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ANNEX III

to the Commission Implementing Decision on the Annual action plan in favour of the Hashemite Kingdom of Jordan for 2023

Action Document for EU Support to Sustainable Cultural Heritage

ANNUAL ACTION PLAN

This document constitutes the annual work programme in the sense of Article 110(2) of the Financial Regulation, and action plan/measure in the sense of Article 23(2) of NDICI-Global Europe Regulation.

1. SYNOPSIS

1.1. Action Summary Table

1. Title OPSYS Basic Act	EU Support to Sustainable Cultural Heritage Annual action plan in favour of the Hashemite Kingdom of Jordan for 2023 OPSYS business reference: NDICI-GEO-NEAR/2023/ACT-61733 ABAC Commitment level 1 number: JAD.1211589 Financed under the Neighbourhood, Development and International Cooperation Instrument (NDICI-Global Europe).
2. Economic and Investment Plan (EIP)	No
EIP Flagship	No
3. Team Europe Initiative	No
4. Beneficiar(y)/(ies) of the action	The action shall be carried out in the Hashemite Kingdom of Jordan
5. Programming document	2021-2027 Multiannual Indicative Programme for Jordan ¹
6. Link with relevant MIP(s) objectives/expected results	Support actions: Measures in favour of civil society (3.1)
PRIORITY AREAS AND SECTOR INFORMATION	
7. Priority Area(s), sectors	151 – Government and Civil Society

¹ https://neighbourhood-enlargement.ec.europa.eu/commission-implementing-decision-1462022-adopting-multiannual-indicative-programme-jordan-period_en

	160 - Other Social Infrastructure & Services			
8. Sustainable Development Goals (SDGs)	Main SDG: 16 (Promote Peaceful and Inclusive Societies) Other significant SDGs: 5 (Gender Equality), 8 (decent work and economic growth), 10 (Reduced Inequalities)			
9. DAC code(s)	15150 Democratic participation and civil society 50% 16066 Culture 50%			
10. Main Delivery Channel	Non-Governmental Organisation (NGO) and Civil Society 20000			
11. Targets	<input type="checkbox"/> Migration <input type="checkbox"/> Climate <input checked="" type="checkbox"/> Social inclusion and Human Development <input checked="" type="checkbox"/> Gender <input type="checkbox"/> Biodiversity <input checked="" type="checkbox"/> Human Rights, Democracy and Governance			
12. Markers (from DAC form)	General policy objective	Not targeted	Significant objective	Principal objective
	Participation development/good governance	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Aid to environment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Gender equality and women's and girl's empowerment	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Reproductive, maternal, new-born and child health	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Disaster Risk Reduction	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Inclusion of persons with Disabilities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	Nutrition	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	RIO Convention markers	Not targeted	Significant objective	Principal objective
	Biological diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Combat desertification	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change mitigation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Climate change adaptation	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	13. Internal markers and Tags	Policy objectives	Not targeted	Significant objective
EIP		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
EIP Flagship		YES <input type="checkbox"/>		NO <input checked="" type="checkbox"/>

Tags	YES	NO	
transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
environment, climate resilience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Digital	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
economic development (incl. private sector, trade and macroeconomic support)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
human development (incl. human capital and youth)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
health resilience	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
migration and mobility	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
agriculture, food security and rural development	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
rule of law, governance and public administration reform	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Other	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Digitalisation	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tags	YES	NO	
digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
digital governance	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
digital entrepreneurship	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
digital skills/literacy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
digital services	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Connectivity	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Tags	YES	NO	
digital connectivity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
energy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
transport	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
health	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
education and research	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Migration	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Reduction of Inequalities	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
COVID-19	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
BUDGET INFORMATION			
14. Amounts concerned	Budget line: 14.020110 Southern Neighbourhood		

	Total estimated cost: EUR 10 000 000.00 Total amount of EU budget contribution EUR 10 000 000.00
MANAGEMENT AND IMPLEMENTATION	
15. Implementation modalities (management mode and delivery methods)	Direct management through: - Grants - Procurement Indirect management pillar-assessed entities to be selected in accordance with the criteria set out in section 4.3.3

1.2. Summary of the Action

The European Union (EU) will continue and eventually intensify its support to the new economic modernisation vision where a strong role for tourism is foreseen, notably to become a major global hub for archaeological, heritage and natural sites, adventure tourism, religious tourism and medical tourism, enhance the competitiveness of Jordanian tourism, develop the infrastructure of touristic sites, improve tourism transport services, develop educational and training curricula related to the tourism sector, and open the way for the private sector.

Against that background the EU Delegation will put in place a support programme with three components that can operate in a sustainable manner. First, the action will follow a participatory and equitable approach for civil society organisations to develop their capacities and enhance their actions in the preservation of cultural heritage and the promotion of sustainable tourism in Jordan. Secondly, it will also encourage a broad range of stakeholders to engage in terms of capacity development, funding, and physical restoration, supply of equipment, technical skills development and awareness raising. The aim is to extend the benefits of cultural heritage interventions per se to different aspects of community needs. Finally the EU will work on concrete site development projects with pillar assessed implementing partners. These projects will involve the community in the conservation, management and promotion of these sites to ensure their viability as a long-term resource. After close discussions and consultations with the Ministry of Tourism and with the department of Antiquities, it is tentatively agreed upon selecting Quwaylebah (Abila) and Mekawer/ Machaerus (currently supported by a Hungarian university) as potential sites. The Action will also allow to continue to demonstrate the importance of contributing to the public perception that cultural heritage is a common public good that must be respected and preserved for the benefit of all communities. The effects of positive, affirmative actions are amplified when communities, their leaders (religious and otherwise) and institutions are apportioned responsibilities and ownership of the process. Inter-community distrust can be reduced through cultural interactions which prompt dialogue, build understanding and foster a shared sense of ownership of cultural heritage.

The action is in line with the priorities of the ambitious and innovative Agenda for the Mediterranean, set out in the Joint Communication from the Commission and the High Representative on the Southern Neighbourhood of 9 February 2021², its Economic and Investment Plan³ and in the subsequent Council Conclusions on a Renewed Partnership with the Southern Neighbourhood of 16 April 2021⁴, as well as the EU-Jordan MIP 2021-2027 priorities (Priority Area 2 : Green transition and resilient economy).

1.3. Beneficiar(y)/(ies) of the action

The Action shall be carried out in the Hashemite Kingdom of Jordan.

² JOIN(2021) 2 final.

³ SWD(2021) 23

⁴ <https://data.consilium.europa.eu/doc/document/ST-7931-2021-INIT/en/pdf>.

2. RATIONALE

2.1. Context

Through successive civilisations, Jordan has embraced a large number of archaeological sites that form the intangible cultural heritage of the country. In Jordan, Petra, Wadi Rum, Qusair Amra, Baptism Site, and the city of Salt are classified as World Heritage Sites. In recognition of the importance of heritage, the Hashemite Kingdom of Jordan has ratified a number of international cultural conventions and actively participates in the planning of cultural strategies and policies at the Arab and Islamic levels to promote culture, use of technology and youth awareness.

Protection and preservation of cultural and natural heritage is key to continue attracting tourists to Jordan. Support to World Heritage sites also entails significant economic and societal benefits in particular to local communities and to refugees by creating new jobs, and to the Government by provision of foreign exchange earnings. Creating employment opportunities, especially for women, youth and vulnerable groups, is particularly important given the general high unemployment and the low economic participation of women in Jordan. A partnership between the different stakeholders including government institutions, civil society organisations (CSOs), Community based-organisations (CBOs) and the private sector could contribute to promote Jordan as a touristic destination and increase its touristic competitiveness in the region.

CSOs have increased in number over the last years but their capacity remains weak. Cooperation and coordination is suboptimal and limits their actual contribution to Jordan's development⁵. Numerous studies show that the empowerment of civil society organisations comes through reviewing and developing the legislation governing their work.

The EU Roadmap for Engagement with Civil Society in Jordan for 2018-2020 provides a self-assessment of EU engagement with civil society. It highlights both lessons learned, and challenges faced, and it reflects on the key areas of EU support to civil society, such as policy-level engagement, targeted support to civil society, and mainstreaming of civil society into EU priority sectors of support. The roadmap itself defines a strategy and action plan through:

- Promoting constructive engagement of civil society organisations across Jordan by defining and implementing EU partnership priorities⁶ and bilateral agreements with the government of Jordan.
- Supporting the enabling environment for CSOs through a more conducive legislative framework with clear regulatory requirements.
- Strengthening the process of structured and inclusive participation of civil society organisations in formulating public policies and achieving Jordan's development priorities.
- Supporting civil society organisations to improve their capacity-building mechanisms and internal governance practices.

Official statistics indicate the positive role of the tourism sector in supporting Jordan's economy during the last two decades with a contribution to GDP of around 14%. The tourism sector is one of the largest private employers with approximately 55 000 employees⁷. Cultural tourism (archaeological and heritage sites) constitutes 65% of entries to Jordan.

In its economic modernisation vision and the National Strategy for Tourism in Jordan (2021-2025), the Government of Jordan considers the tourism sector a top priority. Seven priorities have been identified and include:

⁵ Jordan Society Reality Study Report, USAID, May 2016, https://pdf.usaid.gov/pdf_docs/PBAAH417.pdf

⁶ Association between the European Union and Jordan, The Association Council, Annex to Decision of the EU-Jordan Association council on the EU-Jordan Partnership Priorities 2021-2027, UE-RHJ 3304/22 ADD 1

⁷ Source: Ministry of Tourism

- Continuation of the development of tourism product offerings and enhancement of their competitiveness
- Development of touristic sites infrastructure
- Improvement of touristic transport services
- Development of educational and training curricula in the tourism sector
- Development of medical tourism
- Development of religious tourism
- Development of meetings, incentives, conferences and exhibitions (MICE) business

The European Union's Member States present in Jordan have been actively involved in Jordan's tourism sector in order to support the growth of the sector. EU Member States have been working to develop a comprehensive tourism strategy for Jordan; this includes improving hotel standards and accommodation, creating educational programmes for hospitality workers, and creating business opportunities for local communities. The EU Member States have also been working with the Jordanian government to support the direct marketing and promotion of Jordanian tourism mainly in Petra, Madaba, Maan, Um Qais, Shobak, Mafraq and Amman. Many have reported the importance of better engaging with local communities in the administration of sites (creation of internet site, training of guides, traditional handcraft, etc.), long-term projects and the importance of awareness-raising (site visits, schools, etc.).

This Action takes into account the environmental, social, technological, economic and political dimensions and regional integration, in light of the "National Tourism Strategy in Jordan for the years 2021-2025", which aims to increase the number of tourists and total revenues by 2025 to exceed the levels of 2019 (5.3 million and JOD 4.1 billion respectively).

CSOs and CBOs can also help to facilitate the development of strong and active relationships between local communities, local tourist operators and cultural heritage sites in the region and they can help promote peaceful, inclusive and sustainable tourism initiatives, reduce conflict, ensure access to justice and build accountable, effective and inclusive tourism structures (SDG 16). Working with CSOs and CBOs can also help to ensure that sustainable tourism practices are being implemented, as these organizations often prioritize local development. This can be achieved through the implementation of programmes that promote socio-economic development and job creation in the twin green and digital transition, in addition to building public-private partnerships and facilitating capacity building, entrepreneurship and human capital development (SDG 8). As such, these collaborations can lead to increased livelihood opportunities for local communities and a greater understanding between locals and tourists and reduce inequalities within the same area (namely SDG 16 and SDG 10).

The added value of the European Union of working with Civil Society Organisations (CSOs) and Community Based Organisations (CBOs) in the tourism sector in Jordan is multifaceted. By partnering with these organisations, the EU is able to leverage local knowledge of customs and traditions, and resources, to further the development of tourism in Jordan. Through this kind of partnership, CSOs and CBOs can better advocate for the interests of local communities, thus creating a more inclusive and holistic approach to cultural and natural heritage tourism development. Additionally, these partnerships help generate employment and economic opportunities, particularly for marginalized and vulnerable populations. Finally, working with CSOs and CBOs contributes to the awareness of the importance and value of cultural, natural, and architectural heritage, leading to the preservation and conservation of such heritage.

2.2. Problem Analysis

Short problem analysis

Jordan has a large number of archaeological sites and cultural heritage resources. In addition to the most famous attractions such as Petra and Wadi Rum that are classified as World Heritage Sites⁸, there are many lesser-known high potential sites. Many of these sites are located in underserved and poverty pockets areas outside of Amman, offering opportunities to develop the local economy. These communities lack the capacity and resources to exploit the tourism potential of these sites.

Furthermore, and according to the National Strategy for Tourism in Jordan, in spite of the abundance of unique tourist sites, Jordan is perceived as uncompetitive when compared with its regional neighbours.

Although the international community still puts national states in charge of preserving world heritage sites, the involvement of civil society in preserving cultural heritage is growing, though still insufficient. According to UNESCO, a number of institutions share the responsibility of managing and safeguarding tangible and intangible cultural heritage in Jordan (for example, the Ministry of Culture, Ministry of Tourism, Department of Antiquities, Jordanian universities, Ministry of Education and a number of civil society institutions). The diversity of involved institutions and absence of inter-institutional mechanisms have led to an ineffective system. The system is further hampered by the absence of a unique legislative framework⁹ that defines mandates of the main involved parties, and gives a definition for heritage and historical legacy and heritage compatible with the world's best practices¹⁰.

The perceived lack of impact of civil society organisations on sustainable development has somehow marginalised their role and weakened their influence over their engagement in key sectors such as the tourism sector. Lack of cooperation between academic institutions, the private sector, as well as between CBOs with one another, has hampered tourism sector development.

By establishing a more participatory, integrated, and trusting relationship between civil society organisations and the Government¹¹ on one hand, and with other stakeholders and partners on another hand, holistic inclusive growth and cultural heritage engagement can be achieved.

The proposed action will encourage beneficiaries to engage with one another in terms of awareness raising, capacity development, funding, physical restoration, supply of equipment, technical skills development. The aim is to surpass the benefits of cultural heritage interventions per se by extending to different aspects of community needs. The effects of positive, affirmative actions are amplified when communities, their leaders and institutions are apportioned responsibilities and ownership of the process. Inter-community distrust can be reduced through cultural interactions which prompt dialogue, build understanding and foster a shared sense of ownership of cultural heritage.

Identification of main stakeholders and corresponding institutional and/or organisational issues (mandates, potential roles, and capacities) to be covered by the action.

The key institutional stakeholders of this Action may include, but are not limited to, the following: the Ministry of Planning and International Cooperation (MoPIC), the Ministry of Tourism and Antiquities (MoTA), the Department of Antiquities (DoA), the Jordan Tourism Board, the Ministry of Culture, Tourism Police.

⁸ <https://whc.unesco.org/en/list/>

⁹ Management of cultural heritage is currently governed by Antiquities Law n° 21 of 1988, Environment Law No. 12 of 1995 (Articles 5 and 21), Tourism Law No. 20 of 1988, Planning & Building Law No. 79 of 1966 and its amendments, Law for the Protection of Urban and Architectural Heritage, and Culture Care Law No. 36 of 2006 and its amendments

¹⁰ National Assessment of the state of safeguarding intangible cultural heritage in Jordan, <https://ich.unesco.org/doc/src/07950-EN.pdf>

¹¹ Muhammad Al-Jarbaie, Civil Society and the Jordanian State (Transitioning from the Scepticism Square to the Participation and Trust Square), www.amnestymena.org/ar/magazine/Issue17spx?articleID=1050

- **The Ministry of Planning and International Cooperation (MoPIC)** is the signatory of the Financing Agreement.
- **The Ministry of Tourism and Antiquities** is the line Ministry in the tourism and heritage sector in Jordan and will have a significant influence on the successful outcomes of the project. The Ministry of Tourism (MoT) is the action's supervisor, with overall responsibility for coordination with the EU and the various stakeholders involved. It is also responsible for facilitating the monitoring of the programme.
- **The Department of Antiquities** seeks to preserve the cultural heritage of Jordan through cooperation with local and international authorities interested in the archaeology sector. They deliver authorisations to work on archaeological sites.
- **The Jordan Tourism Board** is an independent public – private sector partnership committed to utilize marketing strategies to brand, position and promote the Jordan tourism product internationally as the destination of choice, with experience in marketing touristic sites and archaeological sites.
- **The Ministry of Culture (MoC)** is responsible for preparing the cultural action policy and supporting it in public sectors and other kind of sectors, in line with the policy of Jordan and its national interests. As such, it is an influencer in the project's success as it has the expertise in the field of culture specifically in the intangible cultural heritage.
- **The Ministry of Labour** is responsible for organising labour relations and regulations in Jordan, including labor and employment within the cultural and rehabilitation sector. Within the CSO consultation, it was noted that “rehabilitator” or “restorer” is not a profession that is recognized formally under Jordanian labor regulations. The Ministry of Labor is also relevant in its experience with Technical and Vocational Education and Training (TVET) and capacity building for youth, as well as regulations related to home-based businesses in the tourism and heritage sector.
- **The Tourism Police department** is responsible for investigating crimes against tourists and for preventing crimes within tourist areas. As such, the success of the project would have an impact of increasing tourism and would impact the Tourism Police. Additionally, the Tourism Police may have valuable insight on the experience of the tourist in Jordan.
- **Municipalities** are a key stakeholder because they are the ones responsible for actually implementing the plans for the MoT, creating sustainability for projects involving construction and rehabilitation of tangible urban heritage, and building/maintaining infrastructure.
- **Universities and archaeologists**, in particular Hungarian universities, have been working on some of the pre-selected.

Key beneficiaries and enablers of sustainable cultural heritage in Jordan include non-government organisations (NGOs and CBOs) such as Jordan River Foundation, Johud, the Jordan Heritage Company, and International Institutions such as UNESCO, the private sector, academic institutions and local community members.

- **Civil society organisations**, including both national NGOs, CBOs and Royal NGOs, are the main stakeholder and beneficiaries of the whole action. CSOs and CBOs have the outreach, experience, and local knowledge necessary for building the capacity of local communities.
- **Private sector organisations** include travel agencies, hotels and restaurants in proximity to tourist destinations, and tour guides. The Jordan Society of Tourism and Travel Agents and the Jordan Inbound Tourism Operators Association are two non-governmental organisations that represent the interest of relevant private sector organisations. Private sector stakeholders have expertise within the field of tourism and as such are important stakeholders, and as such can support the goal of enriching the travel experience of tourists.

2.3. Lessons Learned

The Action will take into account lessons learnt from past and on-going support to cultural projects.

The Action will engage with local communities as to avoid that their cultural role is abandoned at the benefit of entertainment only as this was witnessed in the "*Jerash Festival for Culture and Arts*" that was established in the 1980s'. The Action will rely more on cultural festivals that can be a very strong preservation tool for intangible assets and are underutilised within the Jordanian context. The newly-announced "*Addafa Janoubi*" carnival in Aqaba represents an opportunity to merge tourism promotion and the involvement of local community members. Similarly, the established *Fuheis* Festival represents another opportunity to bring attention to cultural heritage.

The Action will inspire from the experience with the "*Bani Hamida Women's Project*", that became part of the Jordan River Foundation in 1998 and under which reasonable profits were achieved while institutionalising the preservation of heritage from the Bedouin areas.

Most of the current projects lack long-term strategies that would potentially make cultural tourism an essential economic pillar. The under-representation of specialised tourism experts in their boards as well as the environmental and social deterioration impede tourism development.

Sufficient attention should be given to organisational and corporate buy-in of beneficiaries, including in local communities, in project planning and proper commitment of the Government to project implementation, as evidenced from the previous "*Protection and promotion of cultural heritage in the Hashemite Kingdom of Jordan*" project. From the on-going "*Support to Livelihoods through cultural Heritage Development*" project, it is evidenced too that the engagement of the CSOs, CBOs, and local communities in the designing phase is crucial in order to secure a participatory approach between all relevant stakeholders.

It is expected that projects which will be financed under this Action will build on ongoing or previous assistance and on new or complementary emerging needs. The continuous dialogue between EU and Jordanian authorities is expected to ensure consistency between the projects of this Action and the mutually agreed EU-Jordan reform priorities and programmes.

3. DESCRIPTION OF THE ACTION

3.1. Objectives and Expected Outputs

The Overall Objective(s)/Impact(s) of this action is to foster a sustainable, inclusive and competitive tourism sector in Jordan linked to its rich cultural heritage

The Specific Objective(s) (Outcomes) of this action are to

1. collaboration between CSOs, CBOs, private sector and relevant institutions in the preservation and promotion of cultural heritage and sustainable tourism is improved
2. livelihoods of local communities linked to the preservation and the promotion of intangible and tangible cultural heritage are improved, particularly of women, youth and vulnerable groups
3. The protection of cultural and archaeological sites in Jordan by the Ministry of Tourism and relevant institutions is improved

The **Outputs** to be delivered by this action contributing to the corresponding Specific Objectives (Outcomes) are:

Contributing to Specific Objective 1:

- 1.1 CSOs' and CBOs' institutional capacities to address the protection of cultural needs are increased;
- 1.2 Collaboration and dialogue mechanisms between CSOs, CBOs, the private sector and relevant governmental institutions on the promotion and preservation of cultural heritage on selected sites are established;
- 1.3 The awareness of local communities on the importance to preserve and promote their cultural heritage for the development of their communities is improved.

Contributing to Specific Objective 2:

- 2.1 Green, and digital economic initiatives for women, youth and vulnerable groups in the intangible and tangible cultural heritage sector are increased;
- 2.2 labour market's technical and soft skills of women, youths and vulnerable group required in the tourism sector are improved;

Contributing to Specific Objective 3:

- 3.1 The number of rehabilitated and protected archaeological sites is increased in close collaboration with the CSOs and local communities.

3.2. Indicative Activities

Activities related to Output 1.1:

- Leveraging the technical skills of CSOs and CBOs to build effective strategies for the protection of cultural needs.
- Developing comprehensive advocacy tools to influence policy makers to adopt and implement laws and regulations that provide sufficient safeguards to cultural heritage.
- Developing capacity-building programmes and trainings to equip CSOs and CBOs with cultural protection strategies.
- Organise exchanges between CSOs and CBOs to help build networks of organisations working in the same realm, encouraging the development of an active civil society.

Activities related to Output 1.2:

- Create a platform for discussion, collaboration and participation by the identified stakeholders on the matters of cultural heritage promotion and preservation.
- Coordinate joint projects among stakeholder groups to conserve cultural heritage sites, art crafts, and traditional practices that represent all sides while jointly implementing development activities.
- Create transparent and accountable procedures under which the Ministry of Tourism includes CSOs, CBOs and private sector in policy making of preservation and promotion of cultural heritage.

Activities related to Output 1.3:

- Support the design and implementation of outreach campaigns, visibility and awareness raising actions related with EU initiatives and interventions in the tourism sector in Jordan
- Organising national-level campaigns and public awareness activities to raise awareness of the importance of protecting cultural heritage; for example, through online materials, infographics, brochures and posters

Activities related to Output 2.1:

- Promotion of education and training programmes and awareness-raising activities that focus on green and digital production in intangible cultural heritage as a source of income.
- Support projects/ new initiatives that promote green cultural tourism and digital platforms for the preservation of intangible and tangible cultural heritage.

Activities related to Output 2.2:

- Conduct of employment skills development programmes for women, youth and vulnerable groups to incentivize them to engage in cultural heritage preservation.
- Collaborate with incubation centres, vocational schools and job search resources to include tailored vocations to the needs of the tourism sector on the one hand - and women, youth and vulnerable groups on the other.
- Establish local partnerships with businesses in the tourism sector in order to create more employment opportunities and internship programmes.

Activities related to Output 3.1:

- Rehabilitation of cultural, archaeological and religious sites and adjacent areas
- Support student and community excavation projects to document and protect archaeological sites.
- Develop educational materials and programmes to encourage public knowledge on the importance of archaeological sites.
- Create partnerships and networking opportunities between CSOs, universities, and local communities to increase knowledge and awareness about the importance of preserving archaeological sites.

3.3. Mainstreaming

Environmental Protection, Climate Change and Biodiversity

The Climate Risk Assessment (CRA) screening concluded that this action is no or low risk (no need for further assessment). However, the action will take into consideration eco-tourism as one main pillar of the implementation considering the fact that the tourism sector is considered one of the green economy sectors. The ministry of tourism is among the six line ministries responsible for strategic guidance over the green economy sectors in Jordan.

Gender equality and empowerment of women and girls

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as G1. This implies that gender equality and women's and girl's empowerment is a significant objective of the action. Measures to support the involvement of women in the Jordan's green growth labour market have been emphasised in the frame of the action's identification and consultative process with all stakeholders. Increasing women's empowerment is foreseen in different components of the action, including policy development, strategies and action plans, human resources development and women leadership, as well as in foreseeing equal and fair access to service delivery.

Human Rights

The Action will adopt a rights-based approach and include support to applying all rights equally, participation and access of all groups to the decision-making process, job market in the tourism sector, transparency and

accountability in the activities to directly contribute to the realisation of human rights throughout the intervention.

The action will promote locally-driven approaches to better promote and respond to people's participation in public life and other support ownership of the action by local actors within the framework of international human rights standards.

Disability

As per OECD Gender DAC codes identified in section 1.1, this action is labelled as D1. This implies that the inclusion of persons with Disabilities is a significant objective of the action. The action ensures all rights of vulnerable groups and safeguards their inclusive access to its benefits. Developing effective and efficient public services, mainly through digitalisation, will ensure, ease of access and more inclusion, for people with disabilities.

Democracy

Participation development and good governance, which contribute to an enhanced democracy, are principal objectives of the action. The action will contribute to improving governance in Jordan's development of the tourism sector and the preservation of cultural heritage, e.g. through cross-sector institutional capacities and coordination at policy and implementation levels, enhanced monitoring and evaluation, as well as the increased involvement of local government, civil society and the private sector. EU values and policies will be promoted to civil society and broader public

Conflict sensitivity, peace and resilience

The action will strengthen the capacity of the civil society organisations, local communities and related democratic institutions to be more resilient to the current socio-economic context and assist them in streamlining and rationalising their work in the tourism sector and the preservation of the cultural heritage in Jordan, improving their performance, their accountability towards their constituencies and monitoring their strategies and policies adequately and promoting a system of checks and balance. Promotion of wider citizens' participation to ensure that citizens' ownership and trust is enhanced towards the preservation of tangible and intangible cultural heritage.

Disaster Risk Reduction

The COVID-19 economic recovery presents a unique opportunity to build the economy in a greener and in a more equitable way. While the main objective of Jordan's COVID-19 recovery plans is to reboot the economy and generate employment and income in the short run, the interventions that will be supported through this action will also address the long-term SDGs and Sustainable Development agenda in supporting the tourism sector in Jordan.

3.4. Risks and Assumptions

Category	Risks	Likelihood (High/Medium/Low)	Impact (High/Medium/Low)	Mitigating measures
1-People and the organisation	Centre of government institutions have weak steering capacity to deal with CSOs	Medium	High	Provision of Technical assistance to support the related governmental institutions to deal with CSOs according to specific needs.
2-People and the organisation	Lack of ownership, and tensions between CSOs and institutions	High	Medium	Ensure that CSOs are associated to project ownership and fully included in activities
3-External Environment	Unstable regional and national political situations affect the smooth functioning of economic development in Jordan in different sectors	Medium	Medium	Maintain and enhance the policy dialogue through coordinated and regular meetings to enhance legal, policy and monitoring work
4-External Environment	Unpredictable and evolving institutional and legal framework	Medium	Medium	Continuous policy dialogue and donor coordination to convey messages.
5-External Environment	Lack of interest of governmental institutions to deal with civil society organisations for the development of tourism sector	Medium	Medium	The activities are selected so they can be implemented in a changing environment. They are flexible enough to accommodate the changes. The targets selected are stable groups.
6-External/environmental	The sustained impact of the COVID-19 pandemic.	Low	Low	Action is designed in a demand driven basis and with a high level of flexibility in order to be able to adapt in external environment challenges
7-Economic/market/financial	Potential recession would negatively impact the Jordanian tourism market and would undermine the assumptions of the project.	Low	Low	The programme aims to strengthen local communities and increase their economic participation through cultural heritage, which in turn will support a quicker recovery and higher economic resilience in the face of a potential economic downturn.

External Assumptions

This programme assumes that investing in a people-centred and inclusive approach to cultural tangible and intangible heritage will lead to socio-economic development and social cohesion. As such, the intervention must be guided by principles of inclusivity, participation, sustainability, and capacity building.

Inclusivity

Civil society actors work to support inclusive engagement of different actors and to achieve inclusive growth within tangible and intangible cultural heritage.

Participation

Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth.

Sustainability

- In order to create sustainability, the revitalization of cultural tourism needs to intensify by advertising and developing heritage tourism activities. Festivals, for example, are a very strong preservation tool for intangible assets. To ensure sustainability, encouraging a diverse thematic tourism approach with consideration to both rural and urban heritage should be taken to ensure sustainable engagement of local community actors.
- Internal stability is maintained
- Government of Jordan remains committed to the implementation of its Economic modernisation vision and the National Strategy for Tourism
- COVID-19 effects are not significantly sharpened and their impact on economic and social life not excessively increased

Working with local communities to develop their skills and tourism awareness is key and will result in an enhanced local experience for tourists. This will support Jordan as a tourist destination. Therefore, it is proposed that a cultural strategy is formulated to form cultural heritage, both tangible and intangible, with the participation of civil society and local communities to enhance capacity.

Creating partnerships between different stakeholders (including CSOs, private sector and academic institutions) can be a pathway for increasing capacity. This can create increased capacity for CSOs to meet international standards for heritage preservation. Moreover, raising heritage awareness and skills for local communities is another key part of capacity building.

3.5. Intervention Logic

Under specific objective 1, the increased technical capacities and the funding of coordination mechanism for cooperation between the CSOs, CBOs, MoTA, DoA, and MoC expected through this action will lead to enhanced performance of tourism services in Jordan. If the government of Jordan remains committed to the economic modernisation vision and to the implementation of the National Strategy for Tourism,

Then, by targeting identified institutional, regulatory, and organisational weaknesses in the existing governance structures, strategic planning and policy coordination between relevant CSOs, CBOs, relevant Ministries and agencies will be strengthened, CSOs' capacities will be bolstered, and provision of core services will be improved. This will also assist in improving accountability in the tourism sector. Therefore, the efficiency and effectiveness in policy development and implementation will be increased, thus leading to successful delivery of the structural reforms, strategies and plans that implement the EU-Jordan Partnership Priorities (PP).

Through enhancing CSOs' and CBOs' institutional capacities to address the protection of cultural needs, relations between local communities and government institutions are enhanced. The establishment of coordination mechanism among the related stakeholders will support the role of CSOs in the policy making process as well as support social inclusiveness and gender mainstreaming, thus directly contributing to the implementation of EU-Jordan PPs.

Through supporting the development of a preliminary concept of a cultural strategy, with both tangible and intangible cultural heritage as its basis, the cultural tourism regulation with all its components in a participatory approach, as well as the development of sufficient mechanisms and tools to monitor and evaluate this strategy, the effective management of sustainable tourism development will be ensured. This will contribute to job opportunities for citizens, and the development of awareness in terms of preserving the environment and preparing them to receive tourists.

Through development and implementation of EU strategic communications plans and activities, it is expected that the magnitude and effect of communication and outreach campaigns will be maximized in the tourism sector. This will contribute to greater visibility of EU support.

In sum, if the outputs of the technical assistance are achieved, then the institutional, regulatory, human resources and service delivery capacity of CSOs will be sufficient for them to play a significant role in the preservation of cultural heritage.

Under specific objective 2, intangible and tangible cultural heritage is promoted as a source of economic empowerment and inter-cultural-dialogue with a focus on women and young people. If civil society actors work to support inclusive engagement of different actors, then CSOs' initiatives will focus on the eco-tourism sector, the importance of promoting green and anti-littering and recycling initiatives. This will boost growth and development, thus contributing to the implementation of EU-Jordan Partnership Priorities.

Through a call for proposals targeting civil society organizations and CBOs, the establishment of a handicraft village that collects most of the cultural heritage identities in one place and creates jobs for handicrafts, arts and music, tourism-related products will be developed in line with the objective "*Develop tourism-related products of all kinds*" under the Economic Modernization Vision.

In sum, the harmonization of new initiatives in intangible and tangible cultural heritage will promote them as a source of economic empowerment and inter-cultural dialogue, and lead to enable the environment for CSOs for developing the tourism sector, enable sustainable growth, job creation and development.

Under specific objective 3, rehabilitating selected cultural and archaeological sites through a participatory process with local communities, municipalities and governmental institutions will contribute to enhance rehabilitation and renovation of new selected sites.

If internal stability is maintained, and Government of Jordan remains committed to the promotion of Jordan as a main destination for tourism,

Then, through rehabilitating cultural, archaeological and religious sites, it is expected that local communities and groups will be more aware, familiar and supportive to the preservation of the sites. Their ownership towards these sites/ areas will be strengthened. As the target group is the engagement of local communities/ CBOs/ volunteers and refugees specifically in the north in Qwualybah (Abila) in the rehabilitation of these sites and/ or the implementation of restoration camps, it is expected that the rehabilitation and promotion of these areas is enhanced, new jobs are created and EU visibility is increased.

In sum, enhancing the engagement of local communities in the rehabilitation, renovation and promotion of these sites as well as strengthening capacities of information multipliers will contribute to their meaningful participation in the tourism sector, ensuring its viability and improving public perception about the importance of cultural heritage.

3.6. Indicative Logical Framework Matrix

Results	Results chain: Main expected results [maximum 10]	Indicators [it least one indicator per expected result]	Baselines (values and years)	Targets (values and years)	Sources of data	Assumptions
Impact 1	To foster a sustainable, inclusive and competitive tourism sector in Jordan linked to its rich cultural heritage	<p>1 number of visitors to Jordan</p> <p>2 Employment rate in the tourism sector disaggregated by sex</p> <p>3 Jordan Travel & Tourism Development Index 2021¹²(by World Economic Forum)</p>	<p>1 5 Million in 2022</p> <p>2 5% of total employment¹³; total employed: 55 thousand (; 10% female and 90% male:</p> <p>3 9</p>	<p>8 Million by 2027</p> <p>2. 8% of total employment</p> <p>3. 4.3</p>	<p>1 Ministry of Tourism</p> <p>2 IMF reports</p> <p>3 Travel and Tourism Development Index Report</p>	<i>Not applicable</i>

¹² The Travel & Tourism Development Index (TTDI) 2021 is an evolution of the 15-year-old Travel & Tourism Competitiveness Index (TTCI) series, a flagship index of the World Economic Forum’s Platform for Shaping the Future of Mobility. This revised index serves as a strategic benchmarking tool for policy-makers, companies and complementary sectors to advance the future development of the Travel and Tourism (T&T) sector by providing unique insights into the strengths and development areas of each country/economy to enhance the realization of sector potential and growth. Furthermore, it serves as a platform for multistakeholder dialogue to understand and anticipate emerging trends and risks in global T&T, direct policies, practices and investment decisions, and accelerate new models that ensure the longevity of this important sector. Overall scores range from 1 to 7 where 1 = worst and 7 = best

¹³ Ministry of Tourism and Antiques. ”The Jordan National Tourism Strategy 2021-2025.”

[https://www.mota.gov.jo/ebv4.0/root_storage/en/eb_list_page/national_tourism_strategy_en_\(release_1.0\)_20.12.2021.pdf](https://www.mota.gov.jo/ebv4.0/root_storage/en/eb_list_page/national_tourism_strategy_en_(release_1.0)_20.12.2021.pdf)

Outcome 1	1.Improved collaboration between CSOs, CBOs, private sector and relevant institutions in the preservation and promotion of cultural heritage and sustainable tourism	1.1 Number of government policies developed or revised with civil society organisation participation through EU support ¹⁴ 1.2 Number of multi-actors agreements/ MoUs signed to promote the cultural heritage of the country that include CSOs, CBOs supported by the action 1.3 Level of satisfaction of the respondents from the CSOs, CBOs, private sector and institutions on the collaboration achieved (Survey)	1.1 4 ¹⁵ 1.2 0 1.3 TBD at inception phase	1.1 9 1.2 3 1.3 65% by 2027	1.1 EU reports 1.2 Reports 1.3 citizen satisfaction survey	-Civil society actors work to support inclusive engagement of different actors and to achieve inclusive growth within tangible and intangible cultural heritage. -Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth
Outcome 2	2.Improved livelihoods of local communities linked to the preservation and the promotion of intangible and tangible cultural heritage particularly of women, youth and vulnerable groups	2.1 Number of jobs supported/sustained in the tourism sector ¹⁶ 2.2 # of beneficiaries finding a job in the tourism sector (disaggregated by age, sex, social economic status and kind of job)	2.154764 ¹⁷ 2.2 0	2.1 60 000 by 2027 2.2 500	2.1 EUD Jordan's reports 2.2 EUD Jordan's reports	-Civil society actors work to support inclusive engagement of different actors and to achieve inclusive growth within tangible and intangible cultural heritage. -Government of Jordan remains committed in the implementation of Economic modernisation vision and the National Strategy for Tourism - Internal Stability
Outcome 3	3. Improved the protection of cultural and archaeological sites	3.1 Number of new rehabilitated sites handed over to the Department of Antiquities	3.1 0	3.1 10 sites (based on the national	3.1 MoT reports based on the National	-Internal stability is maintained

	in Jordan by the Ministry of Tourism and relevant institutions	with public allocated financial resources for their preservation		strategy for tourism, it is expected to rehabilitate 15 sites by 2025)	Strategy for Tourism's priorities	-COVID-19 and/or Syrian crisis effects are not significantly sharpen and their impact on economic and social life not excessively increased
		3.2 New sites added to UNESCO's list	3.3 6 sites		3.2 UNESOs reports	-Government of Jordan remains committed in the implementation of Economic modernisation vision and the National Strategy for Tourism
		3.3 Percentage of people that are satisfied with EU interventions in Jordan	3.3 68% ¹⁸	3.2 7 sites	3.3 citizen satisfaction survey	
				3.3 75% by 2027		

¹⁴ This is a MIP Indicator , but also linked to a second MIP Indicator Percentage of new/supported government policies/regulations/legislations that involve consultations with private sector

¹⁵ Based on the Ministry of Tourism's Data and the EU regional projects implemented in Jordan

¹⁶ The revised EU Results Framework (EU RF) 2.11 - [https://ec.europa.eu/transparency/documents-register/api/files/SWD\(2018\)444_0/de00000001035606?rendition=false](https://ec.europa.eu/transparency/documents-register/api/files/SWD(2018)444_0/de00000001035606?rendition=false)

¹⁷ Ministry of Tourism Data, Number of workers in tourism sector by nationality and gender for 20225 according to Social Security Corporation; 39611 Jordanians and 15153 non-Jordanians

¹⁸ Perception survey conducted by Gallop International through EU Neighbours South, October 2022

Output 1 related to Outcome 1	1.1 Increased CSOs and CBOs institutional capacities to address protection of cultural needs	1.1.1 Number of CSOs that demonstrate strengthened core (organisational, managerial, financial accountability) capacities with the support of the action ¹⁹	1.1.1 0	1.1.1100	interim reports and steering committee	-Civil society actors work to support inclusive engagement of different actors and to achieve inclusive growth within tangible and intangible cultural heritage. -Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth
Output 2 related to Outcome 1	1.2 Established collaboration and dialogue mechanisms between CSOs, CBOs, private sector and relevant governmental institutions on the promotion and preservation of cultural heritage on selected sites	1.2.1 Number of people participating in policy dialogue meetings supported by the action, disaggregated sex, location and type of organisation 1.2.2 Status of the coordination mechanism 1.2.3 Status of a Draft of law for the tangible and intangible cultural heritage	1.2.10 1.2.2 0 1.2.3 0	1.2.1 250 1.2.2 1 1.2.3 1 (drafted law)	1.2.1 interim reports and steering committee's reports 1.2.2 interim reports and steering committee's reports 1.2.3 interim reports and steering	-Civil society actors work to support inclusive engagement of different actors and to achieve inclusive growth within tangible and intangible cultural heritage. -Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth

		1.2.4 No. of recommendations to revise laws/ regulations and regulatory framework issued by the TA in consultation with CSOs, CBOs, private sector and governmental institutions	1.2.4 0	1.2.4 10	committee's reports 1.2.4 interim reports and steering committee's reports	-Private sector engages in the policy dialogue
Output 3 related to Outcome 1	1.3. Improved awareness of local communities on the importance to preserve and promote their cultural heritage for the development of their communities	1.3.1 Number of people reached through communication campaigns , disaggregated by sex, age and location 1.3.2 No of people who consider that the protection of cultural heritage is important for the development of their communities, disaggregated by sex, age and location	1.3.1 0 1.3.2 0	1.3.1 1000 1.3.2 6000	1.3.1: EUD annual reports 1.3.2 Survey	-Internal stability is maintained -Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth -Government of Jordan remains committed in the implementation of Economic modernisation vision and the National Strategy for Tourism

¹⁹ linked to [Global Europe Results Framework](#) (GERF) 2.28 (Number of grassroots civil society organisations benefitting from (or reached by) EU support)

Output 1 related to Outcome 2	2.1 Increased green, and digital economic initiatives for women, youth and vulnerable groups in the intangible and tangible cultural heritage sector	2.1.1 No. of new initiatives implemented with the support of the action to the tangible and intangible cultural heritage, disaggregated by sector including green and digital economic sectors and those targeting groups of interest	2.1.1 0	2.1.1 10	2.1.1 Activity Reports	-Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth -Internal Stability is maintained
Output 2 related to Outcome 2	2.2 Improved labour market's technical and soft skills as required in the tourism sector of women, youth and vulnerable groups	2.2.1 Number of people directly benefiting from EU supported interventions that aim to reduce social and economic inequality (, disaggregated by sex, age and social economic status/vulnerable category) ²⁰ 2.2.2 Number of youth participating in specific activities supported by an EU funded Action (core indicator), disaggregated by sex, and disability status and location	2.2.1 0	2.2.1 300	2.2.1 EUD reports and activity reports	-Government of Jordan remains committed in the implementation of Economic modernisation vision and the National Strategy for Tourism
			2.2.2 0	2.2.2 150	2.2.2 EUD reports and activity reports	-Working with local communities to develop their skills and tourism awareness is key, and will result in an enhanced local experience for tourists. This will support Jordan as a tourist destination.

²⁰ Global Europe Results Framework_(GERF) 2.39

Output 1 related to Outcome 3	3.1 Increased the number of rehabilitated and protected archaeological sites with the collaboration with the CSOs and Local communities	3.1.1 # of rehabilitated cultural, archaeological and religious sites and adjacent areas 3.1.2 No of Community Local Volunteers mobilized with the support of the action, disaggregated by sex, disability status/ location	3.3.1 0 3.1.2 0	3.1.1 2-3 sites 3.1.2 50 volunteers	3.1.1 Activity Reports 3.1.2 Activity Reports	-Civil society and local communities participate in the planning, management, and protection of their heritage, to increase inclusive and sustainable opportunities for economic growth -Internal Stability is maintained -Government of Jordan remains committed in the implementation of Economic modernisation vision and the National Strategy for Tourism
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4. IMPLEMENTATION ARRANGEMENTS

4.1. Financing Agreement

In order to implement this action, it is envisaged to conclude a Financing Agreement with the Hashemite Kingdom of Jordan.

4.2. Indicative Implementation Period

The indicative operational implementation period of this action, during which the activities described in section 3 will be carried out and the corresponding contracts and agreements implemented, is 60 months from the date of entry into force of the financing agreement.

Extensions of the implementation period may be agreed by the Commission's responsible authorising officer by amending this financing Decision and the relevant contracts and agreements.

4.3. Implementation Modalities

The Commission will ensure that the EU appropriate rules and procedures for providing financing to third parties are respected, including review procedures, where appropriate, and compliance of the action with EU restrictive measures.

4.3.1. Direct Management (Grants)

a) Purpose of the grant(s)

Implementation of the grants will contribute to achieve outcome 2- Improve livelihoods of local communities linked to the preservation and the promotion of intangible and tangible cultural heritage particularly of women, youth and vulnerable groups.

b) Type of applicants targeted

Potential applicants are non- profit entities, with a public mandate or belonging to the civil society, including non-governmental organisations and coalitions of non-governmental organisations, community-based organisations, private sector agencies, as well as academic institutions.

4.3.2. Direct Management (Procurement)

Procurement will contribute to achieve outcome 1- Improve collaboration between CSOs, CBOs, private sector and relevant institutions in the preservations and promotion of cultural heritage and sustainable tourism.

4.3.3. Indirect Management with pillar-assessed entities

A part of this action may be implemented in indirect management with a pillar-assessed entity, which will be selected by the Commission's services using the following criteria:

- Knowledge and experience in the field of working on cultural heritage, CSOs, human development;
- Strong operational capacity and ability to gather the wide range of archaeological and tourism development expertise required to implement the activities foreseen in the action;
- Capacity to develop a proposed renovation and rehabilitation plan

- Authorisation from the Department of Antiquities to work on selected sites;

The implementation by this entity entails contributing to achieve output 3.1 increase rehabilitated and protected archaeological sites with the collaboration with the CSOs and Local communities under outcome 3-increase protection of cultural and archaeological sites in Jordan by the Ministry of Tourism and relevant institutions.

4.3.4. Changes from indirect to direct management (and vice versa) mode due to exceptional circumstances

If the implementation modality under indirect management as defined in section 4.3.3 cannot be implemented due to circumstances beyond the control of the Commission, the modality of implementation by procurement under direct management would be used according to section 4.3.2.

4.4. Scope of geographical eligibility for procurement and grants

The geographical eligibility in terms of place of establishment for participating in procurement and grant award procedures and in terms of origin of supplies purchased as established in the basic act and set out in the relevant contractual documents shall apply, subject to the following provisions.

The Commission's authorising officer responsible may extend the geographical eligibility on the basis of urgency or of unavailability of services in the markets of the countries or territories concerned, or in other duly substantiated cases where application of the eligibility rules would make the realisation of this action impossible or exceedingly difficult (Article 28(10) NDICI-Global Europe Regulation).

4.5. Indicative Budget

Indicative Budget components	EU contribution (amount in EUR)
Implementation modalities – cf. section 4.3	
Outcome 1,2 composed of	4 400 000.00
Grants (direct management) – cf. section 4.3.1	N.A.
Procurement (direct management) – cf. section 4.3.2.	N.A.
Outcome 3 composed of	5 350 000.00
Indirect management with pillar assessed entity 4.3.3	5 350 000.00
Grants – total envelope under section 4.3.1	3 000 000.00
Procurement – total envelope under section 4.3.2	1 400 000.00
Evaluation – cf. section 5.2	150 000.00
Audit – cf. section 5.3	
Contingencies	100 000.00
Totals	10 000 000.00

4.6. Organisational Set-up and Responsibilities

The Ministry of Planning and International Cooperation (MoPIC) is the signatory of the Financing Agreement and the Ministry of Tourism (MoT) is the Action's supervisor, with overall responsibility for coordination with the EU and the various stakeholders involved. MoT may assign a team to work on managing, monitoring and facilitating this action with the relevant related governmental institutions.

A Steering Committee (SC) will be formed for the action and will meet yearly to endorse strategic orientations, oversee the action's execution and facilitate implementation of the activities. The SC will be chaired by the MoTA. It will include representatives from the MoTA, MoPIC, DoA, Implementing partners, and the EU Delegation, and its composition will reflect the variety of stakeholders in the programme. Private sector and civil society representatives may also take part according to their set roles as needed, which will enhance policy dialogue to develop Jordan's economic vision as well as the National Strategy for Tourism.

The SC will monitor the overall implementation of the action, review progress, coordinate the different results areas and guide the activities to the successful achievement of the action's objectives. It will approve the reports and work plans.

As part of its prerogative of budget implementation and to safeguard the financial interests of the Union, the Commission may participate in the above governance structures set up for governing the implementation of the action.

5. PERFORMANCE MEASUREMENT

5.1. Monitoring and Reporting

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process, and part of the implementing partner's responsibilities. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports (not less than annual) and final reports. Every report shall provide an accurate account of implementation of the action, difficulties encountered, changes introduced, as well as the degree of achievement of its Outputs and contribution to the achievement of its Outcomes, and if possible at the time of reporting, contribution to the achievement of its Impacts, as measured by corresponding indicators, using as reference the logframe matrix.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews (or recruited by the responsible agent contracted by the Commission for implementing such reviews).

Arrangements for monitoring and reporting, including roles and responsibilities for data collection, analysis and monitoring:

The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

5.2. Evaluation

Having regard to the importance of the action, a final evaluation may be carried out for this action or its components contracted by the Commission.

It will be carried out for accountability and learning purposes at various levels (including for policy revision), taking into account in particular the fact that lessons learnt, best practises can be replicated.

The Commission shall form a Reference Group (RG) composed by representatives from the main stakeholders at both EU and national levels such as representatives from the government, from civil society organisations, private sector, NGOs, etc.). If deemed necessary, other donors will be invited to join. The Commission shall inform the implementing partner at least 60 days in advance of the dates envisaged for the evaluation exercise and missions. The implementing partner shall collaborate efficiently and effectively with the evaluation experts, and inter alia provide them with all necessary information and documentation, as well as access to the project premises and activities.

The evaluation reports shall be shared with the partner country and other key stakeholders following the best practice of evaluation dissemination. The implementing partner and the Commission shall analyse the conclusions and recommendations of the evaluations and, where appropriate, in agreement with the partner country, jointly decide on the follow-up actions to be taken and any adjustments necessary, including, if indicated, the reorientation of the project.

Evaluation services may be contracted under a framework contract.

5.3. Audit and Verifications

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audit or verification assignments for one or several contracts or agreements.

6. STRATEGIC COMMUNICATION AND PUBLIC DIPLOMACY

All entities implementing EU-funded external actions have the contractual obligation to inform the relevant audiences of the Union's support for their work by displaying the EU emblem and a short funding statement as appropriate on all communication materials related to the actions concerned. To that end they must comply with the instructions given in the 2022 guidance document [*Communicating and raising EU visibility: Guidance for external actions*](#) (or any successor document).

This obligation will apply equally, regardless of whether the actions concerned are implemented by the Commission, the partner country, service providers, grant beneficiaries or entrusted or delegated entities such as UN agencies, international financial institutions and agencies of EU Member States. In each case, a reference to the relevant contractual obligations must be included in the respective financing agreement, procurement and grant contracts, and contribution agreements.

For the purpose of enhancing the visibility of the EU and its contribution to this action, the Commission may sign or enter into joint declarations or statements, as part of its prerogative of budget implementation and to safeguard the financial interests of the Union. Visibility and communication measures should also promote transparency and accountability on the use of funds. Effectiveness of communication activities on awareness about the action and its objectives as well as on EU funding of the action should be measured.

Implementing partners shall keep the Commission and the EU Delegation/Office fully informed of the planning and implementation of specific visibility and communication activities before the implementation. Implementing partners will ensure adequate visibility of EU financing and will report on visibility and communication actions as well as the results of the overall action to the relevant monitoring committees.