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The Regional Resources and Tourism Development in Developing Countries - A Case Study of Salt and Karak, Jordan -

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Abstract

The paper discusses the initial field surveys to understand the conditions of tourism development and its perspectives of contribution towards regional development in developing countries. The case studies of Salt and Karak in Jordan are focused, where some international aid projects are under implementation. It is believed some clues for sustainable tourism development for the regional development, which may be referred to other regions, can be extracted. The reasons of focusing on Jordanian cases are the increasing potential and demand of tourism development in Middle East and an accessibility of information of existing master plan and ongoing projects supported through the ODA by Japanese government. The interview survey of party concerned and field survey carried out in 2005. Both Salt and Karak were established and perished in 19th century that they inherited the historical resources such as Ottoman architecture and religious ruins. However, as same as many other local cities in the world, contemporary changes in social system such as governance, transportation, economic activities, and demography forced them into decline. Therefore, they are straggling to keep their sustainability through tourism development. Yet, their tourism resources are neither popular nor equipped to attract mass tourism from all over the world such as Petra, Madaba, and Dead Sea. As the intention of the study is to focus on the impacts of tourism development in the regional development that those less advantaged and in need of revitalization areas are picked up for case studies. The study preliminary applies the Strength, Weakness, Opportunities, and Threat (SWOT) analysis for assessment. Based on the results of analysis, some positive factors of tourism development in the regional development are discussed. The findings may includes some aspects of tourism development measures such as utilization of available tourism resources, application of renovation and re-routing of existing tourism resources in order to make use of available resources and creation of network among them, provision of technical assistance from the outside including international aid agencies and NGOs, participation and ownership building of local residents in tourism development activities, and involvement of existing training institutions in the area.

Keywords: Tourism Development, Developing Countries, Regional Development, Jordan, Salt City, Karak City

1. Introduction

According to the World Tourism Organization (WTO), the international tourist arrival in 2004 was recorded as 763 million. The number has been increased about thirty times from the 1950's mainly due to the introduction of passenger aircrafts. The trend of expansion is forecasted as continuous 5% increase every year that it will reach a billion by the year 2010. The current regional share shows the domination of Europe as 50%. However, the increase in Asia and the Pacific and Middle East were 27.9% and 18.0% between 2003 and 2004, which were higher than other regions. This tendency is also predicted to be continued in the future¹.

The positive impacts of tourism development for the region are widely recognized in aspects of economy,

¹ WTO World Tourism Barometer, World Tourism Organization, Volume3 No.3 October 2005

and socio-culture. Tourist spending such as accommodation, transportation, food and beverage, and shopping are direct revenue for the region. Furthermore, employment and raw material supply needs can be generated as ripple effects. Facilitation of infrastructure including construction of road, water supply and sewage treatment facilities, waste management plants, and leisure facilities serves for both tourists and residents. Socio-cultural impact is human interaction with people who have different history, culture, and social background. It may enhance the understandings different cultures and prevent conflicts between them. Therefore, the tourism development is perceived as a useful measure for regional development. Meanwhile, negative impacts are noted as decline of natural environment, socio-cultural values, and increase of crime².



Source: <http://www.countryreports.org/>
Figure 1. Location of Jordan

The positive economic impacts of acquisition of foreign currency and employment generation are highly regarded in developing countries that they tend to promote tourism development as a significant national policy. In order to undertake the tourism development, the formulation of master plan is essential. However, due to the lack of technology, knowledge, and fund, master plan is often formulated under the international supports either by international agencies or by bilateral assistance schemes. Japanese government has been funding tourism master plan studies for more than 20 countries under the Overseas Development Assistance (ODA) budget through Japan International Cooperation Agency (JICA). The recipient countries consist of South East Asia, Middle East, Africa, and South America regions.

Nevertheless, the implementation of master plan is not easily realized due to the lack of political, institutional, financial, technical, and human resources. Moreover, the issues of regional impacts other than economic aspect are hardly discussed. There are also remaining questions of whether or not the tourism development contributes to the regional residents' life and it can be considered as sustainable actions in the future.

The study aims to find out how the tourism development can contribute to the regional development especially where in need of revitalization as well as of sustainability. The attempt to promote the region through tourism development has been carried out in many places including Japan and industrialized countries. It seems none of multi solution is yet to be identified.

This paper discusses an initial field survey results in cities named Salt and Karak in Jordan to understand the conditions of tourism development in developing

Table 1. Tourism Indicators of Jordan

Indicator	Year				
	2002	2003	2004	03/04	
Total Visitors	4,677,019	4,586,512	5,586,659	22%	
Overnight	2,384,474	2,340,357	2,852,809	51% 22%	
<i>Arab</i>	1,513,236	1,478,946	1,795,369	63%	21%
<i>Foreign</i>	457,650	461,179	577,757	20%	25%
<i>Jordanian (non residents)</i>	413,588	400,232	479,683	17%	20%
Same Day	2,292,545	2,246,155	2,733,850	49% 22%	
<i>Arab</i>	2,089,707	2,042,354	2,479,319	91%	21%
<i>Foreign</i>	187,837	189,285	237,133	9%	25%
<i>Jordanian (non residents)</i>	15,001	14,516	17,398	1%	20%
Tourism receipts JD Million	743.2	752.6	943	25%	
Contribution of Tourism / GDP	11.0%	10.4%	11.6%	11%	
Classified Hotels	310	314	322	3%	
Number of Rooms	17,400	17,808	18,127	2%	
Number of Beds	32,658	33,475	34,471	3%	
Tourist on package tours	137,660	145,601	254,145	75%	
Length of stay / package	4.4	4.5	5.0		
Departures	5,359,000	5,455,000	4,878,000	-11%	

Source: Ministry of Tourism and Antiquities and Department of Statistics

² Ayako Higuchi, Kanko ga tojoukoku ni ataeru eikyoku ni tsuite (The Impacts of Tourism in Developing Countries), Keio Univ., 1999, Takashi Shimakawa, Kanko kaihatu project no mondaiten (Problems of tourism development projects), Matsushita Seisaku Jukuhou, 2000, Kayoko Ishii, Shakaisei no aru kankou kaihatu wo mezasite (Toward the socialized tourism development), Japan Foundation Research Report, 2001

country. Both the Salt and Karak are trying to promote tourism by implementing several projects through different channels including international aid agencies and NGOs. It is assumed that through looking into the situations of case study areas, some clues of effective and sustainable tourism development for the region may be extracted and these can be referred to other regions.

The reasons of focusing Jordanian cases were the increasing potential and demand of tourism development in Middle East and an accessibility of information such as availability of master plan and status of ongoing project, which are funded by the Japanese government. The information and material collection of study were undertaken in Japan by looking up the publication and website of JICA and Japan Bank for International Cooperation (JBIC) including direct inquiries to the division and Jordan office. It included an interview of JICA expert, who had been involved in the tourism development project for several years.

It was followed by the interviews and site survey in Jordan, September 2005. The interviews with officials of Ministry of Public Works, who were in charge of implementation of the projects under JBIC, experts and regional officers of JICA, local contractors of the projects and scholars of Al-Balqa Applied University were carried out.

2. Tourism Development in Jordan

Tourism is considered as an important sector in Jordan's economy. The tourism receipt in 2004 was 943million JD (1.3billion US\$) and contributed to the 11.6% of the country's gross domestic product (GDP) (Table 1.). It is the highest export sector, the second largest private sector employer, and the second highest producer of foreign exchange. Jordan lacks the natural resources for exports such as oil and natural gas that tourism is regarded high in its economic activities.

Despite the negative factors in Middle East such as war in Iraq and terrorists activities, Jordan has been increasing the number of visitors for last three years. Interestingly, the number of package tour visitors grew more than 75% in 2004. More than half of the overnight visitors are from Arab countries and the share for the same day visitor is dominant by them (91%)³.

According to the Jordan National Tourism Strategy 2004-2010, the vision of tourism is stated as "Tourism is an essential and vibrant growth sector that will contribute to improving the long-term



Picture 1. Dead Sea Museum



Picture 2. Karak Archaeological Museum



Picture 3. Raghadan Bus Terminal construction site

³ The definition of Arab countries includes Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Yemen, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Western Sahara/Sahrawi Arab Democratic Republic.

economic and social well-being of Jordanians”.⁴ It also sets the mission and goal as “Jordan will develop a sustainable tourism economy through a partnership of government, the private sector, and a civil society to expand employment, entrepreneurial opportunity, social benefits, industry profits, and state revenue.” And “Double Jordan’s tourism economy by 2010 in real terms.”

The background of Jordanians’ strong commitment towards tourism development includes The Study on Tourism Development Master Plan in the Hashemite Kingdom of Jordan, which carried out between 1994 and 1996 under JICA. The Study suggested several potential regions for future tourism development⁵. It followed by the detailed design assistance by the JICA⁶ and led to the Tourism Sector Development Project (TSDP), financed by JBIC, which targeted four tourism zones in Jordan: Downtown Amman, Salt, Karak and the Dead Sea.

The project started 1999 and its component includes building or renovation of museums, observation facility, road construction/renovation, and relocation and building of bus terminal. The Karak Archaeological Museum was inaugurated in January 2005, the Dead Sea Museum and the bus terminal in Amman are scheduled to be in operation within 2005 and the renovation of Historic Old Salt Museum is due in April 2006, and the National Museum in Amman is to be completed by 2007 (Picture 1.2.and3).

With the development of these museums, training and cooperation has already taken place over the past three years. One of the curators of the museum in Karak was sent on a JICA training course in Museum Management Technology in Japan in 2002 and several Japanese volunteers have been assigned to Jordan. In 2004, JICA dispatched the long-term experts to the museums in order to provide training for museum staff and materials and equipment t preparation for the exhibition.

3. Tourism Development in Salt City

The Salt city locates about 30km North West of Amman with about 35,000 populations. It was of great importance in the 19th and early 20th century during the Turkish rule in Jordan, where served as the chief administrative center for the surrounding area. It was even considered as a candidate city for the Transjordan capital in 1920s. However, it was taken by the Amman. Salt still retains the Ottoman architecture in the classical style represented by long-arched windows, domed roof, and yellow stone walls. The historical value of the Salt’s architecture is unique that it is nominated as the candidate of the World Heritage Site

⁴ Jordan National Tourism Strategy: 2004-2010, Ministry of Tourism and Antiquities the Kingdom of Jordan, 2004

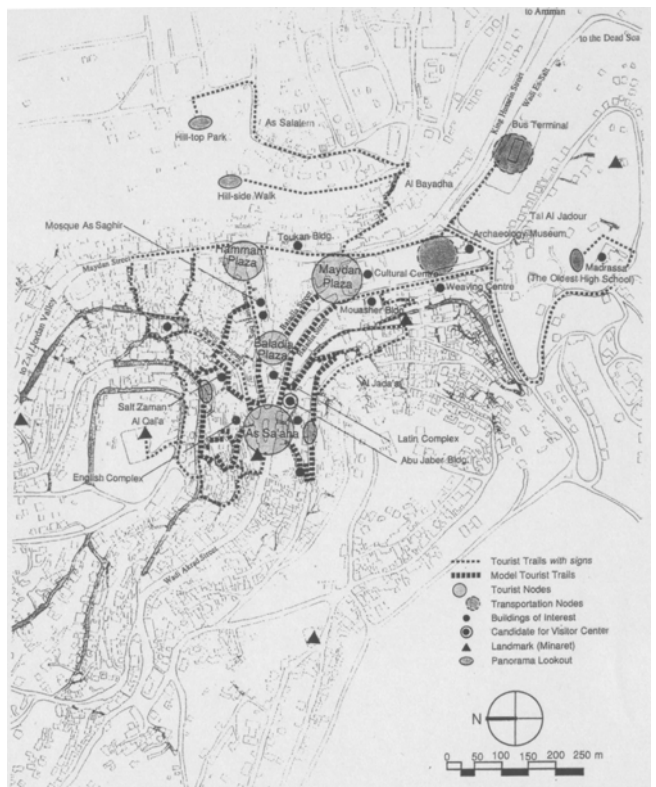
⁵ The study on the tourism development plan in the Hashemite Kingdom of Jordan : final report : executive summary, Japan International Cooperation Agency (JICA) : Nippon Koei Co. Ltd. : Padeco Co., Ltd. : Regional Planning International Co., Ltd., 1996

⁶ Detailed design for tourism sector development project in the Hashemite Kingdom of Jordan : executive summary, JICA : Pacific Consultants International : Yamashita Sekkei Inc. 2000



Source: <http://www.multimap.com/wi/13090.htm>

Figure 2. Location of Salt and Karak



Source: JICA Study Report (annotation No.5)

Figure 3. Salt city tourism development plan

(Picture 4). Although the national Antique Law only targets the remains before 1750, the Salt city originally designates about ten buildings for the preservation and placed a plate on the wall (Picture 5).



Picture 6. The largest dress in the world

It is also known as the final resting place of the Prophet Ayyoub, whose legendary patience and faith gave him strength to pursue hardships and rewarded to be mentioned four times in Quran. Along with its historical and religious characters, local handicraft work is peculiar. It includes ceramics, weaving, silk screen printing, embroidery, and dyeing. The largest dress in the world is in exhibition at the Archaeological & Folklore Museum (Picture 6).

The JBIC issued Yen Loan for tourism development project in Salt is to renovate the 100 years old mansion known as the House of Abu Jabel, who was the famous merchant, into a historical

museum. It will be the tourist attraction with information distribution center, which may connect the existing historical resources such as designated historical buildings and tourist spot like Archaeological & Folklore Museum.

The project also facilitated the pavement of market area and walking trails in the city, which can contribute to both tourists and residents. According to the JBIC project manager, residents who were anxious about the project become supportive about it once they experienced the provision of conveniences such as trails, which can be used for their daily activities (Picture 7).

In order to promote the awareness and ownership of residents, JICA volunteers visited the houses to prepare the inventory for the museum exhibition. Meanwhile, NGOs are carrying out the programs to reserve the weaving, embroidery, and dyeing. It also serves to empower the women in the region. A Japanese graduate student is also carrying out a research in Salt for the conservation of cultures and had drawn a detailed Japanese map of interests in Salt.

There is an academic institution named Al-Balqa Applied University in Salt. The university was established in 1997 with 16 colleges for two years courses in different location in Jordan. Its objectives are not only to provide educational opportunity for younger generation but to cooperate with local community.



Picture 4. View of Salt city



Picture 5. A Sign for the designated historical building



Picture 7. Paved Market Street

Therefore, it aims to teach practical skills. The interview with the Professor Dr. Jameel Al-Jaloudi, Dean: Faculty of Planning and Management was made during the site visit. He mentioned that the Salt residents generally appreciate the historical resources and their value of their city and an awareness of preservation needs seemed to be penetrating. However, the transfer of traditional skills is not carried out in many areas. He mentioned that construction and craft making skills may require special attention near future. It was also emphasized that the surrounding nature of Salt represented by mountains can be utilized. The university is proposing a government to launch a national park facilitation project near the city in the remains of mine site.

Provisionally, the study applied the SWOT (Strength, Weakness, Opportunity and Threat) analysis in Salt to find the tourism development value in term of regional development (Table 2). The SWOT analysis defines Strength and Weakness as external factors and Opportunity and Threat as internal factors when evaluating the targets in order to evaluate them⁷.

Table 2. SWOT analysis of Salt City

External Factors	
Strength	<ul style="list-style-type: none"> • Proximity to Amman (Capital City). • Values of tourism resources: peculiarity of architectural and cultural resources. • Implementation of international aid projects. • Involvement of NGOs on ongoing projects.
Weakness	<ul style="list-style-type: none"> • Lack of international standard tourists' infrastructure: public transportation access, parking, restaurant, shops, toilet, signage etc, • Lack of information distribution and interpretation of tourism resources: access from other area, museum exhibition, tourists office, historical buildings, preparation of brochures and maps etc., • Lack of communication skills: English speakers and guides. • Uncertainty of continuity in funds and assistance. • Lack of feasibility study of balance between resources preservation and cost collection from tourism. • Strategy and action plans for tourism promotion (tourist generation).
Internal Factors	
Opportunity	<ul style="list-style-type: none"> • Availability of education and research institutions and training centers: (Al-Balqa Applied University and craft center) • Existence of tourism resources and inventories of items in local residents. • Surrounded natural environment (mountains, hilly geographic feature). • Participation and recognition of local community over the on-going tourism development projects.
Threat	<ul style="list-style-type: none"> • Reliance on the external funds and assistance and possibility of deriving destruction of self-efficiency and ownership buildings over their tourism resources. • Lack of strategy and action plan for tourism development by local authority or community. • Introduction of modernization and decline of historical value among residents. • Shortage of trainers and successors for the traditional skills. • Lack of operation system/strategy for revenue collection and distribution from the tourist attractions such as museums admissions. • Maintenance and operational methods of tourism resources.

Based on the above, it can be stated that Salt holds its potential as a tourist destination with its unique tourism resources in both history and culture. The crucial threat is the lack of strategy and action plans as well as the identification of responsibilities especially after the completion of on-going funded projects. The sustainability and feasibility of tourism development specified in Salt needs to be examined and an action plans shall be determined. The one of other serious issue is who will be in charge of the tourism development in the area and manage and operate the whole resources. It includes operation and maintenance of the renovated museums and linkage between tourists' spots. Especially in the case of developing country and small city like Salt, it is too burden to leave the matter to local authority that national governmental commitment (at least the ministerial level) may be required to some extent.

⁷ Marketing Words, http://www.mitsue.co.jp/case/glossary/m_020.html

Meanwhile, the city can start setting the reasonable goals such as to be the one day excursion area from Amman or the stop on the way to the North region, where is popular summer holiday destination among Arab tourists. As in the Weakness, Salt lacks the tourists' infrastructure such as accommodation, restaurants, and toilets. Pursuing to be the over night destination immediately is not yet recommended. . If the popularity of Salt becomes expanded, it may start establishing tourism infrastructures. One of the historical buildings may be transformed into a hotel then attract special interest tourists who are keen to experience the Ottoman architecture. Nevertheless, minimum improvement may be done in some areas including signage and toilet. The signage of tourist resources, routes can be facilitated and interpretation of resource values may be added to assist the understandings of tourists. The guide mps and brochures of tourism resources by multi-languages will also help international tourists and these can be easily distributed in Amman or other major tourists' sites. Moreover, the human resource development shall be emphasized in terms of preserving techniques such as skills of traditional building construction methods, weaving and crafts makings. It needs to be done while the skilled persons are available for teaching. This may be realized through several channels including Al-Balqa University, vocational schools, and NGOs.

4. Tourism Development in Karak

The Karak locates 90km South of Amman with population of 19,000⁸ and it is built 1km above the sea level. It is a road junction and an agricultural trade center. The ancient Kir Moab (also mentioned in the Bible as Kir Hareseth, Kir Hareh, and Kir Heres), was the walled citadel of the Moabites. Karak played an important role in the Crusades. The lordship of Karak was one of the chief baronies of the Latin Kingdom of Jerusalem. The brigand Reginald of Châtillon was lord of Karak when, in 1187, he attacked a caravan led by Sultan Saladin and thus provoked the events leading to the fall of Jerusalem. Karak was taken by Saladin in 1188 after a long siege. It was an archiepiscopal see from the early Christian era until the Christians were massacred or expelled in 1910. A 12th-century castle built by the Crusaders at Karak is the major tourist attraction especially who are interested in the bible related remains (Picture 8, 9). French are the most visited tourist abroad and it hosts about 1,000 tourists per month⁹. Karak can be visited from Madaba via Kings Highway, which is known as its spectacular ravine scenery. It is also on the way to Petra. Therefore, the current tourists only spend few hours in Karak visiting castle and lunching on their way to Petra. There is only one major restaurant near the castle. Nevertheless, it operates by the Egyptian investor that economical regional return to Karak is uncertain.

JBIC carried out several Yen Loan projects including two observation decks, renovation of Karak Archeological Museum (locates inside of the castle), facilitation of visitor center, and pavement. World Bank (WB) is funding the restoration of castle outer walls. JICA provides long-term specialists for the coordination of museum exhibition and the capacity building of museum staff (Picture 10). Currently, the museum is under operation by two curators from Karak who belong to the Ministry of Tourism and



Picture 8. Overview of Karak from observation deck



Picture 9. Karak castle

⁸ Estimated figure in 1997 (<http://www.world66.com/asia/middleeast/jordan/karak>).

⁹ According to a JICA specialist, who coordinates the museum exhibition?

Antiques. Training of local tour operators and tour guides are also under the scope of JICA project, which now depend on the tour operator or guides/attendance who accompany with tourists group from Amman or their origin countries. Some educational activities such as a job experience of being a curator for one day and excavation work are under implementation targeting local school children. It aims to gain their interest of their history and heritages as well as expected to build their ownership. For the exhibition of museum and some highlights in the castle, the same character sign of Lion was used to guide the tourists (Picture 11).

However, the current standard of restaurants, hotels, shops, public toilets, parking and signage for tourists are in sufficient in both quantity and quality. There is a so-called “Tourist Road” designated by the Ministry of Tourism and Antiques though, it does not show much difference with the ordinary local shopping streets of Karak (Picture 12).

Based on the SWOT analysis (Table 3), it can be stated that Karak’s potential as a tourist destination depends on how it can establish the linkages between other tourist sites and resources with utilizing unique heritage of castle and its museum. The crucial threat is the lack of strategy and action plans for tourism promotion specified in Karak. If it tries to serve as a stop over destination for a while, the strategy must target how it can increase the tourism arrivals, their time spend in Karak, and total revenue. Thus the improvement of souvenir shops, introduction of local crafts and delights, diversifying food choices, and provision of archeological experiences (i.e., excavation tour, and study tours) may be addressed. However, these new tourism products need to be coordinated by major institutions or party. It requires thorough coordination with tour operators, guides and more importantly with the public relations in other areas especially in Amman, Madaba, and Petra. Once the number of tourists increased and revenue became stable, Karak may extend its capacity to overnight destination along with more variety of tourist activities. Meanwhile, In terms of tourist infrastructure, it is better improving the façade of “Tourist Road” as to attract visitors. The public toilet and signage for tourist must be facilitated in several points in the city. This will make tourist possible to walk around the city.

Moreover, the operation and maintenance plans of the existing resources such as castle and museum must be formed especially considering financial point of view. Whether or not they can manage the maintenance costs and operational costs including personnel expenses by collecting admission fee or governmental subsidies should be determined. The sustainability of Ministry’s commitment shall be examined too.



Picture 10. Exhibition of Archeological Museum



Picture 11. Sign board with Lion



Picture 12. "Tourist Road"

Building the awareness of residents over their history and tourism resources is another aspect to be focused. Without the substantial support by the residents, tourism may not survive in a small city like Karak. The expansion of educational activities/experiences at the museum for school children can be considered along with introduction of adults' programs.

Table 3. SWOT analysis of Karak

External Factors	
Strength	<ul style="list-style-type: none"> • On the tourist route (from Amman, Madaba to Petra). • Values of tourism resources: history and religious aspects • Possible linkage between other tourist sites near the area such as Roman ruins, stone monument, reservoir, and observation points on the Kings Highway and neighboring attractions in Palestine and Syria. • Implementation of international aid projects.
Weakness	<ul style="list-style-type: none"> • Lack of international standard tourists' infrastructure: public transportation access, parking, restaurant, shops, hotels, toilet, signage etc, • Lack of information distribution and interpretation of tourism resources: access from other area, museum exhibition, tourists office, historical buildings, preparation of brochures and maps etc., • Lack of communication skills: English or multi-language speakers, tour operators, and guides. • Uncertainty of continuity in funds and assistance. • Lack of feasibility study of balance between resources preservation and cost collection from tourism. • Strategy and action plans for tourism promotion (tourist generation).
Internal Factors	
Opportunity	<ul style="list-style-type: none"> • Involvement of local schools to gain the awareness of residents. • Existence of unique tourism resources. • Surrounded natural environment (mountains, hilly geographic feature). • Institutional commitment on museum operation
Threat	<ul style="list-style-type: none"> • Reliance on the external funds and assistance and possibility of deriving destruction of self-efficiency and ownership buildings over their tourism resources. • Lack of strategy and action plan for tourism development by local authority or community. • Lack of awareness of economic impacts by the tourism. • Introduction of modernization and decline of historical value among residents. • Lack of human resource development strategy within the city • Maintenance and operational methods of tourism resources.

5. Discussion on Regional Resources and Tourism Development

In general, regional development requires long term plan, which should reflect the desirable future of the region along with short term action plans. The role of tourism development in the regional development may differ depending on the character of regions. It can be a strong tool to revive the region if they are rich in tourism resources. This does not apply to most of the regions, where search for for the revitalization schemes. Therefore, the tourism development may be considered as a part of entire regional plan. The application of it needs to be determined thoroughly especially when considering the investment on infrastructure and major changes on existing natural and cultural environment. Without the clear visions and perspectives about their utilization, maintenance, operation, sustainability in monetary, institutionally, and human resources, they may become the threat or burden of the region in the future. It applies to not only developing countries but also local regions in industrialized countries. In the case of developing countries, it is difficult to compose comprehensive plans due to the lack of independence in the decision making and funding shortages among local authorities over regional planning. Thus, the tourism development shall start with capable actions with utilizing the resources in the region with minimum investment.

As a conclusion of the study, the following positive aspects of tourism development procedure can be noted from the case of Salt and Karak in Jordan. These items may be referred to other regions.

- 1) Utilization of available tourism resources such as historical architectures, religious remains, and cultural inheritance with building the linkage between other tourist attraction near the area and tourist rout design.
- 2) Application of renovation and re-routing of existing tourism resources in order to make use of available resources and creation of network among them.
- 3) Provision of technical assistance from the outside including internationally funded projects and NGOs.
- 4) Involvement and ownership building of local residents in tourism development activities as we found in the example of inventory research and awareness building activities by funding agencies and NGOs.
- 5) Involvement of existing training and educational institutions including primary, higher and vocational levels.

The study plans to extend the case study research in other regions including Middle East and Asia. The comparison of several cases may bring the concrete pictures of feasible and sustainable tourism development contribution in regional development.

6. Acknowledgement

This is to express our sincere gratitude towards personnel from JICA, JBIC, Ministry of Public Works, Jordan, Al-Balqa Applied University, and others, who agreed to be interviewed and provided profound information regarding the tourism development in Jordan. Without their assistance and guidance we would not be able to access the sites as well as to grasp the conditions.

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