museum	54.0%	56.0%	51.0%	2,424	1,468	956	1,574	941	633
Mar Elyas	-7.7%	-8.9%	-5.6%	15,882	9,960	5,922	17,206	10936	6270

In contrast to 2009-2010, due might to political event in the surrounding area and the World economic crisis, a real decline is to be seen regarding the number of visitors to touristic sites by locations January - December 2011 - 2010, **Table 31**. A dramatic decrease in mummer of visitors can be observed in Petra and the other touristic sites including the Umayyad sites. In Petra from 975,285 in 2010 to 629,864 in 2011 with Relative Change11 /10 of 35.4% .The same is more obvious with the Umayyad sites; Qusayer Amra from 90,212 in 2010 to 40,957 in 2011 Relative Change11 /10 of -54.6%, and Harranah Castel; from85,106 in 2010 to40,676 in 2011 with Relative Change11 /10 of -52.2%. However, in contrast, Alhlabat Castel had an increasing visitors number from 4,041 in 2010 to5,740 with Relative Change 11 /10 of42.0%.

Table 31 Number of Visitors to Touristic Sites by Locations January - .December 2011 - 2010*

Location	**Relative Change11 /10**			**Jan -dec 2011***			**Jan - dec 2010***		
	Total	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**
Petra	-35.4%	22.5%	-42.0%	**629,864**	**121,346**	**508,518**	**975,285**	**99,067**	**876,218**
Jarash	-41.4%	7.0%	-49.3%	**241,900**	**62,200**	**179,700**	**412,649**	**58,141**	**354,508**
Um Qais	16.2%	70.4%	-44.0%	**201,893**	**155,795**	**46,098**	**173,710**	**91,420**	**82,290**
Mount Nebo	-47.4%	-16.4%	-47.5%	**207,821**	**1,309**	**206,512**	**394,993**	**1,566**	**393,427**
Ajlun	-18.9%	31.6%	-47.6%	**155,897**	**91,754**	**64,143**	**192,266**	**69,743**	**122,523**
Madaba (Map)	-45.5%	-47.1%	-45.5%	**217,518**	**920**	**216,598**	**399,057**	**1,740**	**397,317**
Wadi Rum	-53.1%	-51.0%	-53.2%	**133,962**	**9,778**	**124,184**	**285,566**	**19,952**	**265,614**
Karak	-47.6%	2.4%	-51.9%	**97,550**	**14,950**	**82,600**	**186,270**	**14,599**	**171,671**
Maghtas	-39.3%	-11.4%	-41.3%	**97,530**	**9,514**	**88,016**	**160,673**	**10,743**	**149,930**
Dead Sea	-7.5%	13.9%	-22.9%	**15,611**	**8,057**	**7,554**	**16,873**	**7,072**	**9,801**
Qusayer Amra	-54.6%	47.2%	-56.9%	**40,957**	**2,894**	**38,063**	**90,212**	**1,966**	**88,246**
Madaba Visit Center	-51.5%	-22.2%	-51.6%	**110,991**	**745**	**110,246**	**228,636**	**957**	**227,679**
Pella	7.2%	-28.7%	94.6%	**33,114**	**15,623**	**17,491**	**30,896**	**21,908**	**8,988**
Um ALjmal	8.6%	18.8%	2.7%	**1,917**	**770**	**1,147**	**1,765**	**648**	**1,117**
Shobak	-40.2%	-9.4%	-43.9%	**21,060**	**3,379**	**17,681**	**35,218**	**3,729**	**31,489**
Afra	28.3%	22.9%	87.1%	**36,553**	**32,122**	**4,431**	**28,499**	**26,131**	**2,368**
Harranah Castel	-52.2%	66.3%	-54.7%	**40,676**	**2,932**	**37,744**	**85,106**	**1,763**	**83,343**
Folklore Museum	-26.5%	9.1%	-41.0%	**119,350**	**51,100**	**68,250**	**162,450**	**46,850**	**115,600**
Jordan's Museum	-31.9%	64.5%	-42.9%	**177,250**	**43,850**	**133,400**	**260,250**	**26,650**	**233,600**
Aqaba Museum	-26.8%	-3.6%	-36.4%	**10,332**	**3,988**	**6,344**	**14,117**	**4,139**	**9,978**
Madaba Museum	-43.4%	21.9%	-48.2%	**13,300**	**1,950**	**11,350**	**23,500**	**1,600**	**21,900**
Salt Museum	-26.7%	-21.3%	-35.0%	**1,777**	**1,156**	**621**	**2,424**	**1,468**	**956**

Umalrsas	-18.0%	60.3%	-21.9%	**12,165**	**1,132**	**11,033**	**14,834**	**706**	**14,128**
Mukawir	-25.5%	-54.2%	-22.5%	**13,884**	**800**	**13,084**	**18,638**	**1,746**	**16,892**
Alhlabat Castel	42.0%	651.1%	28.2%	**5,740**	**676**	**5,064**	**4,041**	**90**	**3,951**
Mar Elyas	-8.0%	-13.6%	1.5%	**14,616**	**8605**	**6011**	**15,882**	**9960**	**5922**

Source: Ministry of Tourism & Antiquities

The number of visitors to touristic sites in 2011 - 20012, **Table 32** , in general will continue to decrease, especially in the Desert Castles from 49,402 in 2011 to 30,438 in 2012 with Relative Change12 /11 of-38.4%, while in Alhlabat Castel from5,740 in 2011 to4,286 in 2012 with Relative Change12 /11 of -25.3%.

Table 32 Number of Visitors to Touristic Sites by Locations. 2011 - 20012

Location	Relative Change12 /11			2012			2011		
	Total	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**
Petra	1.0%	-6.2%	2.7%	636,146	113,856	522,290	629,864	121,346	508,518
Jarash	-5.6%	6.4%	-9.8%	228,350	66,200	162,150	241,900	62,200	179,700
Um Qais	-0.7%	4.5%	-18.5%	200,392	162,825	37,567	201,893	155,795	46,098
Mount Nebo	-9.0%	-42.5%	-8.7%	189,188	794	188,394	207,821	1,381	206,440
Ajlun	18.1%	22.9%	11.2%	184,117	112,771	71,346	155,897	91,754	64,143
Madaba (Map)	-2.3%	-9.9%	-2.3%	212,550	829	211,721	217,518	920	216,598
Wadi Rum	5.3%	127.6%	-4.3%	141,076	22,259	118,817	133,962	9,778	124,184
Karak	-31.0%	8.0%	-38.1%	67,306	16,150	51,156	97,550	14,950	82,600
Maghtas	-9.1%	-7.9%	-9.2%	88,662	8,762	79,900	97,530	9,514	88,016
Dead Sea	5.7%	2.2%	9.4%	16,500	8,236	8,264	15,611	8,057	7,554
Umalrsas	-11.1%	-6.7%	-11.5%	10,817	1,056	9,761	12,165	1,132	11,033
Madaba Visit Center	-16.9%	-43.6%	-16.7%	92,272	420	91,852	110,991	745	110,246
Pella	2.6%	36.7%	-27.9%	33,967	21,351	12,616	33,114	15,623	17,491
Desert Castle	-38.4%	-56.9%	-38.2%	30,438	238	30,200	49,402	552	48,850
Um ALjmal	-50.9%	-47.3%	-53.3%	942	406	536	1,917	770	1,147
Shobak	-41.8%	-52.0%	-39.8%	12,266	1,622	10,644	21,060	3,379	17,681
Afra	25.0%	26.9%	11.2%	45,691	40,765	4,926	36,553	32,122	4,431
Mukawir	-5.3%	-20.5%	-4.4%	13,143	636	12,507	13,884	800	13,084
Folklore Museum	4.1%	25.5%	-12.0%	124,195	64,145	60,050	119,350	51,100	68,250
Jordan's Museum	-5.4%	11.4%	-10.9%	167,750	48,850	118,900	177,250	43,850	133,400
Aqaba Museum	-32.7%	-29.2%	-34.9%	7,084	2,853	4,231	10,527	4,030	6,497
Madaba Museum	17.7%	35.9%	14.5%	15,650	2,650	13,000	13,300	1,950	11,350
Salt Museum	-35.5%	-36.6%	-33.3%	1,147	733	414	1,777	1,156	621
mar elyas	-12.9%	-29.6%	11.2%	12,736	6,054	6,682	14,616	8,605	6,011
Alhlabat Castel	-25.3%	-30.2%	-24.7%	4,286	472	3,814	5,740	676	5,064

Source: Ministry of Tourism & Antiquities

Another dramatic decline in number of visitors to touristic sites by locations 2011 - 20012 is obvious for the Umayyad sites. Desert Castle will increase from 49,402 in 2011 to 30,438 in 2012 with Relative Change12 /11 of -38.4%. A slight increase in Alhlabat Castel from 5,740 in 2011 to 4,286 in 2012 Relative Change12 /11 of-25.3%. Unfortunately, there is also a decline in visitation by locals in these

Umayyad sites **Table 32**. The number of visitors to touristic sites by locations during Jan - Sep 2012 - 20013, **Table 33**, also shows that the decline will continue in the Umayyad sites as in the case of the other sites. A slight increase in Desert Castle from 21,438 in 2012 to 20,950 in 2013 with Relative Change12 /13 of -2.3%. A slight increase in Alhlabat Castel from 3,239 in 2012 to2,259 in 2013 with Relative Change 13 /12 of -30.3%.Unfortunately, there is also a dramatic decline in visitation by locals in these Umayyad sites. Such results make it necessary to focus on developing and promoting these Umayyad sites to different groups.

Table 33. Number of Visitors to Touristic Sites by Locations During Jan - Sep 2012 - 20013

Location	Relative Change12 /13			2013*			2012		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Petra	1.4%	-7.4%	3.6%	449,249	81,874	367,375	443,171	88,430	354,741
Jarash	0.3%	9.8%	-3.9%	167,450	56,497	110,953	166,950	51,450	115,500
Um Qais	15.4%	18.2%	-0.3%	207,677	180,091	27,586	179,999	152,330	27,669
Mount Nebo	-9.1%	82.1%	-9.5%	121,341	1,089	120,252	133,467	598	132,869
Ajlun	15.7%	26.9%	-6.0%	183,550	132,609	50,941	158,667	104,465	54,202
Madaba (Map)	-4.8%	47.9%	-5.0%	142,978	997	141,981	150,188	674	149,514
Wadi Rum	-6.6%	-20.7%	-3.5%	97,263	14,786	82,477	104,150	18,638	85,512
Karak	-56.9%	-47.3%	-58.9%	23,018	4,900	18,118	53,406	9,300	44,106
Maghtas	-2.8%	12.6%	-4.6%	62,154	7,571	54,583	63,935	6,726	57,209
Dead Sea	-15.2%	-16.3%	-14.2%	10,223	5,020	5,203	12,058	5,997	6,061
Umalrsas	1.2%	-1.5%	1.5%	8,074	769	7,305	7,978	781	7,197
Madaba Visit Center	-7.8%	96.3%	-8.3%	61,547	644	60,903	66,724	328	66,396
Pella	-42.0%	-43.2%	-39.6%	16,147	10,439	5,708	27,838	18,389	9,449
Desert Castle	-2.3%	86.2%	-3.1%	20,950	350	20,600	21,438	188	21,250
Um ALjmal	166.1%	253.5%	74.0%	1,639	1,117	522	616	316	300
Shobak	6.3%	7.0%	6.1%	9,413	1,615	7,798	8,858	1,510	7,348
Afra	-21.8%	-17.1%	-78.5%	29,804	29,183	621	38,113	35,220	2,893
Mukawir	-23.1%	-25.6%	-22.9%	7,776	469	7,307	10,110	630	9,480
Folklore Museum	15.8%	14.5%	17.2%	103,015	51,465	51,550	88,945	44,945	44,000
Jordan's Museum	-2.7%	10.8%	-8.3%	120,600	40,550	80,050	123,900	36,600	87,300
Aqaba Museum	-37.0%	-57.3%	-21.4%	3,548	1,048	2,500	5,634	2,453	3,181
Madaba Museum	10.5%	-2.6%	13.3%	12,150	1,900	10,250	11,000	1,950	9,050
Salt Museum	-49.9%	-64.0%	-19.7%	455	223	232	908	619	289
mar elyas	13.6%	63.9%	-34.8%	11,333	8,015	3,318	9,977	4,889	5,088
Alhlabat Castel	-30.3%	-17.2%	-31.8%	2,259	288	1,971	3,239	348	2,891

Source: Ministry of Tourism & Antiquities

http://www.mota.gov.jo/ar/Default.aspx?tabid=120

However the number of visitors to touristic sites by locations during Jan -March 2013 - 2014, **Table 34**,indicate to significant change to the Umayyad sites. Meanwhile in Petra there is Relative Change14 /13 of -11.1% (from 161,990 in 2013 to 144,025 in 2014), in the case of the Umayyad sites as in the case of the other sites especially Jerash, a slight increase is obvious in Desert Castle from 5,800 in 2013 to6,650 in 2014 with Relative Change14 /13 of 14.7%. Obvious major increase in Alhlabat Castel, from 638 in 2013 to 1,304 in 2014 with Relative Change 14 /13 of 104.4%. However, it seems that mainly Quseir Amra Qasr al-Kharrana and Alhlabat Castel is known for the touristic community as they have detailed records of the visitors numbers. Meanwhile the other Umayyad rich heritage of other desert castles of the country seems to be ignored.

Table 34 .Number of Visitors to Touristic Sites by Locations During Jan -March 2013 - 2014

Location				**2014**			**2013**		
	Relative Change14 /13								
	Total	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**
Petra	-11.1%	33.0%	-17.1%	144,025	25,935	118,090	161,990	19,496	142,494
Jerash	22.1%	26.4%	20.4%	56,950	16,171	40,779	46,650	12,792	33,858
Mount Nebo	6.9%	-56.6%	7.3%	38,296	92	38,204	35,808	212	35,596
Ajlun	58.8%	122.3%	8.6%	32,550	20,116	12,434	20,500	9,050	11,450
Madaba (Map)	12.7%	-31.0%	12.9%	48,209	120	48,089	42,771	174	42,597
Wadi Rum	-18.2%	-37.4%	-15.0%	23,315	2,520	20,795	28,505	4,028	24,477
Karak	-26.5%	-48.6%	-20.4%	6,000	900	5,100	8,158	1,750	6,408
Maghtas	10.1%	35.8%	6.7%	21,840	3,108	18,732	19,843	2,288	17,555
Dead Sea	96.4%	94.0%	99.4%	8,400	4,528	3,872	4,276	2,334	1,942
Umalrsas	64.7%	-30.6%	77.0%	4,021	195	3,826	2,442	281	2,161
Madaba Visit Center	26.5%	-69.6%	27.6%	23,366	66	23,300	18,472	217	18,255
Desert Castle	14.7%	-66.7%	16.8%	6,650	50	6,600	5,800	150	5,650
Um ALjmal	-14.5%	-50.6%	251.0%	701	357	344	820	722	98
Shobak	-11.8%	-24.9%	-10.2%	3,135	292	2,843	3,555	389	3,166
Afra	-21.3%	-25.8%	708.3%	7,650	7,165	485	9,721	9,661	60
Mukawir	46.4%	500.0%	46.0%	3,060	12	3,048	2,090	2	2,088
Folklore Museum	79.1%	181.0%	-8.0%	50,000	36,150	13,850	27,915	12,865	15,050
Jordan's Museum	31.4%	60.5%	16.1%	48,700	20,550	28,150	37,050	12,800	24,250
Aqaba Museum	4.3%	45.7%	-14.0%	1,354	580	774	1,298	398	900
Madaba Museum	5.6%	-16.7%	10.0%	3,800	500	3,300	3,600	600	3,000
Salt Museum	18.1%	16.5%	20.3%	196	113	83	166	97	69
mar elyas	-34.0%	-44.3%	-19.0%	1,720	862	858	2,607	1,548	1,059
Alhlabat Castel	104.4%	123.1%	97.7%	1,304	377	927	638	169	469
Source: Ministry of Tourism & Antiquities									

To conclude, such results make it necessary to focus on developing and promoting these Umayyad sites to different groups. The following **Tables 35-37,** summarize the number of visitors of the main three Umayyad desert palaces. However, Qusayr Amra is the most visited Umayyad site in Jordan, followed by Harranah Castel and then come AL-Hlabat which has a small number of visitors compared Qusayr Amra and Harranah.

Table 35. Number of Visitors to Harranah Castel (2009-2011)

	Number of Visitors to Harranah Castel (2009-2011) Relative Change10/09			2010*			2009		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	32.8%	3.9%	33.6%	85,106	1,763	83,343	64,069	1,697	62,372

	Relative Change11/10			2011*			2010		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	-52.2%	66.3%	-54.7%	40,676	2,932	37,744	85,106	1,763	83,343

Table 36. Number of Visitors to Qusayr Amra by Nationality, 2009 -2011

	Number of Visitors to Qusayr Amra by Nationality, 2009 -2011 Relative Change10/09			2010*			2009		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	17.6%	-25.5%	19.2%	90,212	1,966	88,246	76,695	2,638	74,057

Month	Relative Change11/10			2011*			2010		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	-54.6%	47.2%	-56.9%	40,957	2,894	38,063	90,212	1,966	88,246

Table 37. Number of Visitors to AL-Hlabat Castel (2011-2013)

Month	Relative Change12/11			2012*			2011		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	-25.3%	-30.2%	-24.7%	4,286	472	3,814	5,740	676	5,064

Month	Relative Change 13/12			2013			2012		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
Total	-30.3%	-17.2%	-31.8%	2,259	288	1,971	3,239	348	2,891

8.2 Monthly Number of Visitors to Desert Castles(2011-2014)

The following tables **38-41** summarize the dramatic decline in the number of visitors to desert castles by Nationality, between 2011-2014, from 49,402 in 2011 to 6,650 in 2014.

Regarding to monthly number of visitors to desert castles by nationality (2011-2014), from these tables below, it is very clear, unfortunately, that there is also an obvious decline or a very slight increase in visitation by locals in Umayyad sites, which may reflects the problem of low public awareness about tourism activities and destinations of the country as well as the high cost of domestic tourism considering the level of income for a big segment of locals, this requires then creating more promotional programs using different methods of interpretation to reach all segments of the Jordanian community.

One can also observe that in all the months of the year, due to good weather in these sites, there is evident of visitors. However, the peak season is in summer as in other sites like Petra and Jerash. This should considered as an advantage for the Umayyad tourism in Jordan. In fact the decline in the visitors numbers is due to the political events in the area.

Table 38 Total Number of Visitors to Desert Castles by Nationality, 2011-2014

	Relative Change1			2012,2013,2014			2011,2012,2013		
Total	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**
2011-2012	-38.4%	-56.9%	-38.2%	30,438	238	30,200	49,402	552	48,850
2012-2013	**-2.3%**	**86.2%**	**-3.1%**	**20,950**	**350**	**20,600**	**21,438**	**188**	**21,250**
2013-2014	**14.7%**	**-66.7%**	**16.8%**	**6,650**	**50**	**6,600**	**5,800**	**150**	**5,650**

Table 39 Monthly Number of Visitors to Desert Castles by Nationality, 2011-2012

Month	Relative Change11/10			**2012**			**2011**		
	Total	**Jordanian**	**Foreign**	**Total**	**Jordanian**	**Foreign**	**Total**	**Jordanian**	Foreign
January	-59.6%	-100.0%	-58.8%	2,100	0	2,100	5,198	98	**5,100**
February	-50.9%	-100.0%	-50.0%	1,450	0	1,450	2,954	54	**2,900**
March	-63.7%	0.0%	-64.1%	2,850	50	2,800	7,850	50	**7,800**
April	-65.0%	76.0%	-65.5%	5,038	88	4,950	14,400	50	**14,350**
May	5.0%	-100.0%	6.3%	4,200	0	4,200	4,000	50	**3,950**
June	-15.2%	-100.0%	-12.5%	1,400	0	1,400	1,650	50	**1,600**
July	91.7%	#DIV/0!	83.3%	1,150	50	1,100	600	0	**600**
August	43.5%	#DIV/0!	43.5%	1,650	0	1,650	1,150	0	**1,150**
September	-27.3%	-100.0%	-23.8%	1,600	0	1,600	2,200	100	**2,100**
October	-8.1%	#DIV/0!	-8.1%	4,550	0	4,550	4,950	0	**4,950**
November	12.5%	#DIV/0!	10.7%	3,150	50	3,100	2,800	0	**2,800**
December	-21.2%	-100.0%	-16.1%	1,300	0	1,300	1,650	100	**1,550**
Total	**-38.4%**	**-56.9%**	**-38.2%**	**30,438**	**238**	**30,200**	**49,402**	**552**	48,850

Table 40 . Monthly Number of Visitors to Desert Castles by Nationality, 2012-2013									
Month	Relative Change13/12			2013			2012		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	-31.0%	#DIV/0!	-35.7%	1,450	100	1,350	2,100	0	2,100
February	-31.0%	#DIV/0!	-31.0%	1,000	0	1,000	1,450	0	1,450
March	17.5%	0.0%	17.9%	3,350	50	3,300	2,850	50	2,800
April	-11.7%	13.6%	-12.1%	4,450	100	4,350	5,038	88	4,950
May	-20.2%	#DIV/0!	-21.4%	3,350	50	3,300	4,200	0	4,200
June	-10.7%	#DIV/0!	-10.7%	1,250	0	1,250	1,400	0	1,400
July	34.8%	0.0%	36.4%	1,550	50	1,500	1,150	50	1,100
August	15.2%	#DIV/0!	15.2%	1,900	0	1,900	1,650	0	1,650
September	65.6%	#DIV/0!	65.6%	2,650	0	2,650	1,600	0	1,600
Total	**-2.3%**	**86.2%**	**-3.1%**	**20,950**	**350**	**20,600**	**21,438**	**188**	**21,250**

Table 41. Monthly Number of Visitors to Desert Castles by Nationality, 2013-2014

Month	Relative Change13/14			2014			2013		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	51.7%	-100.0%	63.0%	2,200	0	2,200	1,450	100	**1,350**
February	5.0%	#DIV/0!	0.0%	1,050	50	1,000	1,000	0	**1,000**
March	1.5%	-100.0%	3.0%	3,400	0	3,400	3,350	50	**3,300**
Total	**14.7%**	**-66.7%**	**16.8%**	**6,650**	**50**	**6,600**	**5,800**	**150**	5,650

Source : Ministry of Tourism & Antiquities

Monthly Number of Visitors to Qusayr Amra (2009-2010)

From the following **table 42,** number of visitors to qusayr amra by nationality, 2009-2011, it is clear that there is a dramatic change in visiting the site. from 76,695 in 2009 to 90,212 in2010 to 40,957 in 2011.

This dramatic variation in the number of visitation is a serious for such important Umayyad World heritage site destination. However, it is still the most visited Umayyad site in Jordan. On the other hand, while the high season are in spring and summer it shows the site potentiality to attract visitors t in winter.

Table 42. Number of Visitors to Qusayr Amra by Nationality, 2009-2011*									
Total	Relative Change11/10			2010, 2011			2009, 2010		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign

2009-2010	17.6%	-25.5%	19.2%	90,212	1,966	88,246	76,695	2,638	74,057
,2010-2011	-54.6%	47.2%	-56.9%	40,957	2,894	38,063	90,212	1,966	88,246

Table 43. Monthly Number of Visitors to Qusayr Amra by Nationality, 2009 -2010*

Month	Relative Change10/09			2010*			2009		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	439.8%	73.7%	450.5%	3,622	33	3,589	671	19	**652**
February	335.9%	131.8%	340.5%	4,315	51	4,264	990	22	**968**
March	550.1%	819.4%	544.6%	11,779	331	11,448	1,812	36	**1,776**
April	7.1%	-17.3%	8.6%	12,845	579	12,266	11,997	700	**11,297**
May	-17.9%	-83.0%	-13.7%	9,623	119	9,504	11,714	700	**11,014**
June	1.2%	25.0%	1.0%	3,683	50	3,633	3,638	40	**3,598**
July	28.7%	32.3%	28.5%	3,463	209	3,254	2,691	158	**2,533**
August	-42.1%	-96.9%	-39.4%	5,769	15	5,754	9,969	478	**9,491**
September	4.3%	214.6%	3.0%	6,962	129	6,833	6,675	41	**6,634**
October	3.9%	18.1%	3.8%	15,103	137	14,966	14,534	116	**14,418**
November	7.7%	-45.9%	9.2%	9,138	125	9,013	8,483	231	**8,252**
December	11.0%	93.8%	8.7%	3,910	188	3,722	3,521	97	**3,424**
Total	**17.6%**	**-25.5%**	**19.2%**	**90,212**	**1,966**	**88,246**	**76,695**	**2,638**	**74,057**

Source : Ministry of Tourism & Antiquities*preliminary

Table 44. Monthly Number of Visitors to Qusayr Amra by Nationality, 2010-2011*

Month	Relative Change11/10			2011*			2010		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	0.9%	363.6%	-2.5%	3,654	153	3,501	3,622	33	**3,589**
February	-29.4%	51.0%	-30.3%	3,047	77	2,970	4,315	51	**4,264**
March	-37.5%	44.4%	-39.9%	7,359	478	6,881	11,779	331	**11,448**
April	-33.2%	42.3%	-36.8%	8,577	824	7,753	12,845	579	**12,266**
May	-62.4%	88.2%	-64.3%	3,620	224	3,396	9,623	119	**9,504**
June	-70.6%	40.0%	-72.1%	1,082	70	1,012	3,683	50	**3,633**
July	-69.7%	-25.8%	-72.5%	1,050	155	895	3,463	209	**3,254**
August	-77.8%	0.0%	-78.0%	1,282	15	1,267	5,769	15	**5,754**
September	-68.3%	-48.1%	-68.6%	2,210	67	2,143	6,962	129	**6,833**
October	-70.8%	59.1%	-72.0%	4,407	218	4,189	15,103	137	**14,966**
November	-71.1%	170.4%	-74.5%	2,639	338	2,301	9,138	125	**9,013**
December	-48.1%	46.3%	-52.8%	2,030	275	1,755	3,910	188	**3,722**
Total	**-54.6%**	**47.2%**	**-56.9%**	**40,957**	**2,894**	**38,063**	**90,212**	**1,966**	**88,246**

Source : Ministry of Tourism & Antiquities

Monthly Number of Visitors to AL-Hlabat Castel (2011-2013)

From the following tables **45,46**, number of visitors to *AL-Hlabat Castel (2011-2013)* by nationality, it is clear that there is also a dramatic change in visiting the site. from 5,740 in 2011 to 4,286 in 2012 to 2,259 in 2013. On the other hand, while the high season are in spring and summer it shows the site also potentiality to attract visitors in winter.

Month	Relative Change 12/11			2012			2011		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	-53.6%	-88.9%	-44.4%	140	7	133	302	63	**239**
February	64.7%	#DIV/0!	52.2%	634	48	586	385	0	**385**
March	-17.9%	-67.2%	-0.3%	398	42	356	485	128	**357**
April	-36.1%	-33.0%	-36.9%	672	142	530	1,052	212	**840**
May	-21.2%	-31.8%	-19.1%	425	60	365	539	88	**451**
June	38.6%	-91.8%	115.7%	183	4	179	132	49	**83**
July	64.1%	-74.5%	200.0%	325	25	300	198	98	**100**
August	25.8%	#DIV/0!	18.5%	156	9	147	124	0	**124**
September	55.3%	#DIV/0!	49.7%	306	11	295	197	0	**197**
October	-5.0%	-100.0%	1.6%	458	0	458	482	31	**451**
November	78.6%	#DIV/0!	39.1%	393	87	306	220	0	**220**
December	-87.9%	428.6%	-90.2%	196	37	159	1,624	7	**1,617**
Total	**-25.3%**	**-30.2%**	**-24.7%**	**4,286**	**472**	**3,814**	**5,740**	**676**	5,064

Table 45 -Hlabat Castel by Nationality 2011-2012

Table 46. Monthly Number of Visitors to AL-Hlabat Castel by Nationality 2012-2013

Month	Relative Change 13/12			2013			2012		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	29.3%	128.6%	24.1%	181	16	165	140	7	**133**
February	-85.0%	-52.1%	-87.7%	95	23	72	634	48	**586**
March	-9.0%	209.5%	-34.8%	362	130	232	398	42	**356**
April	-39.6%	-50.7%	-36.6%	406	70	336	672	142	**530**
May	-27.3%	-86.7%	-17.5%	309	8	301	425	60	**365**
June	-63.4%	-50.0%	-63.7%	67	2	65	183	4	**179**
July	-74.5%	-48.0%	-76.7%	83	13	70	325	25	**300**
August	316.7%	144.4%	327.2%	650	22	628	156	9	**147**
September	-65.4%	-63.6%	-65.4%	106	4	102	306	11	**295**
Total	**-30.3%**	**-17.2%**	**-31.8%**	**2,259**	**288**	**1,971**	**3,239**	**348**	2,891

Monthly Number of Visitors to Harranah Castel (2009-2011)

From the following tables **47,48,** number of visitors to *Harranah Castel (2009-2011)* by nationality, it is clear that there is also a dramatic change in visiting the site. from 64,069in 2009 to85,106 in 2010 to 40,676 in 2011. Thus following the same dramatic change in visiting the site as qusayr amra. Though it is clear that visitors of these two sites are the same one. On the other hand, while the high season are in spring and summer it shows the site also potentiality to attract visitors in winter. In general we can assume that these three Umayyad sites have many opportunities and potentialities to attract visitors in "Off-season" tourism.

Table 47. Monthly Number of Vistiors to Harranah Castel by Nationality, 2009-2010*									
Month	Relative Change10/09			2010*			2009		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	17.9%	0.0%	18.4%	3,214	65	3,149	2,725	65	**2,660**
February	53.4%	121.4%	52.8%	4,249	62	4,187	2,769	28	**2,741**
March	95.7%	-3.3%	101.6%	10,559	296	10,263	5,396	306	**5,090**
April	23.2%	-17.7%	25.4%	11,636	394	11,242	9,442	479	**8,963**
May	0.2%	-79.1%	4.4%	9,489	100	9,389	9,473	479	**8,994**
June	27.9%	-42.5%	28.8%	4,128	23	4,105	3,227	40	**3,187**
July	29.9%	35.9%	29.6%	3,224	159	3,065	2,482	117	**2,365**
August	54.6%	18.8%	54.8%	5,161	19	5,142	3,338	16	**3,322**
September	89.1%	481.3%	87.2%	6,272	93	6,179	3,317	16	**3,301**
October	22.1%	281.6%	21.1%	15,052	187	14,865	12,329	49	**12,280**
November	31.9%	122.7%	31.5%	7,935	49	7,886	6,017	22	**5,995**
December	17.8%	295.0%	11.4%	4,187	316	3,871	3,554	80	**3,474**
Total	**32.8%**	**3.9%**	**33.6%**	**85,106**	**1,763**	**83,343**	**64,069**	**1,697**	**62,372**

Source : Ministry of Tourism & Antiquities*preliminary

Table 48. Monthly Number of Vistiors to Harranah Castel by Nationality, 2010-2011*									
Month	Relative Change11/10			2011*			2010		
	Total	Jordanian	Foreign	Total	Jordanian	Foreign	Total	Jordanian	Foreign
January	14.4%	126.2%	12.1%	3,677	147	3,530	3,214	65	**3,149**
February	-30.0%	24.2%	-30.8%	2,975	77	2,898	4,249	62	**4,187**
March	-32.4%	60.1%	-35.0%	7,140	474	6,666	10,559	296	**10,263**
April	-26.5%	109.1%	-31.3%	8,547	824	7,723	11,636	394	**11,242**
May	-61.3%	119.0%	-63.2%	3,673	219	3,454	9,489	100	**9,389**
June	-74.1%	195.7%	-75.6%	1,070	68	1,002	4,128	23	**4,105**
July	-68.7%	-7.5%	-71.9%	1,009	147	862	3,224	159	**3,065**
August	-75.2%	-21.1%	-75.4%	1,278	15	1,263	5,161	19	**5,142**
September	-64.9%	-28.0%	-65.4%	2,204	67	2,137	6,272	93	**6,179**
October	-70.5%	50.3%	-72.1%	4,434	281	4,153	15,052	187	**14,865**
November	-66.7%	589.8%	-70.8%	2,639	338	2,301	7,935	49	**7,886**
December	-51.5%	-13.0%	-54.7%	2,030	275	1,755	4,187	316	**3,871**
Total	**-52.2%**	**66.3%**	**-54.7%**	**40,676**	**2,932**	**37,744**	**85,106**	**1,763**	**83,343**

Source : Ministry of Tourism & Antiquities

8. Summary and Concluding Remarks

Jordan has witnessed a steady increase in tourism during the first decade of the twenty-first century, as it enjoys a unique diversity of tourism products, natural, historical, religious and therapeutic, cultural and other tourism products, which contains 12 kinds of tourism

Meanwhile Jordan has passed through critical political events (1967-1971), and tourism in Jordan undergone significant development over the last decades, and its potential as an economic generator has been increasingly recognized. After the signature of the peace treaty it became necessary to start planning for the high numbers of tourist arrivals expected. The boom in tourism attracted investors from the richer parts of Jordan, as well as abroad. Jordan possesses exceptional potential for the development of world class visitor experiences, based upon its rich combination of ancient and modern history, archaeology, religious heritage, traditional culture, and natural wonders.

The key strengths of Jordan as a tourism destination are clearly Petra, safety, history and religion. Achievements in areas such as safety, rich historical and religious heritage, with two major examples of Petra and the Baptism Site as well as the image of late King Hussein in the West, have helped to raise the profile of the country internationally and increase the country's popularity.

MOTA, JTB and the tourism strategy stated that one of the major objectives is to promote Jordan as a safe destination. The Ministry of Tourism and Antiquities (MoTA) has produced a tourism development strategy: “Jordan National Tourism Strategy (JNTS) 2004-2010 – *A sustainable Development Approach* “. This incorporates Value Chain Analysis and projects 10% annual growth: achievable but dependent on improvements within the country and the absence of negative exogenous factors. The tourism development strategy of 2004 aimed at positioning Jordan as a Boutique Destination. Although it is not an easy task, the JTB is trying to market Jordan as a unique tourism destination detached from surrounded regions. Meanwhile Jordan is highly dependent on the tourism industry the need to remain *"competitive and flexible"* should be foremost in the minds of Jordanian tourism policy-makers.

Since 1998, the JTB has promoted Jordan as a safe, hospitable, spiritual and open-museum destination, Jordan's image as a tourism destination was based on very broad and intangible flexible concepts such as safety, hospitality, rich history and archaeology, as well as religious and holy sites. *One of the major challenges to promoting Jordan abroad is not only to reduce the risk factor associated with Jordan's image, but also to create creative concepts and approaches to this rich tourism multiproduct as a unity.*

To promote development of tourism in Jordan, there is a need to develop more creative plans, to raise awareness of the value of cultural heritage at the official and popular level, and to work more on the outreach programs for the local community about the importance of archaeological sites and museums in the Kingdom, as more effort is needed for activating the role of the private sector by coordination with various concerned multi- media authorities especially with Jordan Tourism Board.

In the absence of destination marketing and promotional efforts, the Internet works as a great tool to search for alternative destinations during the tourist decision-making process**.** It is important, therefore, to maximize this relatively cost-effective and efficient method of targeting potential tourists; for example, by using the Internet to target previous visitors in order to encourage them to return, or to pass holiday information on to family and friends. The JTB should be utilizing more user-generated Internet forums and social networks to upload information, images, and short video clips about Jordan (JTB 2010a).

Jordan compete strongly with other destinations in the Middle East. So tourism sector needs many improvements in the sectors infrastructure, as well as to improve and create new mechanisms to attract tourists and promote tourism product, through the multimedia channels, so that contributes to the economic and social and create jobs in this sector.

So it is necessary to support and provide real facilities to the private sector as it is the main engine for the growth of this important sector and even more community involvement in all development plans. It should also not overlook the role and weight of the Jordanian expertise and local specialists and even determine reliance on experts from the European countries.

Reviewing critically the development of tourism in Jordan and the marketing of the country as a tourism destination abroad, we can say that, until quite recently, the Jordanian tourism product was relatively limited to traditional types of tourism such as the historical heritage of archaeology from past civilizations (Petra, Jerash and Um Qais), therapeutic tourism (the Dead Sea and various hot spas and mineral springs) as well as limited beach tourism in the Gulf of Aqaba. However, although Jordan's cultural heritage and archaeological sites are the main traditional tourism offerings, they still attract many tourists from all over the world. In addition, religious tourism has a big potential to develop and is being promoted as a pilgrimage activity to a part of the Holy Land.

From International perspective, however, Jordan is mainly conceptualized with the images of Petra and the Dead Sea destinations .Jordan needs to shift its images from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments, such as natural, health and eco-religious tourism products, desert and eco-tourism in Wadi Rum, Dana and Azraq; the Dead Sea and Ma'in; the Baptism of Jesus and Mount Nebo. These are niche market segments that should be creatively marketed strongly to tourists from Jordan, the region and worldwide.

Jordan should not only capitalize on archaeological and religious sites to promote the country as a biblical holy land but as an eco-religious sites as well. The Baptism site of Jesus on the River Jordan, for example, was more likely to be chosen by non-religious people than religious people (Harahsheh, 2009). This leads to the hypothesis that religious sites are chosen not because of their religious association but for other factors such as cultural or historical legacies. The strong association of Jordan with religion implies that there is a scope to expand Jordan's appeal beyond the cultural, safety and friendliness people appeal to incorporate more specific tourism products such as religious, pilgrimage and sporting events. This is very important for the tourism demand and for Jordan's image to shift from traditional archaeological or historical heritage supply towards new types of tourism to satisfy different market segments (Schneider and Sönmez 1999; MOTA 2005; Hazbun 2008, Harahsheh, 2009).

The public/private partnership in site management need to be developed through epistemic approach in order to sustain, upgrade, market and promote the whole of Jordan as a holiday destination. There is a need for additional efforts to establish a marketing platform through a Public-Private Partnership and to ensure that the two sectors are working closely together. This type of partnership and collaboration could be a model for other FEMIP countries.

New creative events and routes and other entertainment and edutainment packages should be developed in order to diversify Jordanian tourism offerings and satisfy a wider spectrum of tourists.. These new creative events and routes can assist in extending the stay of tourists by developing new products, events and activities designed for them, such as nightlife activities and other optional tours, not included in the package tour programme. Primary and Secondary routes should also be created to cater for frequent international travelers.

Meanwhile multi-media means of promotional important for tourism marketing; reflected in the growing number of visitors, research and studies and its importance in the promotion of tourism in the Kingdom are still little and rare, compared to the size of media industry development and the field of tourism. It is noted that there is shortage of media specialists and lack of a trend toward specialized media in tourism.

It is notable that the focus is only on Petra, Jerash, Amman, while there is marginalization of many of the archaeological sites, which is as important as these three sites, especially the Umayyad desert palaces which have been underestimated and relatively marginalized from a touristic perspective.

The Umayyad project "Improvement of Mediterranean territorial cohesion through setup of tourist-cultural itinerary Umayyad" for touristic and cultural routes will contribute to correct this imbalance and will provide a new tourism product, in addition to promote the rich heritage of the Umayyad in Jordan. These outcome actually are at the heart of the goals to be achieved from the same National strategy for tourism / Ministry of Tourism(2011-2015). Thus the Umayyad project touristic and cultural routes can be considered as a model combines the vision of the Jordan Tourism Board in the promotion of tourism and the objectives of the National Strategy for Tourism(2011- 2015).

The Umayyad project***;*** "Improvement of Mediterranean territorial cohesion through setup of tourist-cultural itinerary Umayyad", can assist in this by *Expanding and supporting the network of Jordan's Umayyad tourism product distributors in target and potential markets.* Umayyad tourism destination images in Jordan have to compete with a wide variety of alternative image forming agents, not only from other destinations but also from other sources of image promotion. However information gathering about tourism to such sites is very much needed to better plan for their promotion as a rewarding and rich experience.

Taking action on the basis of coordinating a unified common heritage will allowed for tourists who visit one place to visit other sites within these Umayyad routes. This is suits and supports the goals that seek the Jordanian National strategic to achieve, which is to reduce the impact of seasonal tourism by increasing the number of tourists during the months of decline and the normal months, thus leading to increased profit on a permanent basis. In addition to stimulating tourism investments and reverse image on the national and local economy, (Strategic national tourists 0.2011

As for the mechanism of action in promotion of Umayyad tourism routes outside the Kingdom it could be classified into two main sections, depending on the National Strategic Plan for Tourism / Ministry of Tourism(2011-2015), and according to the target group: companies and individuals, as follows:

1- On the level of companies; Business to Business (B2B) .
2 -On the level of consumers; Business to Consumer (B2C).

So it is necessary, in the analysis phase of Umayyad cultural and archaeological heritage and in preparing the guild for the Umayyad cultural and archaeological tourism, which be followed by the preparation of a documentary film dedicated to the project and the Umayyad heritage, to take into account the following:

1. An active archaeological reminders through the guidelines and give the needed information, which attract tourists.
2. Overlap tourists with local people, who represent the cultural heritage of the host country.
3. To live the experience through the tourists with the local culture (local food, folk music, traditional crafts).
4. To live the experience through the experienced tourists in traveling interference with the local community (to live the experience of local citizens within the host country).

Meanwhile tourism heavily based on existing investments within the private sector and thus contribute in a significant way to the success of the operation and tourism, including hotels, transport companies, restaurants, and travel agencies, and associations crafts, it is necessary to take into account several important criteria to achieve and promote sustainable tourism for the Umayyad proposed touristic routes in Jordan, namely:

1. Expand the network of tourism promotion outside the Jordanian market through Umayyad project : This is possible to be achieved through a variety of distribution channels (Travel and agencies and organizers of tourism and flights, the Jordan Tourism Board). This therefore achieves an increase in opportunities to visit Jordan and thus promote tourism.

2. Identifying the fitting companies to sell the product of Umayyad Jordanian routes, in order to develop marketing programs with these agencies of Travel and Tourism, that include offers with competitive prices and launch campaigns for touristic routes marketing programs anticipated by the Umayyad project to provide it for JTB by the travel and tourism offices of

Jordan

3. Present the Umayyad touristic Jordanian routes to companies, by organizing workshops, specialized exhibitions, and to meet with members of JTB, and finally the develop the project website and brochures.

4. Try to convince companies and encourage the sale of this new tourism product of Umayyad project touristic Jordanian routes by organizing an exploratory visit to these routes for representatives of travel and tourism companies, but also for some influential public figures in the Kingdom to inform them of the importance of this Umayyad touristic routes product for Jordan

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Notes

[1] They ordered the Government to restore and renovate all the Islamic Shrines and prophets' tombs, such as Prophet Shuaib in as-Salt, as well as other religious sites of interest, such as the Cave of the Seven Sleepers near Amman, and the King Abdullah and King Hussein Mosque in Amman.

[2] For example British and Swedish potential tourists are concerned a lot about safety when thinking about Jordan as a potential destination to visit (JTB 2010b).

[3] A good example of this lack of knowledge is many tourists think Petra, Jordan's foremost tourist attraction, and the Dead Sea, is part of Israel (JTB 2010a). In fact, Petra and the Dead Sea are being promoted as part of Israeli package tours and advertising campaigns (Hazbun 2008).

[4] There are currently 12 JTB offices in Dubai (Gulf market), USA, UK, France, BENELUX, Italy, Spain, Germany, Austria (including Switzerland), Russia, India (JTB 2010a).

[5] However, in 2006, the JTB assigned US$1.3 million for the British market and US$231,000 for the whole Scandinavian market (including Sweden, Denmark, Norway and Finland), while the real expense for marketing in the UK market was US$952,000 and US$175,000 for the Scandinavian market (JTB 2007a).

[6] These including: Um el-Jimal City (2001); Al Qastal Settlement (2001); The Sanctuary of Agios Lot at Deir Ain Abata (2001); Shaubak Castle of Montreal (2001); Qasr Bshir- a Roman Castellum (2001); Pella- Tabaqat Fahil (2001); Qasr Al-Mushatta (2001); The Baptism Site of Jesus Christ- Bethany beyond the Jordan (2001); Abila- Qweilbeh (2001); Gadara- Um Qeis (2001); Old City of Salt (2004); Jerash Archaeological City (2006); Wadi Rum (2006); Dana Biosphere Reserve (2007); Azraq Wetland Reserve (2007) and Mujib Nature Reserve (2007), (Harahsheh, 2009).

[7] (Zara Exposition in Amman, the Convention centre in *Le Merdien* Amman and the Royal Cultural Centre and others in major high-class hotels, in Petra, the Nobel Prize Laureates have their annual meeting there with the royal patronage of King Abdulla II. At the eastern shores of the Dead Sea, the Government built a huge international convention centre named the King Hussein Bin Talal Convention Centre, where the World Economic Forum (WEF) and other international meetings are held. In Aqaba, many high-class hotels are being constructed to cope with this market segment. (Harahsheh, 2009).

[8] Interestingly, other sites were visited by 24.2%, which was not possible for MOTA to count, as there were no visitor centres in important places, such as Amman and the Dead Sea. However, statistics are available for tourist package tours to Amman, the Dead Sea and Aqaba that might give a better view of tourist traffic in the country; Amman received 363848, Aqaba 134074 and the Dead Sea 88519 in 2009 (MOTA 2010).

[9] The role of RSCN in managing Jordan's natural resources and protected areas to safeguard Jordan's natural environment and biodiversity falls under four main functional divisions: Conservation, Outreach, Administration and Finance, and Wild Jordan as a building in Amman, the capital to promote the natural craft production over Jordan. (Haddad, et, al, 2013)

[10] JNTS was launched in 2004 by HM King Abdullah II in order to achieve the following objectives by the year 2010: increase tourism receipts to reach JOD1.3 billion; increase tourism-supported jobs by 51,000 jobs to reach 91719; and achieve taxation yield to the government of more than JOD455 million.

[11] Ecotourism, according to (TIES, 2009) is defined as ‘‘responsible travel to natural areas that conserves the environment and improves the well-being of local people’’. Ecotourism strategy, according to the Australian Commission on National is defined as "nature-based tourism that involves education and interpretation of the natural environment and is managed to be ecologically sustainable".

[12] Table 25, The study included a random sample of (450), The results showed that the majority of tourists to Jordan are from the European continent, with a percentage (67.3%) of the study sample, from North America continent (13.6%), The rest of the tourists coming from regions such as Australia (8.3%), Middle and Far East (10.8%) of the study sample. 41.8% are over the age (50 years), and the highest percentage of the sample by place of interview was in archaeological sites (74.3%), Bachelor's degree (42.5%). The study results showed that most respondents visit is more than 7 days (77.8%), between 5 to 6 days (16.6%). first time to visit Jordan, (51.8%), visit to Jordan only, (55.2%), and (79.3%) ,did not hear about Jordan Tourism Board (JTB, (57.9%) of the study sample

[13] (Harahsheh, 2009).In chapter five, British and Swedish potential tourists perceived Jordan as a risky destination (27% and 31.6% respectively).

[14] i.e. US$485 in Jordan compared to US$670 for the world. It was US$1800 in Israel, US$1000 in Lebanon and US$790 in Egypt, as major competitors to Jordan (National Tourism Strategy 2004-2010, p.8).

[15] To define a destination image is not an easy task; however, the definition developed by Echtner and Ritchie (1991, 1993) comprises all the components of destination image (attribute, holistic, functional, psychological, common and unique).

[16] it is important to understand how actual and potential tourists perceive this image. There is substantial literature on destination image, some concentrating on specific attractions and facilities, others adding a more holistic approach. One aspect insufficiently emphasised in existing research is that an individual's image of a destination is influenced by his/her personal situational factors as well as perceptions of what the destination offers in the way of tourism products and services. Ritchie ,1993.

[17] Two studies on the image of Jordan were conducted previously by Schneider and Sönmez (1999) and Sharaiha and Collins (1992). Their studies explored the tourist image of Jordan as expressed by different international visitors and will prove illustrative in this regard. The authors divided them into two groups: one interregional (foreigners) and another one for intraregional (Arabs) nationalities47. They conducted a survey to explore visitor images of Jordan by interregional and intraregional visitors to the Jerash International Festival for Culture and Arts in the month of July 1999.

[18](Harahsheh, 2009), thesis in chapters five and six.