

**Strategic Local Action Plan for Jordan**  
**UMAYYAD Project**  
**A strategic ENPI-CBCMED Project**

Prepared by  
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## Executive Summary

The Umayyad project is funded by the European Union ENPI Program, and is designed at enhancing Mediterranean cooperation on the promotion of tourism to Umayyad sites in seven partner countries. Amongst the main results of the project is the creation of a Local Action Plan (LAP) designed to promote and enhance tourism to the sites. Taqniyat At Turath (CulTech) is the Jordanian special NGO which runs the Jordanian component of the project. The LAP has been prepared with the cooperation of several institutions with the aim of meeting the goals of the project towards enhancing tourism to Jordan and developing the less publicized sites, thus increasing the economic benefits to the local communities. In view of the decline of tourism to Jordan due to the political instability in the region, the plan calls for measures to gain the trust of visitors in Jordan as a haven of safety and security. The results of the project including the SWOT analysis also call for the creation of itineraries that merge Umayyad and Islamic sites into current tourism itineraries with the hope that in the future they can be promoted on their own as worthy destinations in their own right. Actions include the creation of cross border itineraries, management plans, and portfolios for placing the network of Jordanian Umayyad sites on the World Heritage List. The enhancement of the tourist experience through the provision of skilled human resources is also considered of prime importance.

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- 12- Members of the Local Support Group (see Annex I)

## **Abbreviation List:**

Cultech: Cultural Technologies for Heritage and Conservation

DoA: Department of Antiquities

ENI: The European Neighbourhood Instrument

ENPI: is the new European Neighbourhood Policy Instrument

FEMIP: Facility for Euro-Mediterranean Investment and Partnership

GAM: Greater Amman Municipality

HDR: Human Resource Development

JICA: Japanese International Cooperation Agency

JTB: Jordan Tourism Board

LAP: Local Action Plan

MEDA: Mediterranean Eastern Development Area

MOTA: The Ministry of Tourism and Antiquities

The National Tourism Council (NTC)

PDTRA: Petra Development and Tourism Region Authority

PAP: Petra Archaeological Park

RSCN: The Royal Society for Conservation of Nature

UAC: Umayyad Advisory Committee

UNDP: United Nations Development Programme

USAID: The United States Agency for International Development

## Introduction

The Umayyad Project is a strategic project designed to promote Umayyad sites in seven countries of the Mediterranean Basin. Headed by The Legado Andalusi, an NGO whose wide reputation in promoting tourism and protecting Andalusi sites in Spain is well known, the project is funded by the EU European Union within Neighbourhood Policy Instrument (ENPI) under the ENPI-CBCMED programme. Partners from Italy, Jordan, Lebanon, Egypt, Portugal and Tunisia joined the main partner in applying and gaining financial support to the creation of cross border itineraries to Umayyad sites in the region. The project started in December 2012 and will end December 2015. Thus far studies to analyze the Tourism and Umayyad Cultural Heritage in the partner countries have been conducted. Individual country itineraries have been created to be included in a Mediterranean guidebook. The ultimate deliverables of the project are the country Local Action Plans (LAPs). The present document has been designed for Jordan by the Jordanian partner, Taqniyat At Turath (CulTech), a Jordanian Special NGO. For the purpose CulTech has convened a Local Support Group to consult with and the final product herewith is as much the product of the committee's effort as it is CulTech's.

### 1. Problems of Tourism to Umayyad Sites in Jordan

#### 1.1- Introduction

The main tourism destinations in Jordan are mostly restricted to the biggest or at least highly publicized sites such as Petra, Mount Nebo, Jerash, Madaba, and the Baptism site of Jesus (Maghtas). This is evident in CulTech's report on Tourism in Jordan (Cultech, 2014). Together with the analysis of tourism at Umayyad sites the report sets the pace for facing the challenges that the tourism sector is encumbered with. Table 1, whose source is the Ministry of Tourism and Antiquities illustrates very well this problem. Despite the availability of more than 30 Umayyad sites, only Amra, al-Hallabat, al-Kharana, and The Amman Citadel are listed in the Tourism Statistics, not only because visitor centres are not available in most of the other Umayyad sites, but also because they attract very few occasional visitors.

According to the above report, two types of tourism traditionally dominate the scene in Jordan, Archaeological (Cultural) and Religious. Furthermore, Umayyad sites are not marketed in their own right as destination sites, and are only included in packages that mostly focus on the major attractions. The report admits the difficulty of promoting Umayyad sites on their own for various reasons that will be mentioned later in this plan, and accepts that itineraries promoting Umayyad tourism must benefit from the popularity of other sites by combining the less popular sites with the more fortunate ones. In addition, the full potential of other types of tourism must be exploited and combined with Umayyad tourism.

A more serious challenge which faces the Jordanian Tourism Sector is the political instability of the region. For example, whereas one million visitors came to Petra in 2010 before the so called "Arab Spring", only 142,494 and 144,025 visitors arrived at the site in 2013 and 2014 respectively (MOTA, 2015). Focusing on Umayyad sites and taking

The World Heritage Site, Qusayr Amra, and the most popular desert castle as an example we find in Table 2 that there is a 54.6% overall decrease in arrivals.

**Table1- Number of Visitors to Touristic Sites by Location During Jan - March 2013 – 2014**

Location	Relative Change14 /13			2014			2013		
	Total	Jordan-ian	Foreign	Total	Jordan-ian	Foreign	Total	Jordan-ian	Foreign
<b>Petra</b>	-11.1%	33.0%	-17.1%	144,02	25,935	118,09	161,99	19,496	<b>142,49</b>
<b>Jerash</b>	22.1%	26.4%	20.4%	56,950	16,171	40,779	46,650	12,792	<b>33,858</b>
<b>Mount Nebo</b>	6.9%	-56.6%	7.3%	38,296	92	38,204	35,808	212	<b>35,596</b>
<b>Ajlun</b>	58.8%	122.3%	8.6%	32,550	20,116	12,434	20,500	9,050	<b>11,450</b>
<b>Madaba (Map)</b>	12.7%	-31.0%	12.9%	48,209	120	48,089	42,771	174	<b>42,597</b>
<b>Wadi Rum</b>	-18.2%	-37.4%	-15.0%	23,315	2,520	20,795	28,505	4,028	<b>24,477</b>
<b>Karak</b>	-26.5%	-48.6%	-20.4%	6,000	900	5,100	8,158	1,750	<b>6,408</b>
<b>Maghtas</b>	10.1%	35.8%	6.7%	21,840	3,108	18,732	19,843	2,288	<b>17,555</b>
<b>Dead Sea</b>	96.4%	94.0%	99.4%	8,400	4,528	3,872	4,276	2,334	<b>1,942</b>
<b>Umalrsas</b>	64.7%	-30.6%	77.0%	4,021	195	3,826	2,442	281	<b>2,161</b>
<b>Madaba Visit Center</b>	26.5%	-69.6%	27.6%	23,366	66	23,300	18,472	217	<b>18,255</b>
<b>Desert Castles</b>	14.7%	-66.7%	16.8%	6,650	50	6,600	5,800	150	<b>5,650</b>
<b>Um ALjmal</b>	-14.5%	-50.6%	251.0%	701	357	344	820	722	<b>98</b>
<b>Shobak</b>	-11.8%	-24.9%	-10.2%	3,135	292	2,843	3,555	389	<b>3,166</b>
<b>Afra</b>	-21.3%	-25.8%	708.3%	7,650	7,165	485	9,721	9,661	<b>60</b>
<b>Mukawir</b>	46.4%	500.0%	46.0%	3,060	12	3,048	2,090	2	<b>2,088</b>
<b>Folklore Museum</b>	79.1%	181.0%	-8.0%	50,000	36,150	13,850	27,915	12,865	<b>15,050</b>
<b>Jordan Museum</b>	31.4%	60.5%	16.1%	48,700	20,550	28,150	37,050	12,800	<b>24,250</b>
<b>Aqaba Museum</b>	4.3%	45.7%	-14.0%	1,354	580	774	1,298	398	<b>900</b>
<b>Madaba Museum</b>	5.6%	-16.7%	10.0%	3,800	500	3,300	3,600	600	<b>3,000</b>
<b>Salt Museum</b>	18.1%	16.5%	20.3%	196	113	83	166	97	<b>69</b>
<b>Mar Elyas</b>	-34.0%	-44.3%	-19.0%	1,720	862	858	2,607	1,548	<b>1,059</b>
<b>Al Hallabat Castle</b>	104.4%	123.1%	97.7%	1,304	377	927	638	169	<b>469</b>

Source: Kindly provided in a private communication by The Ministry of Tourism and Antiquities (MOTA)

**Table 2. Number of Visitors to Qusayr Amra by Nationality, 2009-2011**

Total	Relative Change10/11			2010, 2011			2009, 2010		
	Total	Jordan-ian	Foreign	Total	Jordan-ian	Foreign	Total	Jordan-ian	Foreign
<b>2009-2010</b>	17.6%	-25.5%	19.2%	90,212%	1,966%	88,246%	76,695%	2,638%	74,057%
<b>2010-2011</b>	54.6%	47.2%	-56.9%	40,957%	2,894%	38,063%	90,2122%	1,966%	88,246%

Source: MOTA

When comparing the period 2010/2011 statistics with those of 2009/2010. Another consideration must be given to seasonal imbalances that mark the tourism scene in Jordan. Generally, early in the year and during the hot summer months there is a substantial drop in visitors' numbers to all sites in Jordan. This is well illustrated in Table 3 and its accompanying chart (Figure 1).

Table 3: Monthly Tourist Arrivals at Qusayr Amra for 2009/2010/2011			
Month	2009	2010	2011
January	671	3,622	3,654
February	990	4,315	3,047
March	1,812	11,779	7,359
April	11,997	12,845	8,577
May	11,714	9,623	3,620
June	3,638	3,683	1,082
July	2,691	3,463	1,050
August	9,969	5,769	1,282
September	6,675	6,962	2,210
October	14,534	15,103	4,407
November	8,483	9,138	2,639
December	3,521	3,910	2,030
Total	76,695	90,212	40,957

Source: MOTA

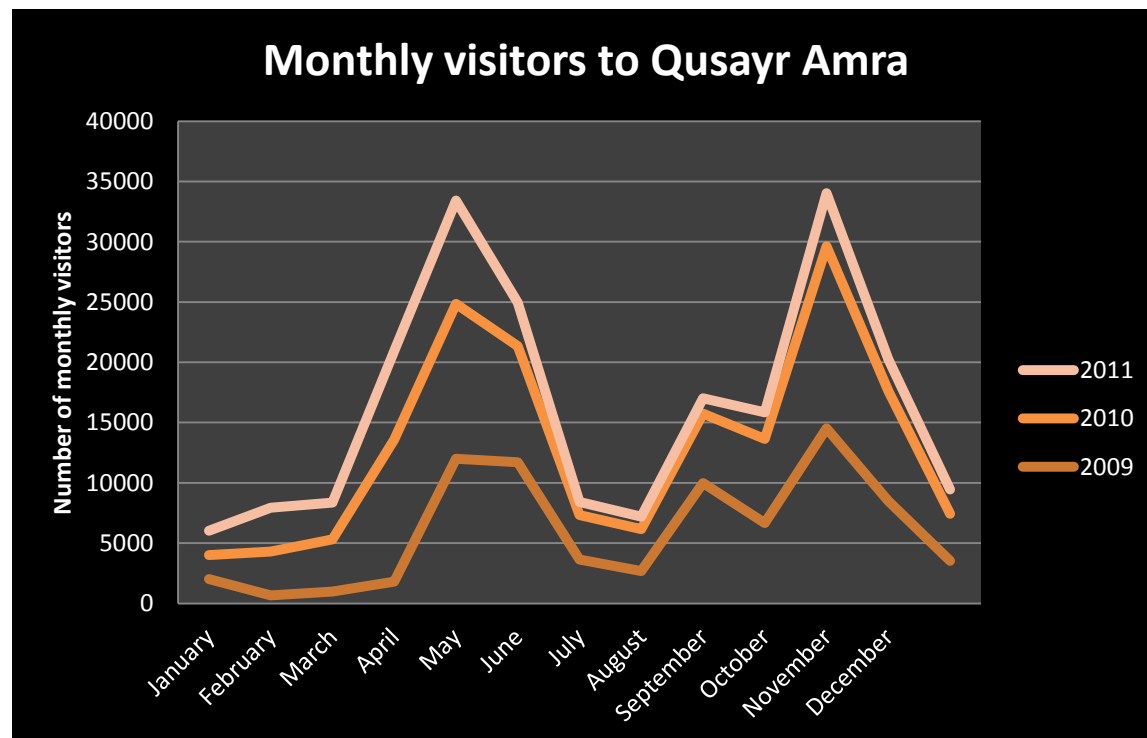


Figure 1: Monthly Visitor Arrivals to Qusayr Amra



## 1.2- Tourism and Cultural Heritage Sectors in Jordan

The Ministry of Tourism and Antiquities is responsible for Tourism Development and Planning in Jordan. The Ministry operates with two main arms, The Tourism Directorate under the Secretary General of Tourism and The General Department of Antiquities (DOA), headed by its Director of Antiquities. By law number 21 of 1988 the Department is responsible for the management and protection of archaeological sites, and the upkeep of several museums in various large cities. The Tourism Directorate is responsible for the planning for and development of the Tourism Sector. However another Law (Number 20 of 1998) has introduced the idea of management of tourist's sites. This may include archaeological sites if considered as touristic sites. In addition, The Tourism Promotion Board (JTB) is an independent institution, responsible for the promotion of tourism in Jordan. It has a Board under the chairmanship of the Minister of MOTA with members from the private sector and the Director General of JTB, who runs foreign promotion activities independently from the Ministry. To enhance the promotional activities of the board some 12 offices have been established in International locations such as New York and Dubai. This can be very effectively exploited in the promotion and marketing of Umayyad sites in Jordan and the Mediterranean region at large.

As an exception, tourism and cultural resource management in Petra has been decentralized by creating the Petra Development and Tourism Region Authority (PDTRA), which by law number 15 of 2009 has been charged with the total development of a large region around the Petra Archaeological Park (PAP), which is managed by a commissioner of PDTRA. PAP is responsible for management of the site and its tourism activities. In addition PDTRA is charged with the full cooperation with The DOA in Amman in its efforts to protect the monuments of the World Heritage Site, since Petra was inscribed on the World heritage List in 1984.

Another exception to the norm was the creation of The Jordan Museum an independent institution, whose Board of Trustees is chaired by Queen Rania Al Abdullah with Princess Sumayya Bint El Hassan as co-Chair. The Minister of Tourism and the Director of DOA are members of the Board with other representatives from the private sector.

Several types of tourism are known in Jordan. They include cultural, religious, health, leisure and eco-tourism. The most important of these is probably cultural tourism, due to the large number of archaeological and historic sites (including ones of religious significance). Religious tourism follows especially after the Vatican and other Christian denominations recognized five pilgrimage sites to the east of the River Jordan. The most important of these is the Baptism Site of Jesus Christ. There are also several Muslim sites that are generally not well publicized. Many of the Prophet's companions and famous Arab commanders and officers are buried in Jordan. Due to the versatile and scenic natural settings of desert, mountains and waterfalls and wadis, eco-tourism attracts the adventurous young for trekking and canyoning. The Royal Society for the Conservation of Nature (RSCN) promotes nature's appreciation through several natural



reserves, with simple and comfortable lodges. Wadi Rum, Wadi Mujib and Dana provide exceptionally beautiful natural experiences.

Despite considerable efforts on the part of the DoA to maintain archaeological sites in good condition, only few Umayyad sites have received the full attention they deserve. Restoration, tourism rehabilitation and conservation efforts have focused mostly on the Citadel, Amra, Harraneh (or Kharanah), al-Hallabat and Hammam as-Sarah. Amra is on the World Heritage List and thus a full management plan was recently created for it.

CulTech has also prepared a synthetic cultural report on the Umayyad sites in Jordan. The Ummayyads had a close affiliation with the Badiya (semi-arid regions) of Jordan. For one thing they needed to observe and patrol the area between Syria and Al-Hijaz to protect the Hajj route and safeguard it against any hostile elements from the South. Resting places for pilgrims were also needed. At the same time they looked for the Badiya as an important economic resource and a leisure area for hunting and resting. Not only did they build their own palaces and castles but also benefited from already existing Roman-Byzantine sites that were used for defensive purposes at the borders of the empire. It is thus no wonder that Jordan has the largest number of Umayyad sites or reused by them in the world.

During the meetings of the LSG an analysis of the tourism and cultural heritage of the Umayyad sites was conducted (Table 4a,b). This was prepared in tabular form to indicate the state of conservation of various sites as well as the availability of tourism services and infrastructure. The minutes of the LSG meetings are annexed as Annex 2. Excel sheets that show the results of the analysis were also created. Since the promotion of early Islamic sites as religious sites to the Islamic world could be promising, the LSG conducted the same type of analysis for these sites. Many pilgrims from far Eastern countries such as Afghanistan used to pass by bus through Jordan on their way to the Hajj. This could become an opportunity for them to visit these sites on their way back home. Unfortunately land travel is currently discouraged by the current crisis in Iraq and Syria. However it might still be possible to promote special tours to Umayyad and early Islamic sites to the Islamic World especially for those who travel to Jerusalem for pilgrimage through Amman. Tourists from other parts of the world could be interested in the historical and cultural value of these sites as well. In either case such visits can be combined with visits to the more important sites such as Petra and Jerash.

**Table 4a List of Umayyad Sites or with Umayyad occupation in Jordan**

ID#	Name	ID#	Name
1	The Umayyad Palace Complex in Amman at the Citadel	17	'Azraq Fort
2	Qasr Nuweijis	18	Qasr Huwaynit
3	Qasr Muwaqqar	19	Qasr As-Sukhaim
4	Qasr Mushāsh	20	Qasr Fahdawi
5	Qusayr Amra	21	Qasr Burqu'
6	Qasr Uwaynid	22	Umayyad remains at Jerash
7	Qasr Al-Hallabat	23	Qasr Usaykhm (Qasr Aseikhin)
8	The Umayyad complex at Qastal	24	Qasr El-Bai'j
9	Qasr 'Ain Es-Sil (Qaser Ain Alssel)	25	Hammam As-Sarah
10	Qasr Tubah	26	Ahl El-Kahf
11	Al-Mushatta Palace	27	Umm Al-Walid
12	Khirbet Khan Ez-Zabib( Khann al Zabib)	28	Tabaqat Fahl
13	Umm Aj-Jimal	29	Umayyad congregational Mosque (Al-Husseini Mosque)
14	Qasr Al-Fudayn (Mafrag)	30	Umayyad Mousque in Jerash (Gerasa)
15	Ar-Risheh	31	Al-Askar
16	Hibabiya	32	Al-Kharanah

**Table 4b: List of Islamic Sites in Jordan**

ID #	Name	ID #	Name
1	Pella Tabqat Fahl	20	Mo'ta Shrine
2	Abi Ubeidah Amer al Jarrah	21	Baptism of Jesus
3	Al-Harith Bin Ammer Al Assadi	22	Yarmouk Battle
4	Al-Khader Mahes	23	Mota Battle
5	A-Khader Beit Ras	24	Bilal Bin Riyah
6	Al-Sabat Hzeir	25	Abi Tharr Al-Ghaffari
7	Musa Ibn Nusseir	26	Prophet David
8	Prophet Shu'eib	27	Abi Al-Darda'
9	Prophet Noah	28	Prophet Elia
10	Prophet Hood	29	Zeid Bib Hassan Zein Al-Abideen Bin Ali
11	Prophet Joshua	30	Prophet Solomon
12	Jafar Bin Abi Taleb (At-Tayyar)	31	Farwa Bin Amro Al-Juthami
13	Zeid Bin Harithah	32	Prophet Aaron
14	Sharhabeel Bin Hassnah	33	Ibn Suleiman Al-Darani
15	Dhirar Bin Al-Azwar	34	Akrama Bin Abi-Jahal
16	Amer Bin Abi Waqqass	35	Jesus' Cave
17	Abdul Rahman Bin Awf	36	Maysarah Bin Masrouq Al-Absi
18	Abdullah Bin Rawwahah	37	Ahl Al-Kahf
19	Ma'ath Bin Jabal		

### **1.3- Current Strategies, Studies and Actions for the Promotion of Cultural Heritage Sites and Enhancement of Tourism in Jordan.**

Considerable effort has been invested in the preparation of many plans for the development of tourism in Jordan, especially in the nineties and more recent years. The more recent strategies are briefly summarized:

#### **The National Tourism Strategy of Jordan (NTS 2004-2010):**

Two important strategies for the tourism sector were produced by the Ministry of Tourism and Antiquities of Jordan (MOTA), the first was for the years 2004-2010 and the latest The National Tourism Strategy of Jordan (NTS 2011-2015).

The two strategies are very important for the understanding of the process of tourism development in Jordan. The first was hailed as a success, since in this period Jordan strengthened its reputation as a destination of choice for the tourist and the businessman alike. The second strategy foresees a strong partnership between the private and public sectors and builds on the success of the first. As a result of the latter, the year 2010 witnessed a dramatic rise in tourist arrivals to Jordan and especially Petra which for the first time broke the threshold of one million tourists during that year for the first time. No doubt the election of Petra as one of the New Seven Wonders of the World in 2007 contributed effectively to this boom. Later and due to the “Arab Spring” the area witnessed a slowdown of tourist arrivals and despite the relative stability in Jordan; the tourism has substantially suffered in the last couple of years. The two strategies rely on four pillars of action to help achieve their goals, hence highlighting the need for marketing Jordan as a boutique destination of choice with a high quality of tourist satisfaction being achieved and a diversified product that includes cultural heritage, religious sites, eco-touristic sites and other types of tourism. The four pillars that were considered as central to the strategies are: Pillar 1- Marketing & Promotion; Pillar 2- Product Development; Pillar 3- Labor Market Development; Pillar 4- Enabling Environment.

#### **1.3.1 CulTech, on WP 5: Design of thematic travel packages**

WP5.2: Analysis of tourism infrastructure, supply chain and policies at each partner-level: constraints and opportunities for “off-season” offers.

The document is very important in the sense that it summarizes most of the findings of previous studies, and evaluates tourism potential in Jordan. It also gives as a special focus on Umayyad sites. Its table of contents summarizes best the topics it covers:

1. Introduction
2. Understanding the Development of Jordan Tourism Industry: Critical Chronological Overview
  - 2.1 The Negative Effects of the International and Regional Critical Political Incidents on Jordan's International Tourism Industry
  - 2.2 Tourism Industry between 1980-2000
  - 2.3 Tourism Industry between 2000-2010
  - 2.4 Development of Jordan Tourism infra and super-structures
  - 2.5 Tourism industry between (2010-2013)
3. Tourism Industry in Jordan: Nature & Structure
  - 3.1 The Ministry of Tourism and Antiquities (MOTA)
  - 3.2 The National Tourism Council (NTC)
  - 3.3 The Jordan Tourism Board (JTB); Roles in Tourism Industry Development
    - 3.3.1 Strategic Marketing Objectives of JTB
    - 3.3.2 JBT Tools in marketing Jordan as a tourism destination for foreign markets
  - 3.4 The Size of tourism activities in Jordan 2004-2009
4. Jordan Tourism product and it's particularity
  - 4.1 Attraction Factors
  - 4.2 The Main Categories/ market segments of Jordan's Tourism Products
5. Jordan's National Tourism Strategy JNTS (2004-2010) and Economy
  - 5.1 Tourism and the Jordanian Economy
  - 5.2 Jordan's National Tourism Strategy (JNTS) (2004-2010)
    - 5.2.1 General Evaluation of JNTS 2004 -2010
6. Challenges and Obstacles Facing Jordan as a Tourism Destination
  - 6.1 Number of tourist's arrivals
  - 6.2 JNTS and Challenges to tourism development and marketing
7. Marketing and Projecting a Visionary Tourism image of Jordan: Developing sources of destination imagery for Jordan
  - 7.1 Studies and Sources of Jordan's image as a tourist destination
  - 7.2 The main problems associated with Jordan's image
8. Summary and Concluding Remarks

It should be noted that the bibliography in the above study can be considered as important documents to support the SWOT analysis we conducted for the tourism sector. In addition and as mentioned above, CulTech has prepared an analysis of the tourism infrastructure and development at individual Umayyad sites. This was part of the activities of the Umayyad project, initiated by the main partner in Spain and reinforces the fact that exchange of best practice between partners has been a key factor in the success of the project as well as this LAP.

### 1.3.2 UNWTO, 2010. World Tourism Barometer. Madrid: UNWTO.

The United Nations World Tourism Organization produced another document about tourism in Jordan. It constitutes a good source of data on Jordan.

### 1.3.3 FEMIP (Facility for Euro-Mediterranean Investment and Partnership), October 2007, Analysis of Tourism Strategies and Policies in the FEMIP Countries and Proposals for Sub-regional Tourism Development. Final Report.

This study finds Jordan amongst the big five in the MEDA (Mediterranean Eastern Development Area) region plus Turkey. Two different analytical approaches were taken. In the first about sixty indicators were used to determine the regional competitiveness of each country in the region. Tourism policies, marketing and availability of funding were among such indicators. In the second soft approach the following success factors were considered:

- The need to develop partnerships and focus on scaling effects;
- Technological development;
- Technology led consumer-centric approaches;
- Tracking the value chain and SME (Small and Medium Enterprises) integration;
- Innovation and creativity to provide a competitive edge.

This study contains good examples of best practice in the region. In short its recommendations are directly quoted:

1. *Training, professionalism and HRD (Human Resource Development): Service and HRD are key factors for future tourism but require close collaboration between the public and private sectors.*
2. *Awareness creation at three levels. a) Governments and the political system, b) Potential employees/students, and c) The general public. Making the local public aware of the importance of tourism, and of creating a service culture, is difficult but essential to growth.*
3. *Tourism Services – International Standards. New tourist zone definitions should include guidelines and concepts for products, branding, and the service level to be offered in the zone. Grading and classification systems to international norms need to be discussed.*
4. *SME Development – Rooting Tourism in the Local Economy. There is a risk of losing value added if SME development is ignored, particularly in connection with cultural and natural sites. Value chain analysis on the national, regional and local levels is a way forward in linking tourism to the local economies.*
5. *Marketing, Promotion and R&D (Research & Development) in Tourism. Marketing and promotion strategies are often weak, with sub-optimal spending of limited funds. Research and proper statistics are needed to form the basis of marketing activities.*

6. *Institutional structures optimal for tourism development: Institutional systems and structures were identified as being the most important issues for a tourism development, jointly with the issues of peace and safety. Most FEMIP countries could learn from best practices in the region.*

7. *Countries with limited growth. For four countries, the “peace dividend” would include rapid tourism development. These countries could learn from the Big Five Countries and avoid the factors which limit tourism’s potential.*

**1.3.4 Eric Wolfe and Garry Taylor, 2013, “Best Practices in Food Tourism Product Marketing and Development”,** Workshop for Tour Operators, Ministry Of Tourism and Antiquities, Siyaha Project:

[http://www.siyaha.org/sites/default/files/Documents/NTS%202011-2015\\_English.pdf](http://www.siyaha.org/sites/default/files/Documents/NTS%202011-2015_English.pdf)

This and similar documents on the Siyaha Project’s website give presentations on food in the tourism industry and is considered a best practice document on product development and marketing.

**1.3.5 - An excellent website on tours in Jordan** through nature reserves is provided by the Royal Society for the Conservation of Nature (RSCN). The website is [www.rscn.org.jo](http://www.rscn.org.jo). It offers several places for low cost lodging useful for ecotourism. Wherever possible Umayyad itineraries could be enriched with tours that include fabulous nature reserves.

#### **1.3.6- The AMRA Management Plan**

The DoA, MOTA, and the World Monument Fund (WMF) have produced a management plan for Qusayr Amra (January 2014) that was inscribed as a World Heritage Site in 1985. This plan fulfils the requirement for a full management for a World Heritage Site that stresses its conservation and preservation. The plan includes an assessment of the Cultural values of the site, its state of conservation, and its management. The risks that the site is subjected to have been analysed with the aim of devising a strategy and action plan for conservation and tourism promotion. A similar Conservation plan has been created by CulTech for the site of Petra.

The current Tentative List of Jordan, where the list is an inventory of those properties which each State Party intends to consider for nomination on the world Heritage List, has several Umayyad sites or related sites inscribed on it (Table 5).



**Table 5: Sites on the Tentative List.**

Site	Date of inscription on the tentative list
Um el-Jimal (City)	(2001)
Al-Qastal (Settlement)	(2001)
Pella (Modern Tabqaat Fahil)	(2001)
Qasr Al-Mushatta	(2001)
Abila City (Modern Qweilbeh)	(2001)
Jerash Archaeological City (Ancient Meeting Place of East and West)	(2004)
'Azraq	(2007)

### **1.3.7- CulTech's analysis of Umayyad Cultural Sites and their State of Conservation.**

The synthetic report was prepared by CulTech under work package 5.3 for the analysis of Umayyad cultural heritage. Because the story behind the sites is important in appreciating the Value of the sites, a historic report on the Umayyads was also prepared. At The LSG the analysis was conducted in tabular form in order to assess the problems and needs of the various sites for rehabilitation purposes and infrastructure development, (see the annexes).

### **1.4- SWOT analysis of Jordan's Tourism Sector and Best Practice Experiences**

The following Table (6) summarizes the Swot Analysis conducted in the Umayyad Project for Jordan Tourism. The analysis is about general tourism with some emphasis on Umayyad sites whenever necessary



**Table 6: SWOT Analysis for the Tourism Sector in Jordan**

Favourable	Unfavourable
Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1) Jordan is part of a regional destination network: Lebanon, Syria, Egypt, Palestine and Israel.</li> <li>2) Tourism Sector nets about 14% of the GDP.</li> <li>3) Government support for tourism is high. Partnerships in Jordanian tourist sector are strong. Tourism policies are well established.</li> <li>4) Diverse types of Tourism available. These include religious (Christian, Moslem, and Jewish), ecotourism, health tourism, cultural tourism, and adventure tourism.</li> <li>5) Generally weather is mild and allows for diverse types of tourism.</li> <li>6) Several holy places for the monotheist religions. Muslim Shrines: Sahaba Tombs. Site of battle of MOTA. Christian Five holy sites announced by the Vatican. The site of Bethany where Christ was baptized is in Jordan. Mukawer the site of St. John the Baptist execution is in Jordan. The tombs of Prophets Moses and Aaron.</li> <li>7) Good food variety. Good traditional foods and agro products.</li> </ol>	<ol style="list-style-type: none"> <li>1) Consumer centric approach, technology, SME integration and innovation are either being established or are faced with some bottlenecks.</li> <li>2) Human resources, infrastructure, planning, financing and incentives in the tourism sector need to be further developed.</li> <li>3) Poor services near Umayyad sites</li> <li>4) Less publicized Umayyad sites. Low tourist turn up.</li> <li>5) No management plans available for Umayyad sites.</li> <li>6) Misinformation to tourists.</li> <li>7) Financial situation in Jordan. Poor economy</li> <li>8) Seasonal imbalances come mostly from preference given to mild (autumn and spring weather).</li> <li>9) Royal Jordanian has high prices on account to taxation. Not competitive. Heavy taxes on airline tickets result in less attractiveness to airlines to bring flights to Jordan.</li> <li>10) Conservative outlook limits night life (nightclubs etc.). Limited night life.</li> </ol>

<p>8) Well established Tourism Promotion Board has 12 international offices in important capitals. Cooperation between private and public sector. It has its own financial funds for the purpose.</p> <p>9) Laws and infrastructure in major sites is well developed. What do others perceive as your strengths?</p> <p>10) Four heritage sites are on the World Heritage List. This includes Umayyad Amra castle. Petra is on the New Seven World Wonders List.</p> <p>11) Jordan has the highest number of Umayyad sites especially when it comes to desert castles.</p> <p>12) Several natural reserves that present a beautiful eco experience. Several natural Wadi (valley) tracks.</p> <p>13) Several World renowned heritage sites.</p> <p>14) Good roads and transportation</p> <p>15) Jordanian Population has average to good command of the English language.</p> <p>16) Mosaic school has produced several good mosaic artisans to make replicas and modern art forms.</p>	<p>11) Some Umayyad sites do not have asphalted road access, and others are far removed from the tracks of the popular itineraries.</p> <p>12) Limited number of hotel rooms and beds.</p> <p>13) Extreme reliance on imported souvenirs that do not reflect the local cultural traditions.</p>
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External	Opportunities	Threats
	<ol style="list-style-type: none"> <li>1) The Umayyad Project is an important factor in promoting Umayyad sites.</li> <li>2) Strong cooperation between Public and private sector.</li> <li>3) New expansion of Queen Alia Airport offers opportunity for higher yearly arrivals. Freedom of flights is guaranteed by the peace treaty of the Middle East.</li> <li>4) Generally Jordan is considered a secure and safe destination compared to other countries in the region.</li> <li>5) Tourism is driven by local, regional, and international markets</li> <li>6) Aqaba is attractive as leisure destination which fits with other itineraries. Cruises to the port are already established.</li> <li>7) Tourism Promotion Board has signed an agreement with Google to promote Jordan as a safe and attractive Boutique Destination.</li> <li>8) Investment in hotels is booming.</li> </ol>	<ol style="list-style-type: none"> <li>1) Younger tourists have limited days for vacationing.</li> <li>2) Older tourists who form the majority of arrivals prefer mild weather.</li> <li>3) High living cost. Poor competitiveness with regional tourism, where costs may be cheaper.</li> <li>4) Poor economic conditions prevent more finances to be fed into tourism promotion.</li> <li>5) Some tours are designed to start and end in other countries. Day visits to Petra are common. This reduces night stay.</li> <li>6) Stability in the region: the Arab Spring threatens tourism in Jordan. Tourists are not well informed on this issue.</li> <li>7) Flights over Syria not conducted due to instability and hence higher ticket costs might arise.</li> <li>8) Food and services may be better in other countries in the Region.</li> </ol>

### 1.5- Presentation and analysis of problems and options for solutions

The main problems that face tourism to Umayyad sites in Jordan and to other sites as well are thus seen to be:

- 1- Political stability in the region
- 2- Poor promotion of Umayyad Sites
- 3- Off seasonal imbalances
- 4- Consumer driven demand.
- 5- Control of International tourism agencies of implemented itineraries.
- 6- Human Resources development
- 7- Poor infrastructure and services around most of the Umayyad sites, and the lack of appropriate management and conservation plans
- 8- Strong regional competition

Dealing with these problems is not easy especially with the poor economic conditions that exist in Jordan. This means that little development of the sites can be foreseen from the Jordanian budget, and therefore donor support is very critical. Loans are probably not a choice due to the rising public debt as compared to the GDP. Considerable effort and progress was seen towards promoting Jordan in the last ten years. This includes regional cooperation, which is not controlled by tourism operators in the country and therefore the length of stay is determined by international tourism agencies and tourist demand. Often day visitors to Petra come from ferries in Aqaba and Israel inbound tourists. The current situation must not be replaced by insistence on a 180 degrees shift in marketing strategy but rather a niche must be created for more Jordan inbound arrivals. Petra alone deserves more than two nights of stay, which is not often promoted by international agencies. Umayyad sites are not getting enough attention on their own merit, and often they are combined with other site visits if at all. Ultimately Umayyad and Islamic sites could be promoted on their own. Currently, inclusion of the sites on The World heritage List is an important promotional tool, but individual site listing should be circumvented by an application of a network of sites of common history and cultural value. A synergy between Umayyad and cultural tourism at large with religious and ecological tourism could be created. One type would reinforce the other and eventually it is hoped that the length of stay will be increased. The demand for Umayyad sites could also be enhanced through this promotional approach. On the other hand, Jordan has a varied and generally mild weather almost all year round so that it should be easy to overcome off-seasonal imbalances. Different regions in Jordan have different climates at the same time of the year. For example The Dead Sea and the Jordan Valley are exceptionally warm in winter while Ajloun and Shobak are very mild in summer.

The most important problem that faces Jordan is political instability in the region. Already the JTB did some effort in this direction in the past by inviting international

press representatives to witness and testify to the excellent stability and security in the country and above all the friendliness and hospitality of the Jordanian people.

In short the promotion of Jordan and especially Umayyad sites needs a combination of efforts to change the outlook of the country in terms of its stability, weather, rich history, friendly people, scenic nature, and pilgrimage sites. Marketing must address different types of widely varied tastes, age groups, backgrounds, nationalities and religious convictions. In Jordan there is enough variety of experiences that can satisfy all. The campaigns have to cater to each type of tourist in a manner that inspires and addresses needs, passions and convictions.

The involvement of the stakeholders, especially the local communities of Druze, Shishan and Bedouins is necessary for the success of the plan. Desert experiences, folklore and desert camel or horse racing enriches the tourist's experience and leaves memorable moments to take back home. Modern, Bedouin, Druze, Shishan and even Umayyad foods add to the visitors' enjoyment and sense of adventure.

Currently, tourists stay in major cities and make daily trips to Umayyad sites. The benefit to the local community is very limited. A desert camp or lodge will probably benefit them more and allows for a more authentic desert experience than is possible with day tourism. The lodges run by the RSCN are a step in the right direction but they are too small and few to support large groups.

Finally, the development of professional human resources to compete with neighbouring countries is critical. Universities and training centres must be rallied to produce graduates with enough knowledge, skills and professional pride that can compete not only within the region but the world at large.

## 1.6- Examples of good practices that have been previously implemented.

Considerable effort has been put in tourism promotion in Jordan by the Tourism Promotion Board (JTB). As a dynamic and independent institution it is doing its best to respond in an effective and timely manner to the needs of the private sector as well as carrying out all kinds of activities to promote and market Jordan as a peaceful and stable destination. Combined with the efforts of MOTA, several past and current experiences are noteworthy. The following table (7) summarizes some of the main undertakings that Jordan lines up to gain an edge in, and a fair share of, the market of tourism in the region. Apart from government efforts it can be rightly said that best practice is part and parcel of the Umayyad project in its design, layout and implementation. The Jordanian team of CulTech has gained lot of experience by working with institutions in the European Union. This is very clear from the activities of the project of which the most important can be summarized as follows:

- 1- Preparation of studies about tourism and Umayyad cultural heritage sites in Jordan.
- 2- Involving stakeholders in the planning stages for the Local Action Plan
- 3- FAM trips planned for Public Sector employees in Spain
- 4- FAM trips to Umayyad Sites in Jordan for Jordanian and Spanish Tour Operators.
- 5- Training to personnel from tourism agencies on management, promotion and marketing activities using multimedia and the internet.
- 6- Conducting training of the employees in the Public Sector, students from universities and tour guides.
- 7- Dissemination of the results of the project to all stakeholders and the Public.
- 8- Preparation in collaboration with the project partners a guidebook that includes itineraries for the inclusion of Umayyad sites on the national list of attractive sites. The multinational nature in the guidebook will add a special flavour for the promotion of cross border itineraries that focus on Umayyad sites in seven countries.

**Table 7: Implementation of Best Practice in Jordan's Tourism Sector and Government Activities**

Best practice	Short description	Promoter	Implementation period	Financial resources involved	Results achieved
<b>Policy setting</b>	Promotion of Jordan as a safe destination. Support of the Public sector. Encourage investment in the sector.	Jordanian Government	Always	N/A	Well established policies. To enhance tourism.
<b>Establish Tourism Promotion Board</b>	Cooperation between Public and private Sector with a dynamic secretariat to promote Jordan Tourism as a safe destination. See visitjordan.com website	Jordanian Public and private Sectors		N/A	12 offices worldwide. Strong Public and Private sector partnerships. Media campaigns to prove security and safety.
<b>Utilization of IT technologies</b>		Tourism Promotion Board		N/A	Good website; Google involvement; Electronic ticketing in Petra. Public sector agencies are part of e-marketing on the web.



<b>National Strategies</b>	2004-2010 and 2010.		N/A	Well defined goals Niche markets identified and addressed by promotion campaigns. Tourism itineraries well established worldwide. Collection and Application of Statistical data. Awareness Campaigns. HRD training.
<b>FAM Trips</b>	Invite international tourism agencies to visit sites to include them on itineraries		N/A	Strong partnership in the business
<b>Creation of site management plans</b>	Qusayr Amra; Petra	DoA and other institutions	N/A	Compliance with World Heritage Committee; Maintain Conservation and Protection activities
<b>Create University and intermediate level courses</b>	HRD is enhanced		N/A	Preparing future generations of tourism specialists

### 1.7- Strategy for the Tourism Sector with emphasis on Umayyad Sites

- 1- Promotion of Umayyad within the context of The Old Hajj Route and the Hijaz Railway Route. Eventually the Desert Highway route has the nostalgia of an ancient route utilized by Hajj and the railway line. Use of the line if its missing parts are replaced can lead to a special tour. Damascus, Jerusalem, Beirut, Ma'an, Bosra in Syria, Azraq, Daba'a and many Umayyad desert castles can be reached by the Hijaz Railway if renovated. This falls within existing plans in the region, where it is hoped that Gulf countries will be eventually connected to Europe. The EU has already prepared several studies and conducted regional workshop for these purposes.
- 2- We must include into Umayyad itineraries already successful sites such as Petra, and Jerash, etc..
- 3- Promotion of these sites within regional itineraries could be equally important.
- 4- Equally beneficial is Religious Tourism for all religions. Islamic Shrines with Umayyad Sites could attract the Islamic World. Hajj could bring in clients to see historic sites in Jordan. Christian sites need to be included as well. Examples are Jesus Baptism site, Mount Nebo, Elias Church, St. George Church (Map church), etc..
- 5- The Umayyads were very much attached to Bedouin life and the Badiya. The Umayyad tourism experience could be enhanced by giving the tourist the taste of a Bedouin desert life. Other local communities whose traditions and cultures could be interesting are the Druze and Shishan (Chechnya).
- 6- The desert and some of the nature reserves equally enhance the visit of the eco-nature enthusiast. Combination of Umayyad sites with trekking, and Desert hikes can be interesting to young adventurers.
- 7- Foods are important in enhancing the tourist experience: Bedouin, Druze and Shishan could be part of the ambiance. We also described some Umayyad/Abbasid foods that can make the tours as a historic culinary experience. Modern Arabic Food must not be forgotten as well.
- 8- Islamic Art and visits to museums should be included in the Umayyad itineraries.
- 9- Special water collection and management systems in the Badiya could offer a special experience to be remembered.
- 10- Transnational Itineraries can be useful in promoting country itineraries. A case of importance is Mediterranean Sea Cruises that could be promoted across the region to cover Andalusia (Spain) through Italy, Maghreb, Egypt, Jordan and the Eastern Mediterranean.
- 11- Dissemination of the Umayyad history must not be ignored. A visit can only be interesting as the stories behind the Umayyad's intangible heritage, such as art, architectural forms, music, poetry, murals and mosaic art, are equally enticing
- 12- As part of the strategic goals of promoting Umayyad sites one cannot ignore the importance of developing the sites and eco-reserves (al-Heer) of the Umayyads.
- 13- Some sites have poor tourism services. Whether this is due to the lack of good roads, tourism services, toilets, etc., investment on the part of the Public and Private

sectors is of utmost importance. Site Management Plans such as the ones for Amra and Petra must be prepared to protect and manage the other sites.

The idea of a desert camp and lodges has been successful to some extent in Jordan. Around Petra and Wadi Rum such camps do receive international visitors. RSCN has several lodges especially in Azraq, Mujib and Dana. We suggest a camp located in the Badiya near Amra.

## 2- Description of the Strategic Local Action Plan and analysis of why this has been selected

The current decline in tourism arrivals is very serious and there is a need to raise efforts to counteract ramifications of the political instability in the region. The Plan will focus on the promotion and Marketing of Umayyad and Islamic Sites, as the main goal of the Umayyad project. Cross border cooperation in the partner countries is stressed as an additional plus in the Umayyad Project.

The main reason for this choice is the poor state of conservation and lack of publicity of these sites.

Seasonal imbalances need to be addressed. High season tours are restricted to months of mild climate in Jordan. Summer days that might be hot are not favoured. Tour arrivals are also determined by seasons of family vacations.

Another important factor is the control of International tour operators over the length of stay and the exact itinerary for incoming tourists. This means that they have to be convinced of any new itineraries that might be proposed. On the other hand it is important that Jordanian tour operators take the initiative in promoting and marketing their own alternative itineraries.

Thus the plan aspires to enhance Jordan's competitiveness in the tourism sector, ensure its steady growth and safeguard the livelihood of the local communities who benefit from its economic returns.

As a Strategic Goal or Vision, the LAP aims to capitalize on the results of the Umayyad project to promote Umayyad and Islamic sites thus enhancing the overall development of tourism to Jordan

The overall priorities of the plan are:

- 1- Re-establish the trust in Jordan as a safe haven for an enjoyable and rewarding tourism destination.
- 2- Promote Umayyad sites as a special destination, either on their own or as part of other types of tourism, including cultural, religious ecological, and leisure tourism.
- 3- Enhance the economic benefits of the local communities around Umayyad and Islamic sites.

List of key objectives,

- 1- Increase the economic returns of tourism especially to tourism operators and the local communities.
- 2- Rehabilitate Umayyad sites to make them fit to receive international tourists through

- better infrastructure and services thus enhancing visitors' experience.
- 3- Enhance regional cooperation in tourism.

## 2.1- Description of the Strategic Actions of the LAP

Figures 2-5 present maps of the different regions of Jordan based on the recommendations of the LSG. Umayyad and early Islamic sites have been included in addition to priority sites in both categories and are specially marked as a focus of the LAP.

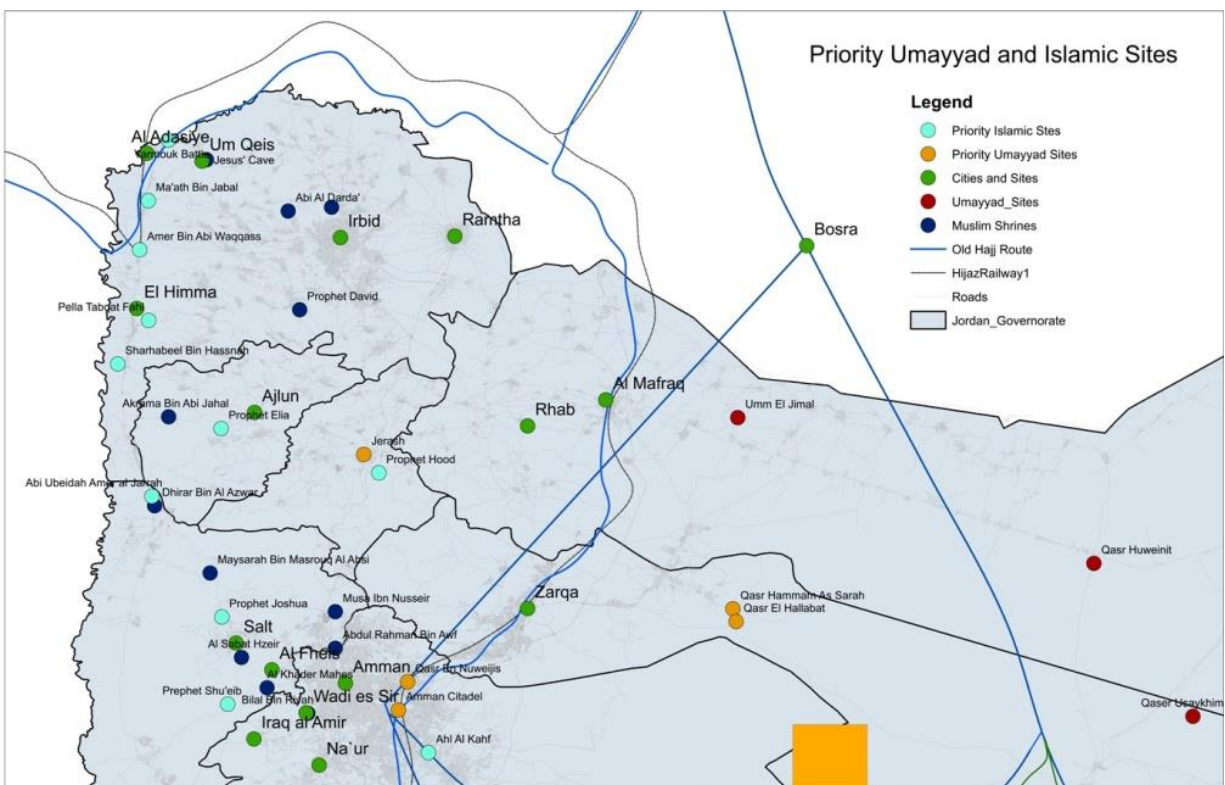


Fig. (2)

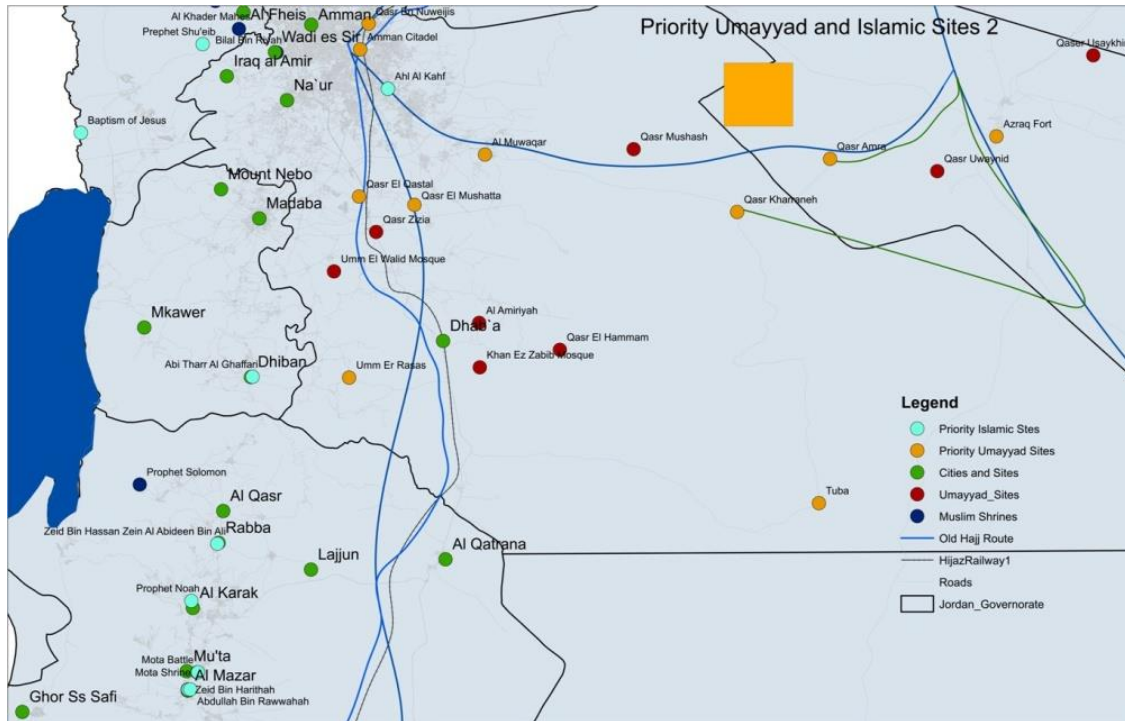


Fig: (3)

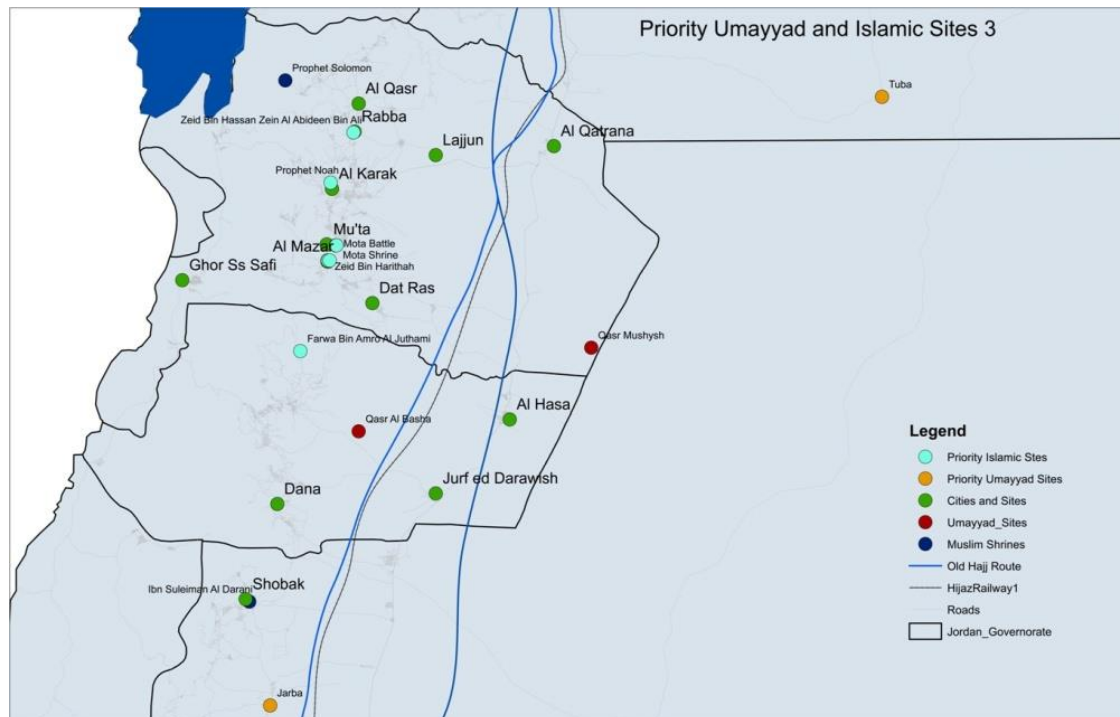


Fig: (4)



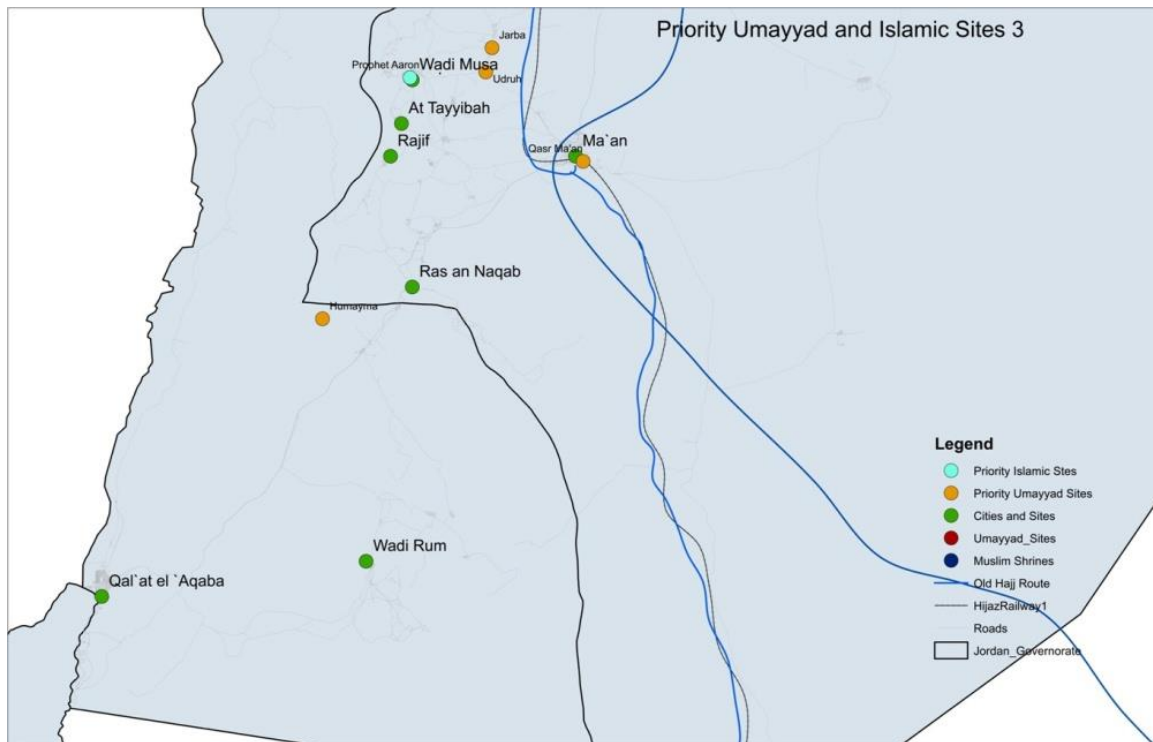


Fig: (5)

Following is the Description of the Strategic Actions:

### 1. Protection and Management of the Archaeological Heritage:

a. Prepare a folder to inscribe the network of Umayyad and Islamic sites on the World Heritage List. Include the network on the Jordanian tentative list, to be submitted to the World Heritage Centre.

b. Conservation of the related cultural heritage sites (Umayyad, Islamic...etc) and development of the related tourism infra-structure where needed:

- Prepare and implement appropriate conservation and management plans (where needed) for the priority sites.

- Enhance the existing tourism infra-structure, paths and visitor services, .. etc at priority sites.

- Develop an appropriate strategy for the display of Umayyad archaeological and architectural elements, where sites are fragile or where visitation faces several limitations, in collaboration with the related authorities.



- Consolidate the display of Umayyad collections at the Jordanian museums.

## 2. Create and promote New Tourists' Itinerary.

a. Create and promote new or existing itineraries to Umayyad sites, as independent tours or in relation to existing programmes to religious and cultural tourism itineraries through websites, JTB international offices, guidebooks and brochures. Promotion of Umayyad itineraries in Eastern Asia, especially to the Islamic world, is essential to tourism development in Jordan.

b. Encourage tourist service investments in relation to the main itineraries e.g. develop a desert camp near Qusayr Amra.

c. Conduct conferences and FAM trips; conduct conferences which stress safety and security in Jordan as well as to Umayyad sites. Conduct FAM trips for foreign press and tourism operators.

d. Prepare a guidebook on Jordanian cuisine to include Umayyad, Abbasid, Bedouin and modern Arab foods including the Druze, Shishan, Circassians and Armenians who migrated to Jordan by the end of the nineteenth and beginning of the twentieth century.

e. Enhance the interpretation of Umayyad sites by further research and promotion of the role of the Umayyads in history including the role of women as part of the new itinerary and interpretation of the sites.

## 3. Governance and Community based Tourism

a. Involve local authorities, CBO's and related NGO's.

b. Promote, support and develop handicrafts produced by the local communities; basalt stone carving, rugs, silver handicrafts, natural dyes, sand bottles, ... etc.

c. Promote Desert tourism (Badiya) by developing community based tourism initiatives that provide the Badiya experience with local community cuisine, folklore and local sports such as camel and horse riding trips and local artifacts.

d. Promote awareness of the youth and community at large on the Umayyad heritage.

## 4. Transnational and Regional Cooperation:

a. Transnational itineraries i.e. to promote Umayyad itinerary in the Levant (Jordan – Lebanon)

b. Promote Mediterranean Cruise to Umayyad sites amongst partner countries; Portugal, Spain, Tunisia, Italy, Egypt, Lebanon and Jordan.

5. Training of Human Resources and Enhance Educational Programmes at related faculties and universities:

- a. Provide training to Jordanian SME's on marketing, promotion and the use of digital technologies.
- b. Promote training to 'cooking chefs' on Umayyad and Abbasid foods.
- c. Emphasize and include ample information on Umayyad history and sites in the curricula of tourism & cultural heritage programmes at the related faculties at universities and colleges.

6. Recommendation for further research and studies:

- a. In-depth and detailed studies of the different infrastructure related to all the itineraries are necessary to fully assess the cost and related time-frame necessary to fully develop the Umayyad tourist product; road network, visitor facilities and tourists' safety measures on site and the conservation status of the sites
- b. Further research is needed on the Umayyad intangible heritage such as food, music, poetry, dancing and Badiya sports i.e Equestrian sport.

The following summary table (8) lists the actions of the plan, the implementing agencies, timeframe, indicators of success, risks and some comments are also included.

**Table 8: Summary of Actions of the Plan**

	Action	Implementing Agency (ies)	Timeframe	Indicators of success	Risks	Comments
<b>1.a</b>	Application to join World Heritage List	DoA with assistance from UNESCO	2 years	Application folder prepared		
<b>1.b</b>	Preparation of Management plans	DoA with specialized experts	3 years	Ready Plans	Not enough expertise available. This might delay delivery.	Carrying capacity of sites must be included
<b>1.b</b>	Implementation of Restoration and Conservation actions	DoA and specialized experts	10 years	Sites restored	Not enough financial resources available	Donors assistance might be sought
<b>2.a</b>	Promotion of Umayyad Itineraries	JTB, MOTA. Umayyad Project: CulTech	One year	Publication of Jordanian itineraries.	International Tour operators might not adopt such itineraries	JTB has already incorporated Umayyad project results in their itineraries. History, tolerance and women's role in Umayyad times should be emphasized
<b>2.a</b>	Brochures	Umayyad Partners. JTB	Six months	At least 1000 produced		
<b>2.a</b>	Guidebook	Umayyad Partners	Six months	At least 1000 produced		JTB might want to produce more

<b>2.a</b>	Website promotion	Umayyad Project; CulTech website; JTB website	One year	Websites can be visited, number of visitors		
<b>2.b</b>	Desert Camp	Private Sector	5 years	Camp utilized by tourists	Not enough interest on part of investors	
<b>2.d</b>	FAM	One FAM trip is being organized by CulTech	Six months	Material printed for Participants	List of participants (12), evaluation of trip by participants	FAMs on the side of the conference are important. JTB has experience in Press visits and might want to continue this type of action.
<b>2.d</b>	Conference	CulTech with government authorities.	Within 2 years	Proceedings produced as CD. Photos and list of participants	Poor show up of International participation. Authorities might not provide finances	Emphasize Jordan's safety and security. Conduct FAM trips on the side for International Press and Tour Agents
<b>2.e</b>	Guidebook on foods	Already some are included in Umayyad Project guidebook. JTB could expand on this.	2 years	Guidebook on foods produced		Include Bedouin, Druze, Shishan, Modern Arabic and Umayyad foods with recipes.

<b>3</b>	Involve local authorities	JTB	3 years			Training of municipality personnel on promotion and conservation of Umayyad and other sites. Managing visitor centres. Already Greater Amman Municipality is promoting Umayyad Project
<b>3.d</b>	Awareness campaigns on Umayyad Heritage	Directorate of Antiquities & Education. CulTech & other NGO's	Two years	School visits to Umayyad sites & museums		UNESCO office initiated similar initiatives on archaeological sites
<b>4</b>	Transnational Itineraries	JTB; Umayyad Project	Two years	Actual trips made	International tour operators not convinced	Cruises on the Mediterranean; Lebanese Jordanian Itinerary
<b>5</b>	Training	Universities; Ammon College; JTB CulTech	Two years	Report on training and training material.		Already Umayyad Project has training plans for SMEs
<b>6a</b>	Infrastructure Development	MOTA with collaboration of other relevant Ministries	10 years	Important Sites will have accessible roads, visitor centres and service facilities.	Lack of enough finances. Poor Economic conditions persist	Donors might be willing to assist

<b>6b</b>	Further research & studies on Umayyad tangible & intangible cultural heritage	CulTech, Jordanian Universities, Seat of UNESCO for intangible heritage at Hussein University, & DoA	3-5 years	Intangible heritage publications and Promotion of the Umayyad cultural heritage	Lack of finances	UNESCO will be interested to assist
<b>6c</b>	Establishment of a Follow up committee to ensure the sustainability of the LAP.	JTB, MOTA, DoA, private sector and non-governmental organizations	1 year	Finalization of detailed action plans and coordination between relevant authorities or representatives.	Coordination and available finances	

## 2.2- Summary of Potential Sources of Funding:

Many sources of funding are available for the development of tourism in Jordan. A Short list is given here:

- 1- Government of Jordan can either place its own funds into infrastructure development or apply to the Gulf development grant that has already been allocated to Jordan;
- 2- The Jordan Tourism Board may utilize its resources for promotion of Umayyad sites especially from its 12 international offices;
- 3- European Union through bilateral and multilateral cooperation, especially through The European Neighbourhood Instrument (ENI). The latter is the new European Neighbourhood Policy Instrument (ENPI), which supports the Umayyad project.
- 4- USAID who has a large tourism project to be soon implemented;
- 5- Japanese International Cooperation Agency (JICA);
- 6- The World Bank for loans;
- 7- The European Investment bank for loans;
- 8- Other International agencies especially from Europe and Canada with bilateral agreements;
- 9- UNESCO can provide free expertise for the World Heritage Listing;
- 10- UNDP has bilateral grant schemes.
- 11- The World Monument Fund supports with matching funds the conservation and preservation of archaeological sites, especially those that are considered endangered. The authorities have to supply half of the costs needed.

## 2.3- The Plan and the ENI program

The Plan is consistent with the ENI program, which is the follow up program for ENPI and hence it is worth it to quote the ENI website to expose its targets and priorities. In general, it can be said that in Jordan poverty alleviation and development cooperation are also priorities of Jordan and hence all donors do address these concerns.

The ENI has six targets:

- 1- Fostering human rights and fundamental freedoms, the rule of law, equality, sustainable democracy, good governance and a thriving civil society.
- 2- Achieving progressive integration into the EU internal market and enhanced co-operation including through legislative approximation and regulatory convergence, institution building and investments.
- 3- Creating conditions for well managed mobility of people and promotion of people-to-people contacts.



- 4- Encouraging development, poverty reduction, internal economic, social and territorial cohesion, rural development, climate action and disaster resilience.
- 5- Promoting confidence building and other measures contributing to security and the prevention and settlement of conflicts.
- 6- Enhancing sub-regional, regional and Neighborhood wide collaboration as well as Cross-Border Cooperation.

Some of the ENI cooperation areas that will be given high priority are:

- Boosting small businesses
- Civil Society engagement
- Climate change action
- Easier mobility of people
- Energy cooperation
- Gender equality promotion
- Gradual economic integration
- People-to-people contacts
- Transport connections
- Youth and employment

Details about the priorities under the bilateral, the multi-country and the cross border cooperation programmes can be found in Annex II of the ENI Regulation.

## **Annex I**

### **Local Support Group Member:**

1. Dr. Zeidan Kafafi
2. Dr. Esmat Kradshah
3. Dr. Khaireieh Amr
4. Dr. Mohammed Najjar
5. Khalid Raggad
6. Nuria Roca
7. Emad Shana'a
8. Hanadi At Tahir
9. Arwa Masa'adeh
10. Samia Khoury
11. Ghassan Aldeir
12. Arch. Firas Rabadi
13. Arch. Tsay Sham
14. Jihad Haron
15. Ayman Abu Kharoub
16. Khawla Qussous
17. Angela Atzori
18. Sabrina Salis
19. Ahmad Momani
20. Nabih Riyal
21. Youssef Hilo
22. Ignacio Arce

In addition to CulTech team

## **Annex II**

### **LSG Meetings**

#### **Minutes of the first meeting of the Local Support Group (LSG) for the Umayyad Project:**

Date: 23/10/2014, Time: 10:00 am

Location: Hall of the late Fawaz Khreishah, Department of Antiquities (DoA)

#### **Attendance:**

1. Dr. Zeidan Kafafi, Yarmouk University
2. Dr. Esmat Kradsheh- ENPI-CBCMED office- Jordan
3. Dr. Khairieh Amr- The Jordan Museum
4. Dr. Mohammed Najjar / Jordan Travel Agency and Museum Without Borders Foundation.
5. Khalid Raggad – JTB
6. Nuria Roca – UNESCO/ Amman Office
7. Emad Shana'a- National contact - ENPI; Ministry of Planning and International Cooperation
8. Hanadi At Tahir- DoA
9. Arwa Masa'adeh- DoA
10. Samia Khoury- DoA Ghassan Aldeir- DoA
11. Arch. Firas Rabadi- Greater Amman Municipality
12. Arch. Tsay Sham- DoA
13. Jihad Haron - DoA
14. Arch. Leen Fakhoury / German Jordan University-School of Architecture & Built Environment / CulTech
15. Mohammed Debajah - CulTech
16. Dr. Talal Akasheh- CulTech

Dr. Talal Akasheh gave a summary about the Umayyad project, which is being implemented by CulTech and funded by the European Union in the framework of the Mediterranean program for cross-border cooperation. He also explained the role of the Local Support Group in terms of their importance and their responsibilities and tasks that must be carried out in order to develop the Local Action Plan (LAP). He also provided an explanation about the studies that were undertaken by the project team, and were circulated to the Local Support Group members on CD-ROM. These included the different studies and research; such as the tourism report, and study of the history and heritage of the Umayyads in Jordan. Dr. Akasheh also presented the Training course in tourism and the offer presented from a company that might carry out the training for the participants. He then talked about the road map for the Local Support Group, and he talked

about its goals, activities, policies and challenges, future meetings dates, communications and reports that must be implemented in addition to the form of self-assessment of the LSG members after the completion of the work of local action plan.

Dr. Zeidan Kafafi talked about the importance of the project and he asked to identify the Umayyad sites that are accessible for the visitors or tourists. He stressed that the quality and the level of importance of the sites are important elements in defining the tourism attractions. He also talked about the importance of the relationship between the Byzantine and the Umayyad Eras.

Dr. Akasheh presented the importance of linking the Umayyad tourism sites with other archaeological sites such as Petra, Jerash and other Islamic and Christian sites. He also talked about the importance of linking the different historical eras (the beginning of Umayyad with the end of the Byzantine) and the role of the Abbasids at the end of the Umayyad period including Humaimah site, which formed the starting point for the Abbasid. He also mentioned the work of Dr. Fardous Ajlouni and the study about women in the Umayyad era in addition to the religious tolerance of that period.

Dr. Khairieh Amr talked about the importance of the literature review for the studies, especially the results of the project Museum Without Frontiers for the Umayyad art in Jordan, and Dr. Mohammed Al-Najjar talked about the published Umayyad book by the Museum Without Frontiers.

Arch. Leen Fakhoury explained the importance of linking the Umayyad tourism sites with other touristic sites, and Dr. Najjar suggested looking at a different approach for the Routes so as not to duplicate the work between projects. He talked about the lack of a customized tourism Program for the Umayyad sites for the different travel and tourism agencies. He talked about the importance of the development of sites, especially signage, guidance and information to benefit the individual tourist.

Mr. Imad Shana'a talked about the infrastructure for tourism and the importance of its development in order to develop the tourism product as a whole.

The participants discussed the role of the local community in tourism sites and they suggested that the NGOs may be representative in the LSG better than to select individuals from the different communities.

Dr. Khairieh Amr spoke about re-activating the visitor centres at the archaeological sites which need care and development.

Hanadi Al-Taher spoke about the role of the Department of Antiquities to develop the sites and added that there are some sites where the heads of departments are from the local communities, such as in the Qusayr Amra, el

Hallabat and Umm el-Jimal.

Mr. Khalid al Raggad talked about the work of the Jordan Tourism Board in promoting the tourism products and the training of workers at the tourist offices, and he said that new themes and activities must be added to the Route to present a good experience for the tourists, distinctive from other sites, for its acceptance, and that there are distinct tourist activities within the program such as a workshop for the manufacture of replicas of the frescos at Qusayr Amra and that could be a very good idea. He talked about the importance of identifying the markets that should be the focus, in addition to the necessary requirements such as the human resources and the techniques and skills needed to promote the site.

Nuria Roca from UNESCO talked about the importance of marketing the route.

Dr. Esmat Karadsheh ENPI-CBC MED regional office talked about the importance of the projects in the development of society and the importance of the sustainability of the Umayyad Project in the long term after the end of the project especially from the strategic level where sustainability is a key part of any plan.

Dr. Najjar confirmed the need of the Route to include a program for school students and the committee suggested inviting a representative of the schools or a specialist in education for the membership of the Local Support Group.

Members suggested last Thursday of every month as the meeting date, same hour and venue.

### **Minutes of the Second meeting of the Local Support Group (LSG) for the Umayyad Project:**

Date: 23/10/2014, Time: 10:00 am

Location: Department of Antiquities

#### **Attendance:**

The meeting focused on Policy Challenges, SWOT analysis and a compilation of the Umayyad Sites and their relative importance. This took a very long discussion and the outcome was that most of the sites were covered and the summary table "Umayyad Sites" describes the outcomes. Not all the list was covered and this was left to the members from the Department of Antiquities (DoA) to finish. The DoA representatives have proved most helpful on this exercise and Mr Youssef Hilo, a seasonal tourist Guides was able to comment on certain less known sites that are very difficult to visit but ones that he has

had the opportunity to visit himself.

The SWOT analysis and the policy challenges presented by CulTech were approved, after the members have studied them outside the meeting. The members all agreed with the content and approved the reports for use in the Local Action Plan.

A note In Arabic was presented by the representative of the Greater Amman Municipality (GAM). It entailed the following suggestions for a role of the Municipality for disseminating the project and the willingness to cooperate in several activities as follows:

- i- The Municipality asked that Umayyad sites in Amman or close by are specified so that they would include them in their studies to prepare plans for the protection of the Cultural Heritage (CH) sites in the city and their surroundings. Obviously the Citadel is of utmost importance in this context, but to it Nweijis could be added to the already existing CH sites of the Theatre and Sabil Al Hourriat (Nymphaeum).
- ii- The Municipality will include the City's Umayyad sites in their tourism itineraries of Amman.
- iii- The Municipality will offer its capabilities to support the project. This includes broadcasting on Hawa Amman Radio Station, use The Hussein Cultural Centre, etc..
- iv- The Municipality will conduct a workshop in cooperation with CulTech. The workshop will focus on the civil societies to clarify and promote the project.
- v- The Municipality who has strong cooperation with schools to promote the project in cooperation with school clubs and committees.
- vi- Finally the Municipality points out the need for strong coordination with the authorities, institutions, and committees responsible for Umayyad sites and tourism to them. This as a matter of fact the exact purpose of the LSG. Consensus of the LSG and the institutions they represent is what determines the general framework for the LAP. Furthermore, a memorandum of understanding will be signed with the authorities so that they would ensure the sustainability of the project.

The meeting ended at about 12:30 am and it was considered that a meeting might be held within two weeks since the monthly meetings may not be enough to carry out the necessary consultations.

### List of sites in The Umayyad Itineraries in Jordan

Services should include a visitor centre, wash rooms, shaded areas, trails, entrance, brochures, interpretation signs and a museum when possible.

No.	Site	Accessible	Visitor Centre	Condition	Services	Access to the Disabled	Conservation and Management Plan	MUST SEE?	Fees ?	Other sites nearby	Authentic Archaeology / Shrine
1	The Citadel	Yes / DoA Officially managed	Yes	Very Good	Yes ? catering missing	Yes but not the museum	Yes	Yes	2 JoD	Amman Sites: Roman Theatre / Nymphaeum	<b>Yes</b>
2	Qasr Nuweijis	Yes DoA managed	No	Good	No	No	No?	Yes	No	Citadel and Amman sites	<b>Yes</b>



3	Al Muwaggar	Yes, but not open for official tourism. (NOOT)	No	Not Good. Partially destroyed	No	No	No	Yes	No	Cave of Seven sleepers (Ahl el-Kahf); al-Qastal; al-Mushatta; Zizia; Mushash; Amman sites;	Yes
4	Qasr Mushah	Yes / NOOT	Yes	Partially to fully Destroyed	No	No	No	No	No	Similar to Muwaggar	Roman but has Umayyad Inscriptions
6	Qusayr Amra	Yes /DoA	Yes	Good	Yes, but not to public	No	Yes / Under restoration. Management Plan yes	Yes	2 JOD	Mushash, Kharana, al-Hallabat, Hammam As-Sarah	Yes World Heritage List
7	Qasr Uwaynid,	4x4 ride dirt Road very difficult/ NOOT	No	Good facade but has lot of rubble inside	No	No	No	No	No	Amra and close by sites	Yes

8	Qasr Hallabat	Al	Yes / DoA	Yes /	Good Restored	Yes	No / but yes for Museum	Yes	Yes	No	Hamman As Sarah, Amra etc...	<b>Yes</b>
9	Qasr Hammam As-Sarah		Yes DoA	/ No?	Good under Restoration	Yes	Better than al-Hallabat	Yes	Yes	No	al Hallabat, Amra etc...	<b>Yes</b>
10	Azraq Fort		Yes	Yes / DoA	Good	Yes	Yes	No	Yes	Yes	JOR 2	<b>Yes Roman Used by Umayyad</b>
11	Qasr Huwaynit		Yes NOOT. Mostly dirt road	Yes /	No Mostly Destroyed	No	No	No	No	No	Azraq Fort, Sukhaim	<b>Yes</b>
12	Qasr as-Sukhaim		Yes NOOT	/ Yes but difficult	Partially Destroyed	No	No	No	No but worth while	No	Azraq Fort, Huwaynit	<b>Yes</b>
13	Qasr Fahdawi		Yes	No	?	No	No	No	No	No	Huwayni, Fahdawi	<b>Yes</b>
14	Qasr Burqu		Yes Difficult/ Dirt Road	No	Partially destroyed	No	No	No	Yes	No	Fahdawi	<b>Yes also has lake.</b>

15	Umayyad remains-Jerash	Yes	Yes	?	Yes	No	No	worth while	No	Jerash Roman Remains	<b>Yes</b>
16	Tabaqat Fahl	Yes	No	Earthquake Destroyed (749 AD) only limited remains	Yes	No	Yes	Yes	No	Many Islamic sites	<b>Yes</b>

## Minutes of the Third meeting of the Local Support Group (LSG) for the Umayyad Project:

Date: 27/11/2014, Time: 10:00 am

Location: Department of Antiquities

### Attendance:

1. Dr. Zeidan Kafafi, Yarmouk University
2. Dr. Khairieh Amr- The Jordan Museum
3. Khalid Raggad – Jordan Tourism Board
4. Nuria Roca – UNESCO/ Amman Office
5. Hanadi At Tahir- DoA
6. Samia Khoury- DoA
7. Ghassan Al Deir- DoA
8. Arch. Firas Rabadi- Greater Amman Municipality
9. Arch. Tsay Sham- DoA
10. Jihad Haron - DoA
11. Arch. Leen Fakhoury / German Jordan University-School of Architecture & Built Environment / CulTech
12. Mohammed Debajah - CulTech
13. Dr. Talal Akasheh - CulTech

The meeting focused on the Islamic sites and their relative importance. This took a very long discussion and the outcome was that most of the sites were covered and the summary table “Islamic site” describes the outcomes. Most of the list was covered.

The meeting ended at about 12:30 am

## List of the Islamic Sites In Jordan

Services should include a visitor centre, wash rooms, shaded areas, trails, entrance, brochures, interpretation signs and a museum when possible.

No.	Site	Accessi- ble	Visitor Centre	Condit- ion	Services	Access to the Disabled	Conserva- tion and or Manage- ment Plan	MUST SEE?	Fees ?	Other sites nearby	Authentic Archaeology (1)/ Shrine (2)
1	Pella (Tabqat Fahl)	Yes	Yes	GOOD	Yes			Worth- while			1
2	Abi Ubeidah Amer Al- Jarrah	Yes	Yes	GOOD	Yes		Yes	Yes			1
3	Al-Harith Bin Ammer Al -Assadi	Yes	No		No			No			2
4	Al-Khader Mahes	Yes	No	GOOD	No			No			2
5	Al-Khader Beit Ras	Yes	Yes	GOOD	No			No			2
6	al-Sabat Hzeir	Yes	No	GOOD	No			No			2
7	Musa Ibn Nusseir	Yes	No	?	No			No			2

8	Prophet Shu'eib	Yes	No	GOOD	No		Yes	2
9	Prophet Noah	Yes	No		No		No	2
10	Prophet Joshua	Yes	No		No		Worth-while	2
11	Jafar Bin Abi Taleb (At-Tayyar)	Yes	Yes	GOOD	Yes	Yes	Yes	1
12	Zeid Bin Harithah	Yes	Yes	GOOD	Yes	Yes	Worth-while	2
13	Sharhabeel Bin Hassnah	Yes	Yes	GOOD	Yes	Yes	Yes	1
14	Dhirar Bin Al-Azwar	Yes	Yes	GOOD	Yes	Yes	Yes	1
15	Amer Bin Abi Waqqass	Yes	Yes	GOOD	Yes	Yes	Yes	1
16	AbdulRahman Bin Awf	Yes	Yes	GOOD	Yes	Yes	Yes	1
17	Abdullah Bin Rawwahah	Yes	Yes	GOOD	Yes	Yes	Yes	1

18	Ma'ath Bin Jabal	Yes	Yes	GOOD	Yes	Yes	Yes	Yes	1
19	Mo'ta Shrine	Yes	Yes	GOOD	Yes	Yes		Yes	1
20	Baptism of Jesus	Yes	Yes	GOOD	Yes	Yes		Yes	1
21	Yarmouk Battle	Yes	No	?				Worth-while	-
22	Mo'ta Battle	Yes	No	?				Worth-while	-
23	Bilal Bin Ribah	Yes	No	GOOD				No	2
24	Abi Tharr Al-Ghaffari	Yes	No	GOOD	No			No	2
25	Prophet David	Yes	No		No		Yes	No	2
26	Abi Al-Darda'	Yes	No	GOOD	No		Yes	No	2
27	Prophet Elia	Yes	No		No			No	2
28	Zeid Bin Hassan Zein Al-Abideen Bin Ali	Yes	No	GOOD	No			Worth-while	2
29	Prophet Solomon	Yes	No		No			Worth-while	2



30	Farwa Bin Amro Al-Juthami	Yes	No	GOOD	No		Worth-while	2
31	Prophet Aaron	No?	No	GOOD	No		Worth-while	2
32	Ibn Suleiman Al-Darani	Yes	No	GOOD	No		No	2
33	Akrama Bin Abi Jahal	Yes	?	GOOD	No		No	2
34	Jesus' Cave	No	?	GOOD	No		No	1
35	Maysarah Bin Masrouq Al-Abs	Yes	No	GOOD	Yes	Yes	No	2
37	Ahl Al-Kahf	Yes	No	GOOD	No	Yes	Yes	1

## **Minutes of the Fourth meeting of The Local Support Group For Umayyad Project Jordan**

Date: January 15, 2015, Time: 10:00 am

Location: Department of Antiquities

### **1- Training:**

The module which was proposed by CulTech based on an offer by a private company was discussed. The proposal was found adequate in the sense that it deals with marketing on the internet and this is deemed necessary since this is a deficiency for many private sector tour operators. The Director General of Jordan Tourism Board has confirmed this earlier in a meeting with Dr. Akasheh, the project manager from CulTech. However it was also stressed that some presentation on the Umayyad Itineraries proposed by CulTech as well as the strategy that was laid out for the project should be given to familiarize the trainees with the Umayyad project and its outputs for Jordan.

### **2- The FAM trip in Jordan which was proposed by CulTech was discussed.**

The proposed trip included Madaba region and the Desert Castles and the content was approved. However some very good suggestions and modifications were made as follows:

- a- A visit to the Ghor as-Safi site and the workshop of Natural Dyes and their women's association with lunch prepared by the women was proposed. This can be done after the visit to the Baptism Site at the Jordan valley on the second day.
- b- A visit to Um-Jimal and the basalt carving workshop was also suggested.
- c- A visit to Shomari natural reserve near Azraq was proposed. However, it was found after the meeting that the reserve is closed to the public and is being currently rehabilitated and will not open for another year.
- 3- No comments have been received on CulTech's SWOT analysis. This is the second time it is brought up and no changes will be made to it unless members of the committee send written comments within the coming two weeks.
- 4- Under other comments it was announced that the Greater Amman Municipality has made certain commitments to support the project at the previous meeting. While these are mentioned in the minutes of the 3<sup>rd</sup> meeting, Dr. Akasheh brought this to the attention of the members and thanked the municipality. Thus new activities will be undertaken in collaboration with their staff as proposed in their letter.

The meeting ended at 12:30. No meeting will be held until CulTech prepares the final LAP report for final approval by the LSG.

## Minutes of the fifth Meeting of the Local Support Group of the Umayyad project

### Jordan

Date: August, 20, 2015, Time: 11:00 am

Location: Department of Antiquities

#### Attendance:

1. Sabrina Salis. UNESCO
2. Ahmad Momani, Jordan Museum
3. Mohammad Najjar, Museum Without Frontiers
4. EmaD shana'ah, Ministry of Planning and International Cooperation.
5. Esmat Karadsheh, ENPI-EU
6. Fardous Ajlouny, Hashemite University
7. Arwa Massadeh, Department of Antiquities
8. Mohammad Debajah, CulTech
16. Leen Fakhoury, CulTech
17. Talal Akasheh, CulTech

The meeting started with a presentation on the local action plan, this was followed by a discussion with the following conclusions/ recommendations:

The adoption of Early Islamic Period rather than Umayyad period was supported. It was agreed that while the project title cannot be changed, it might be noted that including Islamic sites earlier than the Umayyad era is necessary, hence extending or changing definitions in parts of the LAP, although it is sometimes necessary also to make the destination "Umayyad".

The Umayyad period was a transitional period and was marked by tolerance towards the Christian Arabs. This is an important aspect, but was included in the historical report.

New targets for marketing should be discussed such as Eastern Asia, and the LAP does mention this but should be stressed more.

The inclusion of intangible culture heritage was partially addressed by focusing on Umayyad and Arab food. However more research could be done in the area of the women, music and poetry, dancing, ... etc. This would be an important recommendation for future action. Intangible heritage is important in understanding the Umayyad period, as it offers an opportunity for tourists to better appreciate the Umayyad Culture and archaeological sites they have left.

In the context of historic research, the environmental achievements by the Umayyads need to be stressed. The creation of Umayyad parks where animals were kept for reproduction and hunting was common practice. These parks were known as Al-Heers.

Awareness for the Umayyad legacy was discussed, also the need for taking actions in this domain such as promoting it to the youth through media campaigns.

The meeting was adjourned at 12:30 p.m.

The meeting was restricted to a discussion of the self-evaluation form, where by the participants were informed of the activities CulTech undertook in the preparation of the draft LAP, in case they were not aware of them. This came as a result of some queries by some LSG members who did not exactly know how to answer a number of questions.

## **Minutes of the Sixth Meeting of the Local Support Group of the Umayyad project Jordan**

Date: August, 27, 2015. Time: 11 am.

Place: Department of Antiquities

### **Attendance:**

1. Ahmad Momani, Jordan Museum
2. Nabih Riyal, Plaza Tours
3. Khalid Raggad, JTB
4. Fardous Ajlouny, Hashemite University
5. Arwa Massadeh, Department of Antiquities
6. Samia Khouri, Department of Antiquities
7. Arch. Firas Rabadi- Greater Amman Municipality
8. Mohammad Debajah, CulTech
9. Bilal Khtaisat, CulTech
10. Talal Akasheh, CulTech

The meeting discussed the self-evaluation form, where by the participants were informed of the activities CulTech undertook in the preparation of the draft LAP, in case they were not fully aware of them, this came as a result of some queries by some LSG members who did not exactly know how to answer a number of questions.

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