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Japan International Cooperation Agency

**Special Assistance
for
Project Implementation
on
Tourism Sector Development Project**

Final Report

Executive Summary

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February 2009

SAPI Team

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Executive Summary

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SAPI Team



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Abbreviation

ASCD	As Salt City Core Development
BOT	Board of Trustees
CCSR	City Core Special Regulations
CHTUD	Cultural Heritage, Tourism and Urban Development
DOA	Department of Antiquities
GSM	Greater Salt Municipality
HOSD	Historic Old Salt Development
HOSM	Historic Old Salt Museum
JBIC	Japan Bank for International Cooperation
JHA	Jordan Hotel Association
JICA	Japan International Cooperation Agency
JITOA	Jordan Inbound Tour Operators Association
JRA	Jordan Restaurant Association
JTB	Jordan Tourism Board
JTGA	Jordan Tour Guides Association
JOCV	Japan Overseas Cooperation Volunteers
JV	Joint Venture
MOT	Ministry of Transport
MOTA	Ministry of Tourism and Antiquities
MPWH	Ministry of Public Works and Housing
NM	National Museum
NTS	National Tourism Strategy
OECF	Overseas Economic Cooperation Fund, Japan
OM	Operation and Management
PMU	Project Management Unit
SAPI	Special Assistance for Project Implementation
SDC	Salt Development Corporation
SEM	Salt Ecomuseum
TDMAP	Tourism Development through Museum Activities
TSDP	Tourism Sector Development Program
WB	World Bank

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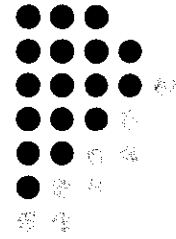
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I. Presentation Version

Japan International Cooperation Agency (JICA)

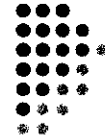
Hashemite Kingdom of Jordan

Special Assistance for
Project Implementation (SAPI)
On Tourism Sector Development
Project (TSDP)



Final Report
February 2009

Outline of the Study



- 1. Study Period**
September 2008 – February 2009
- 2. Objectives**
 - Opening of remaining two museums; National Museum and Historic Old Salt Museum (HOSM)
 - Promotion of Ecomuseum Concept in Salt
 - Ensuring Sustainability of Project Effectiveness

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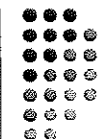
TORs of the Study



TOR1	Problem analysis on TSDP in consideration of Tourism Sector Development in Jordan Sustainability
TOR2	Support for opening of <i>National Museum</i>
TOR3	Support for promotion of <i>Ecomuseum Concept in Salt</i> and opening of <i>Historic Old Salt Museum</i>
TOR4	Support for Tourism Sector Development in Jordan through publicity of TSDP Sustainability
TOR5	Reviewing issues to be followed after project completion and recommendation for future technical assistance Sustainability

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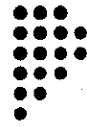
Study Team Member



Task	Expert
Tourism Sector Development/ Stakeholder Coordination	Chiyo Mamiya (Team Leader)
Museum Operation and Management	Yusuke Namba
	Koji Oyama
	Masayoshi Hayashi
Building Facility	Fumitaka Kamon
Exhibition Planning	Kino Sawanobori
Cultural Heritage Preservation	Noriaki Nishiyama
	Mitsuyuki Shimizu
	Yoji Otsuki
Participatory Development	Etsuko Akabane

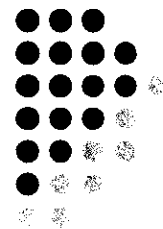
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Study Schedule



Member	Assigned Task	2008												2009						
		10				11				12				1		2				
		5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8
Field Survey		First Field Survey												2nd						
CHIYO MAMIYA (Team Leader)	Tourism Development/ Stakeholder Coordination	[Task active]												[Task active]						
YUSUKE NAMBA	Museum Operation and Management A	[Task active]												[Task active]						
KOJI OYAMA	Museum Operation and Management B	[Task active]												[Task active]						
MASAYOSHI HAYASHI	Museum Operation and Management C	[Task active]												[Task active]						
FUMITAKA KAMON	Building Facility	[Task active]												[Task active]						
KINO SAWANOBORI	Exhibition Planning	[Task active]												[Task active]						
NORIAKI NISHIYAMA	Cultural Heritage Preservation A	[Task active]												[Task active]						
MITSUYUKI SHIMIZU	Cultural Heritage Preservation B	[Task active]												[Task active]						
YOJI OHTSHUKI	Cultural Heritage Preservation C	[Task active]												[Task active]						
ETSUKO AKABANE	Participatory Development	[Task active]												[Task active]						
Reporting		Interim												Draft Final		Final				

Study Outcome



TOR1 Problem analysis on TSDP in consideration of Tourism Sector Development in Jordan



Level	Site	Gaps/ bottlenecks
Policy Level	All sites	- Insufficient attention to operation and management of the developed sites - Insufficient attention to area development including community involvement
	Karak, Salt	- Less priority given in terms of tourism potential
Project Level	Amman	- Delayed utilization of Raghadan Bus Terminal as tourism hub - Non-operation of visitor center - Damage to developed facilities such as street lights - Scattered garbage on the trails - Absence of signage/signboards - Lack of sufficient promotion of the sites
	Karak	- Insufficient parking space - Lack of budget for museum activities - Non-operation of visitor center and observation points
	Dead Sea	- Lack of Access - Problematic financial sustainability of DSPC
	Salt	- Lack of parking space
Tourism Value Chains	Amman	- Lack of tourism activities
	Karak	- Lack of parking spaces - Lack of accommodation and restaurants - Lack of tourism activities
	Dead Sea	- Lack of linkage between existing facilities and DSPC - Lack of access to DSPC - Lack of tourism activities
	Salt	- Lack of parking spaces - Lack of tourism infrastructure and services

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TOR2 Support for opening of *National Museum*



Sub-TOR	Main Outputs
TOR 2-1	Guidelines for operation and management
TOR 2-2	Action Plan for the Soft Opening Action Plan for 3 years after the Opening
TOR 2-3	Concept of Lighting Plan Proposal on upgrade of conservation technology for museum
TOR 2-4	Roles and functions of National Museum

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TOR3

Support for promotion of *Ecomuseum Concept* in Salt and opening of *Historic Old Salt Museum*

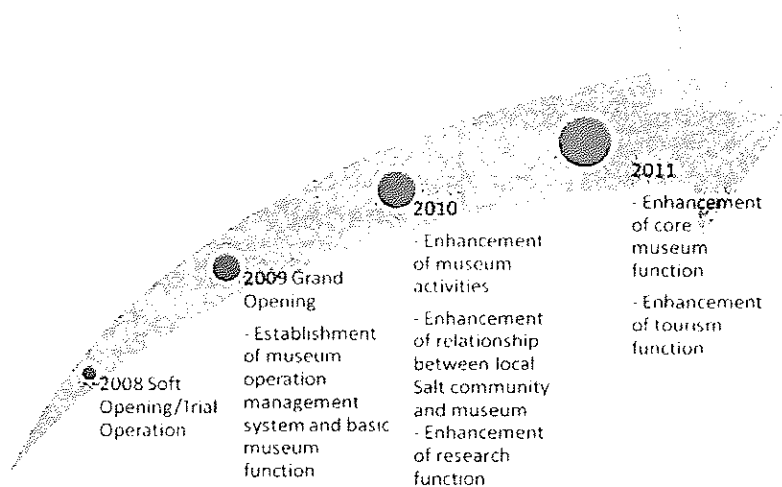


For Historic Old Salt Museum

Sub-TOR	Main Outputs
TOR 3-1	Internal Regulation Organization Chart Staff Job Description
TOR 3-3	Action Plan for the Soft Opening Action Plan for 3 years after the Opening

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Basic policy of HOSM action plan



HOSM action plan



Year	Target	Activity					
		Research/Collection Management	Exhibition (Permanent & Temporary)	Education/Community activity	Library	Museum Cafe	Museum shop
2009	<ul style="list-style-type: none"> - Trial operation/Grand Opening - Opening of museum shop, cafe, library (late 2009/after grand opening) - Establishment of museum operation management system and basic museum function - Trial museum activity with local community 	<ul style="list-style-type: none"> - Research of cultural resource & museum collection - Cleaning and conservation of museum collection - Development of database - Set-up research space, storage room 	<ul style="list-style-type: none"> - Exhibition set-up/visitor study - Seasonal exhibition - Opening Memorial exhibition & event Let's re-discover cultural heritage in your home (for local people of Salt) 	<ul style="list-style-type: none"> - Trial education activity - Volunteer organization set-up - Newsletter/website - Opening Memorial exhibition & event Let's re-discover cultural heritage in your home (for local people of Salt) 	<ul style="list-style-type: none"> - Preparation of library - Opening of Library (Target HOSM-May 2009) 	<ul style="list-style-type: none"> - Operator selection/contract - Preparation of cafe - Opening of cafe (Late 2009) 	<ul style="list-style-type: none"> - Operator selection/contract - Preparation of shop - Opening of shop (Late 2009) - Planning of museum goods
2010	<ul style="list-style-type: none"> - Enhancement of museum activities - Enhancement of relationship between local Salt community and museum - Enhancement of research function 	<ul style="list-style-type: none"> - Research of cultural resource & museum collection - Cleaning and conservation of museum collection - Open of museum database to public (in HOSM website and library) - Preparation of research report - Planning of research program with school/university 	<ul style="list-style-type: none"> - Exhibition grade-up based on visitor study - Preparation of museum & trail course guidebook - Temporary exhibition (Salt Past and the Present) - Temporary exhibition by local people/organization 	<ul style="list-style-type: none"> - Implementation of regular education activity - Activity of volunteer/General meeting - Community survey/workshop - Campaign event with local NGO & school - Trail tour by museum volunteer (as occasional) 	<ul style="list-style-type: none"> - Development of reference - Set-up library database - Open of museum database to public (in HOSM website and library) 	<ul style="list-style-type: none"> - Implementation of cafe event program (Traditional music, Hakawati) 	<ul style="list-style-type: none"> - Production of museum goods - Selling of museum goods
2011	<ul style="list-style-type: none"> - Enhancement of core museum function - Enhancement of tourism function 	<ul style="list-style-type: none"> - Research of cultural resources of Salt - Publication of research report - Implementation of research program with school/university 	<ul style="list-style-type: none"> - Exhibition modification/additional section based on visitor study - Publication of museum & trail course guidebook - Temporary exhibition - Temporary exhibition by local people/organization 	<ul style="list-style-type: none"> - Implementation of regular education activity - Activity of volunteer/General meeting - Community survey/workshop - Trail tour by museum volunteer (regular base) 	<ul style="list-style-type: none"> - Development of reference - Development of library database 	<ul style="list-style-type: none"> - Visitor study - Upgrade program, menu & event based on visitor study 	<ul style="list-style-type: none"> - Visitor study - Upgrade museum goods based on visitor study

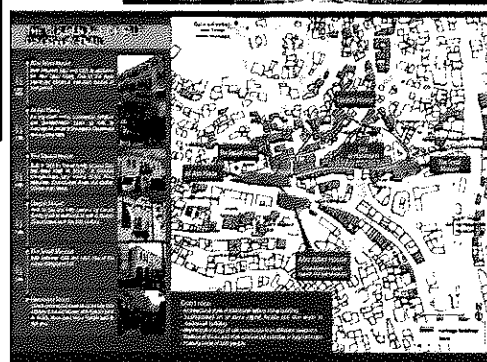
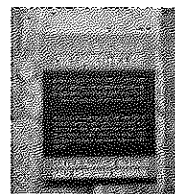
TOR3

Support for promotion of *Ecomuseum Concept* in Salt and opening of *Historic Old Salt Museum*



For Salt Ecomuseum

TOR	Main Outputs
3-2	Salt Ecomuseum Plan
3-4	Signage
3-5	Tourist Map & Website
3-6	Workshop held on 1 December 2008

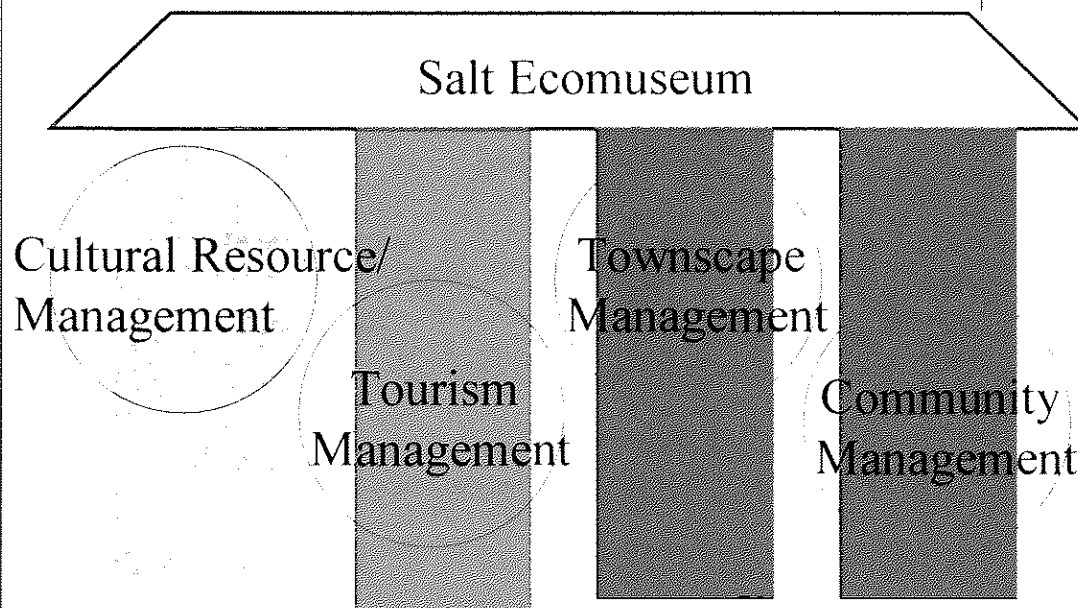


Three Phased Approach



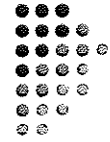
Phase	Operation Body	Financial System	Public Involvement
I (09-11)	Start from the existing setup -HOSM -Salt Municipality -MOTA -SDC	Existing budgetary system Preparation for fund raising system	Participate the SEM as visitors as supporters for HOSM
II (12-13)	Partially independent operation body	Partial Operation of SEM Fund	Participate the SEM as visitors as supporters for SEM as commercial stakeholders
III (14-)	Independent operation body	Full Operation of SEM Fund	Participate the SEM as visitors as supporters for SEM as commercial stakeholders as heritage holders

Ecomuseum Management System

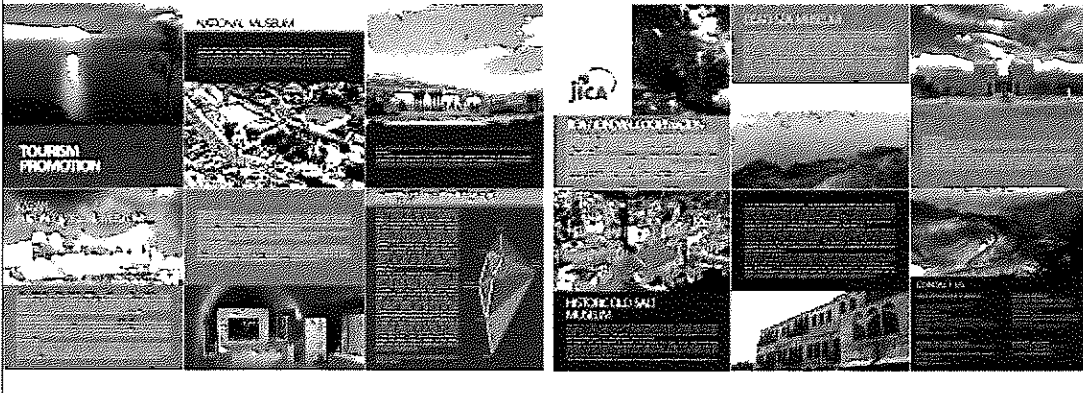


TOR4

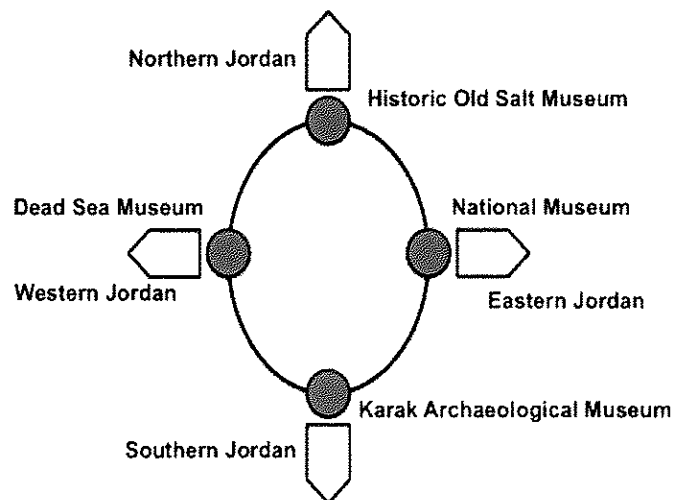
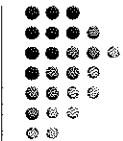
Support for Tourism Sector Development in Jordan through publicity of TSDP



TOR	Main Outputs
TOR 4-1	Pamphlet and Website
TOR 4-2	Proposal for Museum Network



Concept of Museum Network

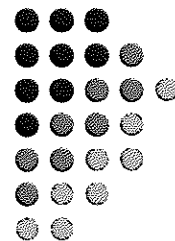


TOR5 Reviewing issues to be followed after project completion and recommendation for future technical assistance



TOR	Issues to be followed	Proposed Technical Assistance
TOR1	<ul style="list-style-type: none"> -Insufficient attentions to operation and management of the developed sites -Insufficient attentions to area development including community involvement -Non-operation of the developed tourism facilities 	A policy adviser who will advice on the following issues: -Better coordination between MOT A and municipalities -Establish an institutional framework for operation and management of the sites -Formulate policies for community involvement based on the model in Salt
TOR2	<ul style="list-style-type: none"> -Preparation of the opening -Implementation of the Action Plan 	<ul style="list-style-type: none"> -Assistance in preparing the opening -Assistance in establishing the OM system -Assistance in enhancing the capacity of museum staffs
TOR3	<HOSM> -Preparation of the opening -Implementation of the Action Plan <SEM> -Coordination, adjustment and authorization of the SEM Plan -Implementation of the SEM Plan	<HOSM> -Assistance in preparing the opening -Assistance in establishing the OM system -Assistance in enhancing the capacity of museum staffs <SEM> -Assistance in planning and coordination -Assistance in implementing the plan, namely establishing four management systems (cultural resource management, tourism management, townscape management, community management)
TOR4	<ul style="list-style-type: none"> -Upgrade of the capacity of each museum under TSDP -Establishment and strengthening of the network of four museums 	<ul style="list-style-type: none"> -Assistance in upgrading the capacity of each museum -Assistance in strengthening the network of four museums

Thank you



II. Text Version

1. Study Overview

1-1 Background

Jordan does not have rich natural resources except for phosphate ore and potassium but has abundant cultural legacies from the eras of the Roman Empire, the Crusades, and the Ottoman Empire, and is blessed with grand natural scenery such as the Dead Sea. The revenue from foreign tourists is crucial to help overcome the trade account deficit of Jordan, making the tourism promotion a pressing need.

In 1996, Jordan requested the Government of Japan to provide financial assistance for the Tourism Sector Development Project (the Project)

Japan Bank for International Cooperation (JBIC) and the Hashemite Kingdom of Jordan concluded the loan agreement for the Project in 1999, and the Project entered physical construction stages.

Since, the physical progress of the museum construction, in particular the National Museum (NM) and the Historic Old Salt Museum (HOSM), are at the final stage, it is imperative to execute tasks concerning the establishment of operational system as well as the preparation of opening museums, which have received tremendous support from JICA's technical cooperation. Therefore further technical assistance is still necessary in this regard as soon as possible to avoid any disruption of the implementation of the project and opening of the museum. In addition to the above, the strengthening of tourism promotion through the Project is also needed.

The objective of the SAPI is to assist the Project Management Unit (PMU) and the relevant authorities of Jordan so as to make sure that the objectives of the Project will be maximized and sustainable over the long run.

The Assistance will help formulating operational system in the above mentioned museums, and review the present situation of tourism sector in Jordan, and make concrete recommendations to ensure the Project's sustainability.

1-2 Objectives

The Study aims to assist the efforts of Jordanian counterpart organizations to achieve the followings goals:

- (1) Opening of remaining two museums; National Museum and Salt Historic Old Museum (HSOM)
- (2) Promotion of Ecomuseum Concept in Salt
- (3) Ensuring Sustainability of Project Effectiveness

1-3 Terms of Reference (TOR)

<TOR1.> Analyze the current issues in the Project, considering the tourism sector development in Jordan.

- (1) To analyze the current issues in the Project according to the sector development in Jordan, including public and private sector services for tourist (e.g. information, transportation and accommodation etc.)
- (2) To analyze the constraints on the Project outcome.

<TOR2.> Assist the preparation for opening of the National Museum (NM)

- (1) To review the draft internal regulations and management plan provided by JICA's technical cooperation project (TDMAP), according to the amended plan by Jordan side, and to support the approval process.

- (2) To formulate an action plan and recommendations for three fiscal years for opening, operation and management of the NM, considering operational cost (especially energy saving), to ensure the sustainability.
- (3) To support the NM in set-up the exhibition for opening with advanced ideas according to the latest international standards, and to propose recommendations to develop the capability for conservation of exhibition objects (e.g. painted plasters, copper and iron materials, and ivory and bone materials, etc).
- (4) To identify an active role of the NM in strengthening the functions of other museums in Jordan.

< TOR3. > Assist the promotion of the Eco-Museum in Salt and preparation for opening of the Historic Old Salt Museum (HOSM)

- (1) To clarify the organizational structure of the HOSM based on the internal regulations provided by JICA's technical cooperation project (TDMAP) and to assist the approval process by Jordan side.
- (2) To formulate detailed activity plan included in Eco-museum concept by working with the task force team, considering the function of the HOSM.
- (3) To formulate an action plan for three fiscal years for opening, operation and management of the HOSM, considering Eco-museum concept.
- (4) To evaluate the historical buildings as the Satellites of Ecomuseum, and to create the signboards on Satellites and Discovery Trails.
- (5) To create tourist map (including introduction of the history, the culture and heritage of Salt; in English / Arabic) and web-site to enhance the Ecomuseum activities in Salt.
- (6) To hold the workshops among stakeholders in Salt for mutual understanding and awareness raising about heritage conservation and participation in Eco-museum activities.
- (7) To coordinate the Project with the assistances provided by JICA and other donors.

< TOR4. > Assist the tourism sector development in Jordan through the promotion of the Project

- (1) To create trial publicities (including introduction of Japanese assistance, information about all museums in Jordan, etc) and web-site to promote tourism in Jordan.
- (2) To propose recommendations to put the four museums in tourism sector development plan in Jordan.

< TOR5. > Clarify the issues to be followed-up after the Project and propose recommendations for future technical assistance

- (1) To analyze additional ideas and information to be adopted on the Project to ensure the sustainability of the TSDP to serve the overall tourism sector in Jordan.

Note: Although the formal name of the National Museum is legally the Jordan Museum, the National Museum was used in this study.

1-4 Implementation Framework of SAPI

1) SAPI team

Assigned Task	Expert
Tourism Sector Development/ Stakeholder Coordination	Chiyo Mamiya (Team Leader)
Museum Management and Operation	Yusuke Namba
	Koji Oyama
	Masayoshi Hayashi
Building Facility	Fumitaka Kamon
Exhibition Planning	Kino Sawanobori
Cultural Heritage Preservation	Noriaki Nishiyama
	Mitsuyuki Shimizu
	Yoji Otsuki
Participatory Development	Etsuko Akabane

2) Local Consultant

Title	TOR	Job description	Local Consultant
Design and Production of Web sites, Tourist Map and Brochure	TOR3-4	Design and production of fifteen Signage to show direction of discovery trail and describe the satellites of Salt Ecomuseum	Untitled Studios
	TOR3-5	Design and production of website and tourist map of Salt Ecomuseum	
	TOR4-1	Design and production of web site and brochure to publicize TSDP sites	
Support for Ecomuseum Concept Promotion	TOR3	Supporting Cultural Heritage Preservation experts by providing local knowledge and information, and translation	Ms. Yayoi Yamazaki
Support for Participatory Development	TOR3-6	Conducting research into socio-economic conditions of Salt, stakeholder analysis, and supporting participatory workshops	Ms. Falasteen Awad, Interdisciplinary Research Consultants

3) Implementation Schedule

Implementation schedule for the study is as follows:

Member	Assigned Task	2008												2009					
		10				11				12				1			2		
		5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1
Field Survey		First Field Survey																	
CHIYO MAMIYA (Team Leader)	Tourism Development/ Stakeholder Coordination																		
YUSUKE NAMBA	Museum Operation and Management A																		
KOJI OYAMA	Museum Operation and Management B																		
MASAYOSHI HAYASHI	Museum Operation and Management C																		
FUMITAKA KAMON	Building Facility																		
KINO SAWANOBORI	Exhibition Planning																		
NORIAKI NISHIYAMA	Cultural Heritage Preservation A																		
MITSUYUKI SHIMIZU	Cultural Heritage Preservation B																		
YOJI OHTSHUKI	Cultural Heritage Preservation C																		
ETSUKO AKABANE	Participatory Development																		
Reporting		Interim												Draft Final			Final		

Most of work was done during the first field survey for two months between mid-October and mid-December.

Two study members, namely Ms. Chiyo Mamiya, Team Leader and Mr. Yusuke Nambe, Leader for National Museum came back for the second field survey for ten days in the first week of February to have a discussion with Jordanian counterparts on the contents of the Draft Final Report submitted in mid-January.

The Final Report was compiled by reflecting the comments from Jordanian counterparts and submitted to JICA at the end of February 2009

2. Summary of the Study

1) TOR1: Analyze the current issues in the Project, considering the tourism sector development in Jordan.

a) Overview of the work

- For TOR1, existing reports, plans and strategies, including the National Tourism Strategy (NTS) formulated by the Ministry of Tourism and Antiquities (MOTA), were reviewed to understand the background of the TSDP project formulation as well as to identify the gaps between the intended policy for TSDP at the time of project formation and the present policy as one of the potential causes for the bottlenecks.
- In addition, a series of interviews with the relevant organizations and a supplementary questionnaire survey were conducted to identify and analyze bottlenecks in the tourism service value chain of TSDP project sites at present.

b) Major findings

Gaps and bottlenecks which prevent those facilities developed by TSDP from functioning at expected level of effectiveness are identified as follows:

Level	Site	Gaps/ bottlenecks
Policy Level	All sites	- Insufficient attention to operation and management of the developed sites - Insufficient attention to area development including community involvement
	Karak, Salt	- Less priority given in terms of tourism potential
Project Level	Amman	- Delayed utilization of Raghadan Bus Terminal as tourism hub - Non-operation of visitor center - Damage to developed facilities such as street lights - Scattered garbage on the trails - Absence of signage/signboards - Lack of sufficient promotion of the sites
	Karak	- Insufficient parking space - Lack of budget for museum activities - Non-operation of visitor center and observation points
	Dead Sea	- Lack of Access - Problematic financial sustainability of DSPC
	Salt	- Lack of parking space
Tourism Value Chains	Amman	- Lack of tourism activities
	Karak	- Lack of parking spaces - Lack of accommodation and restaurants - Lack of tourism activities
	Dead Sea	- Lack of linkage between existing facilities and DSPC - Lack of access to DSPC - Lack of tourism activities
	Salt	- Lack of parking spaces - Lack of tourism infrastructure and services

The recommendations to solve these issues are discussed in TOR 5.

c) Outputs

1-1 Analysis on Bottlenecks for Improvement of TSDP Project Effectiveness

1-2 Outcome of the Questionnaire survey for the project sites of TSDP

2) TOR2: Assist the preparation for opening of the National Museum (NM)

a) TOR2-1: To review the draft internal regulations and management plan provided by JICA's technical cooperation project (TDMAP), according to the amended plan by the Jordanian side, and to support the approval process.

i) Overview of the work

- Review of the "Internal Regulations" prepared by the JICA Technical Cooperation Project, together with the "Law of Antiquities", "National Museum Bylaws" and the "Instructions on National Museum Personnel". However after beginning to review the "Internal Regulations", it turned out that the "Instructions on National Museum Personnel", which stipulated the relevant internal regulations in detail, was directly subordinated to the above Law and Bylaws, and officially approved by the Jordanian Government and competent authorities concerned in advance of upgrading the said "Internal Regulations".
- Taking into account the above situation, instead of upgrading the said "Internal Regulations", the "Guidelines for Operation and Management" that should be a basis for the "Action Plan" developed in TOR 2-2 was prepared.
- The "Guidelines for Operation and Management" was accepted in its entirety by the Director General of the National Museum on 7th December 2008.

ii) Outputs

- 2-1-1 Guidelines for Operation and Management
- 2-1-2 Appendix 1: Law of Antiquities
- 2-1-3 Appendix 2: National Museum Bylaws
- 2-1-4 Appendix 3: Instructions on the National Museum Personnel
- 2-1-5 Appendix 4: National Museum Policy
- 2-1-6 Appendix 5: Organisation Chart
- 2-1-7 Appendix 6: Job Description
- 2-1-8 Appendix 7: Employment Contract
- 2-1-9 Appendix 8: Maintenance Schedule
- 2-1-10 Appendix 9: Outsourcing Contract
- 2-1-11 Appendix 10: Table of Space Usage Charges
- 2-1-12 Appendix 11: Facility Rental Contract
- 2-1-13 Appendix 12: Visitor Control Manual

b) TOR2-2: To formulate an action plan and recommendations for a period of three fiscal years for the opening, operation and management of the NM, with due consideration of operational costs (especially energy saving), to ensure the NM's sustainability.

i) Overview of the work

The following work was carried out:

- Review of the fundamental policies provided by the "Law of Antiquities", the "National Museum Bylaws" and the "Instructions on NM Personnel", all of which were already approved by the Jordanian Government and competent authorities concerned, and preparation of the "National Museum Policy" on the basis of the review.
- Preparation of the "Marketing Plan" in accordance with the National Museum Policy.
- Preparation of the "Action Plan for the Soft Opening" and the "Action Plan & Schedule for 3 years after the Opening" as well as the "Action Plan for Energy Saving".
- Preparation of the "Organisation Charts" on the basis of the "Organisation Chart" that was prepared by the National Museum beforehand.
- Preparation of relevant plans for making a financial plan, such as personnel costs and maintenance costs & schedule.

- Preparation of a three-year "Financial Plan" to go into effect after the opening of the National Museum on the basis of the "Calculation Bases for Financial Plan".
- Preparation of relevant materials for handing over the building and establishing a maintenance mechanism.
- Making of a further study in accordance with a request from the National Museum.

The date of Soft Opening was agreed December 2009 with the relevant stakeholders and the action plans were formulated based on this date.

All the plans and relevant materials were accepted by the Director General of the National Museum on 7th December 2008.

ii) Outputs

- 2-2-1 National Museum Policy
- 2-2-2 Marketing Plan
- 2-2-3 Action Plan for the Soft Opening
- 2-2-4 Action Plan for 3 years after the Opening
- 2-2-5 Action Schedule for 3 years after the Opening
- 2-2-6 Action Plan for Energy Saving
- 2-2-7 Organisation Chart: A (3rd Year)
- 2-2-8 Organisation Chart: B (2nd Year)
- 2-2-9 Organisation Chart: C (1st Year)
- 2-2-10 Personnel Costs: A (3rd Year)
- 2-2-11 Personnel Costs: B (2nd Year)
- 2-2-12 Personnel Costs: C (1st Year)
- 2-2-13 Maintenance Costs
- 2-2-14 Maintenance Schedule
- 2-2-15 Calculation Bases for Financial Plan
- 2-2-16 Financial Plan
- 2-2-17 Handover & Maintenance
 - (1) Completion Handover Documents / Building and M/E Works
 - (2) Format of Handover Documents
 - (3) Operation and Management Plan
 - (4) Draft of Classified Advertisement / Maintenance Staff
 - (5) Site Inspection Report for M/E Works
 - (6) Instruction /Training with regard to the mechanical and electrical services
- 2-2-18 Further Study required by the National Museum

c) TOR2-3: To support the NM in set-up of the opening exhibition with advanced ideas according to the latest international standards, and to propose recommendations to develop the capability for the conservation of exhibition objects (e.g. painted plasters, copper and iron materials, and ivory and bone materials, etc).

i) Overview of the work

The exhibition expert carried out the following work through site inspections and discussions with the Jordanian counterpart, i.e. the National Museum Team, and the Project Management Consultants:

- Review of current international-level exhibition techniques
- Review of the existing state of exhibition work
- Identification of problems and consideration of solutions
- Formulation of support plan for lighting and showcasing of exhibit layout

The exhibition/museum operation and management expert carried out the following work through site inspections and discussions with the Jordanian counterpart, i.e. the National

Museum Team, and the Project Management Consultants:

- Review of the existing conditions of conservation technology
- Examination of the National Museum's functions for conservation technology
- Formulation of a proposal on conservation technology for exhibits

The Concept, Sketch and Proposal were accepted by the Director General and Deputy Director for Technical Affairs of the National Museum on 7th December 2008.

ii) Outputs

- 2-3-1 Concept of Lighting Plan
- 2-3-2 CAD Sketch of Petra Church Papyri Showcase
- 2-3-3 Proposal on Upgrading of Conservation Techniques for Museum

d) TOR2-4: To identify an active role of the NM in strengthening the functions of other museums in Jordan.

i) Overview of the work

Information regarding museums in Jordan was collected and analysed, as shown in the Outline of Museums in Jordan, and a proposal on the "Roles and Functions of the National Museum" was formulated based on the analysis.

The proposal on the "Roles and Functions of the National Museum" was accepted entirely by the Director General of the National Museum on 7th December 2008.

ii) Outputs

- 2-4-1 Outline of Museums in Jordan
- 2-4-2 Roles and Functions of the National Museum

3) TOR3: Assist the promotion of the Eco-Museum in Salt and preparation for opening of the Historic Old Salt Museum (HOSM)

a) TOR3-1: To clarify the organizational structure of the HOSM based on the internal regulations provided by JICA's technical cooperation project (TDMAP) and to assist the approval process by Jordan side.

i) Overview of the work

Based on the current condition of HOSM, the museum concept, internal regulations, organization chart and job description prepared by TDMAP were reviewed and upgraded according to the following steps:

- Review of internal regulations, organization chart, job descriptions and basic policy drafted by JICA TDMAP
- Review of process of establishment of HOSM in accordance with protection plan for historic old Salt (Salt: Plan for Action in 1990), in order to consider original idea of HOSM establishment
- Review and modification of museum concept
- Review and modification of list of necessary guidelines and regulations for museum operation and management
- Modification of internal regulations, organization chart and job descriptions
- Formulation of staff recruiting plan
- Examination of monitoring system and suggestion for establishment of management committee

These activities were undertaken with the collaboration of the Director of HOSM, and approved by PMU.

ii) Outputs

- 3-1-1 Museum Concept
- 3-1-2 Internal Regulations
- 3-1-3 Organization Chart (Annex 1 of the Internal Regulations)
- 3-1-4 Staff Job Description (Annex 2 of the Internal Regulations)
- 3-1-5 List of required regulations and guidelines
- 3-1-6 Staff Recruiting Plan
- 3-1-7 HOSM Monitoring System
- 3-1-8 Management Committee

b) TOR3-2: To formulate detailed activity plan included in Eco-museum concept by working with the task force team, considering the function of the HOSM.

i) Overview of the work

TOR 3-2 is a continuation of the previous work carried out by successive JBIC missions and JOCVs. The Salt Ecomuseum (SEM) plan was originally prepared by JOCVs in September 2008 based on the outcomes of the previous JBIC missions and the example of Hagi's ecomuseum plan. The process of developing SEM plan was as follows:

- Preliminary discussion was made on the draft SEM plan prepared by JOCV in mid-October
- The draft SEM plan was revised based on the above-mentioned discussion in mid-November
- Intensive discussion was held on the four management systems of SEM, namely, cultural resource management, tourism management, townscape management and

community management, between SAPI experts, including those from Hagi, and the Jordanian taskforce team in the last week of November.

- The SEM plan was revised and finalized based on the above-mentioned discussions and incorporated key points of Hagi's experiences.

ii) Outlines of the SEM plan

The target period is five years from 2009 to 2013. The planned period is divided into three phases and the SEM system will be developed according to the phases.

	Operation Body	Financial System	Public Involvement
Phase 1	Start from the existing setup No separate operational body -HOSM -Salt Municipality -MOTA -SDC	Existing budgetary system Preparation for fund raising system	Participation in the SEM as visitors as supporters for HOSM
Phase 2	Partially independent operational body	Fund for partial operation of SEM	Participation in the SEM as visitors as supporters for SEM as commercial stakeholders
Phase 3	Independent operational body	Fund for full operation of SEM	Participation in the SEM as visitors as supporters for SEM as commercial stakeholders as heritage holders

The primary users of SEM are people in Salt. In order to avoid rapid tourism development and influx of visitors, the target visitors are individuals or small groups, while careful approach will be taken for mass tourism. For mass tourists, well-planned and coordinated tourism promotion strategy will be employed to balance tourism activities and sustainable community development. The target carrying capacities of respective phases are set as follows:

Phase		Core/Satellite/Trail system	Carrying Capacity		
			Local	Domestic	Foreigner
Phase I 2009-2011	First Half (2009-2010)	Opening of Core Museum	50 visitors/holiday	30 visitors/ holiday	20 visitors /day
	Total 15,000 visitors/year				
	Second Half (2010-2011)	-Full operation of Core Museum -Start operating discovery trails	50 visitors/holiday	100 visitors/ holiday	60 visitors /day
	Total: 35,000 visitors/year				
Phase II 2012-2013		Increasing number of satellites	40 visitors/day	40 visitors/day	200 visitors/day
Total: 84,000 visitors/year					

Phase III 2014-onward	Full operation of Ecomuseum system	40	100	400
		visitors/day	visitors/day	visitors/day
		Total: 162,000 visitors/year		

The SEM plan was presented to MOTA, Salt Municipality and Ministry of Municipality Affairs and received their positive responses. However it was not officially authorized by the Jordanian Government.

iii) Outputs

- 3-2-1 Executive Summary of Salt Ecomuseum Plan (presentation material)
- 3-2-2 Salt Ecomuseum (SEM) Plan (Revised Draft)
- 3-2-3 Law on Protection of Architectural and Urban Heritage

c) **TOR3-3:** To formulate an action plan for three fiscal years for opening, operation and management of the HOSM, considering Eco-museum concept.

i) Overview of the work

All of the materials prepared by TDMAP for the operation and management and activities of HOSM were reviewed and modified. In order to clarify the future direction of activities, the policy and strategy for the core activities of HOSM were also formulated based on the implemented and on-going activities in each field.

The action plan and activity policies are based on the museum concept of HOSM. As HOSM will open in 2009, action plans and financial plans for the three years during the post-opening stage are those for 2009, 2010 and 2011. The targets of respective years are as follows:

- 2009: Grand Opening, establishment of OM system and basic museum functions
- 2010: Enhancement of museum activities, community involvement and research function
- 2011: Enhancement of core museum function in the SEM and tourism function

Based on the above framework, the work was carried out according to the following process;

- Review and modification of museum activity plan, including soft-opening activity plan, grand opening activity plan and post-opening stage activity plan by TDMAP and HOSM team
- Review of staff training plan drafted by TDMAP, and formulation of orientation program
- Formulation of basic policy on research, collection management and conservation
- Formulation of basic policy on education and community participation activity
- Formulation of PR strategy
- Formulation of operation guidelines for cafeteria and museum shop
- Examination of activities of HOSM for Salt ecomuseum
- Review and modification of financial plan drafted by TDMAP

This work was done with the Director of HOSM and accepted by PMU.

ii) Outputs

- 3-3-1 HOSM Action Plan 2009-2011
- 3-3-2 Grand Opening Action Plan (Schedule)
- 3-3-3 Action Plan (Schedule) 2009-2011
- 3-3-4 HOSM Training Plan (Necessary Training Field)
- 3-3-5 Orientation Program for HOSM New Staff
- 3-3-6 Safety and Security Training Program for HOSM Staff
- 3-3-7 Basic Policy on Research, Collection Management and Conservation

- 3-3-8 Education and Local Community Involvement Activity Policy
- 3-3-9 PR Strategy
- 3-3-10 Guidelines for Operation of HOSM Café
- 3-3-11 Guidelines for Operation of HOSM Museum Shop
- 3-3-12 Financial Plan
- 3-3-13 HOSM Financial Flowchart
- 3-3-14 Plan for Activity Fund

d) TOR3-4: To evaluate the historical buildings as the Satellites of Ecomuseum, and to create the signboards on Satellites and Discovery Trails.

i) Overview of the work

A trial signage system to explore the Salt ecomuseum was developed together with a tourist map and website under TOR 3-5. A pilot trail with the theme of the 'Golden Age of Salt' was chosen for the trial system based on the discussion with the taskforce team.

Although the original TOR calls for the installation of signage, it was found out that it was not feasible to plan, design, produce and install the signage within the study period since numerous procedures and processes are required if the signage is installed in Salt. After consultation with JICA HQ, the installation of signage in Salt was dropped from the study TOR. The signage was produced on a temporary basis. The signage was fixed in Salt only on the day of a workshop planned under TOR3-6 and held on 1 December 2008. In order to examine the effectiveness of the signage plan, the questionnaires were distributed to participants of the workshop and the results were analyzed.

ii) Outputs

- 3-4-1 Finalized signage design
- 3-4-2 Photographs of installed signage

e) TOR3-5: To create tourist map (including introduction of the history, the culture and heritage of Salt; in English / Arabic) and web-site to enhance the Ecomuseum activities in Salt.

i) Overview of the work

In addition to the signage produced under TOR 3-4, the map and the website of the Salt ecomuseum were produced as trial versions. They are essential tools to embody and activate Salt ecomuseum plan. Based on the trial course of "The Golden Age Discovery Trail", a trail walk by using a map and signage was also implemented as a trial experience of the Salt ecomuseum.

The work has been carried out according to the following process:

- Examination of existing tourist maps, such as Salt tourist maps, and tourism websites, such as the Jordan Tourism Board-Visit Jordan website, and tourist guidebooks, such as *Lonely Planet*, related to Salt.
- Formulation of basic policy and strategy on the tourist map and the website based on the ecomuseum concept
- Selection and planning of trail and satellites for signage, tourist map and website
- Planning of Salt ecomuseum website by making website flowchart
- Selection of local consultant
- Collection of data (text and photos) and designing of tourist map and websites
- Agreement on a trial tourist map and website production plan
- Trial walk of trail with map and signage in the community activity workshop
- Conducting questionnaire survey on tourist map and website

Selection and planning of trail and satellites were implemented with the Jordanian counterparts, including PMU, HOSM, Salt Municipality and MOTA Balqa office. Production and design of the map and website were done by the local consultant, Untitled Studios Company, and a SAPI expert, and approved by PMU and HOSM.

It should be noted that the main purpose of map, signage and website production under the scheme of SAPI is to test a discovery trail system in Salt ecomuseum plan, not to produce the final version of the map, signage and website. Based on the results of the trial walk and questionnaire survey, they should be revised, updated and maintained after the completion of SAPI.

ii) Outputs

- 3-5-1 Website, tourist map and signage policy
- 3-5-2 SEM website flowchart
- 3-5-3 SEM brochure and map strategy
- 3-5-4 SEM website
- Please directly access the following link: (<http://www.untitledstudios.com/salt-site/>)
- 3-5-5 SEM map
- 3-5-6 Outcome of the questionnaire survey on the tourist map
- 3-5-7 Outcome of the questionnaire survey on the pilot website

f) TOR3-6: To hold the workshops among stakeholders in Salt for mutual understanding and awareness raising about heritage conservation and participation in Eco-museum activities.

i) Overview of the work

The holding of a participatory workshop, the main purpose of TOR3-6, was conducted for high-school students on 1 December 2008 with the extensive initiative by HOSM staffs. Aiming for the technical transfer of participatory methodologies to counterparts of HOSM, the preparation, implementation and review of the workshop were done by employing participatory methods.

A summary of the activities in chronological order is as follows:

- i) Preliminary study on the society in Salt in general and potential for community involvement in the HOSM through the study of relevant documents, interviews, etc.
- ii) Planning and preparation of the workshop together with the responsible counterparts
- iii) Participatory Workshop with high school students on 1 December, 2008. A brief summary of the workshop is given below:

Date and Time	1 December, 2008, 09:00 to 13:50
Place	The HOSM, including a short trial walk in the town of Salt
Title of the workshop	As-Salt Re-Discovery Day
Organiser & Implementer	The HOSM with the aid of the PMU
Participants	Twenty students of King Abdullah Secondary School of the Distinguished
Program	- Let's rediscover our heritage in town - What would you like to display in the museum? - Our rediscovery of Salt - Let's create museum together (presentation of Hagi's case in Japan)
Observers	GSM officers, MOTA directors and officers, NGOs,

	officers from the JICA office, and other invitees.
Advisory Group	The SAPI Study Team

iv) Participatory Evaluation of the Workshop.

ii) Outputs

- 3-6-1 Record of Internal Workshop Meetings with Counterparts
- 3-6-2 Hagi's Case (Presentation Documents prepared by Mr. Shimizu)
- 3-6-3 Schedule of the Workshop
- 3-6-4 Manual Sheets for Planning and Preparation of Participatory Workshops
- 3-6-5 Photos taken at the Workshop
- 3-6-6 Students' comment at the Workshop
- 3-6-7 Evaluation of the Workshop

g) **TOR3-7:** To coordinate the Project with the assistances provided by JICA and other donors.

i) Overview of the work

During the study period, the needs for close coordination and collaboration with the following three projects or plans were identified:

- Salt Master Plan initiated by Ministry of Municipality Affairs
- Cultural Heritage, Tourism and Urban Development (CHTUD) Project by World Bank
- Siyaha II Project by USAID

Although efforts were made to obtain detailed information on those projects and identify potential areas for collaboration, a concrete coordination mechanism with them could not be established due to the time constrains.

ii) Outline of proposal

The table below summarizes the areas for possible collaboration:

Plan/ Project	Areas for possible collaboration
Salt Master Plan	<ul style="list-style-type: none"> - Integration of SEM plan as a soft component of Salt Master Plan, which deals with those hard components such as land usage and infrastructure development - Planning of tourism-related facilities and infrastructure in the Plan such as parking and roads and any development plans related to City Core Area should take SEM plan into account. - Sharing of the information and data of the Plan with SEM taskforce team
WB CHTUD project	<ul style="list-style-type: none"> - Technical advice to City Core Regulation and Heritage Fund - Formulation of guidelines/criteria applicable for Business Development Fund
USAID Siyaha II Project	<ul style="list-style-type: none"> - The Siyaha project will carry out the task of tourism management in the proposed SEM plan in close collaboration with MOTA Balqa Directorate while JICA's assistance will more focus on planning, overall coordination, and cultural resource management. - JICA can provide technical advice to the following areas

	of Siyaha project in line with the vision of SEM plan a) Development of City Trail b) Restoration of façade c) Formulation of guidelines/ criteria applied to small business grant scheme
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For the establishment of an effective coordination mechanism, confidence building among relevant stakeholders is required as prerequisite. In order to gain confidence among stakeholders, more in-depth/extensive explanation and discussion of SEM plan should be taken place with relevant stakeholders. Especially the concept of Ecomuseum can easily be misunderstood as a concept for enhancing tourism by utilizing local community as object. By extensive explanation and discussion, this kind of misunderstanding should be corrected.

iii) Outputs

3-7-1 Proposal for collaboration with relevant projects/ plans for Salt Ecomuseum concept

4) TOR4: Assist the tourism sector development in Jordan through the promotion of the Project

a) **TOR4-1:** To create trial publicities (including introduction of Japanese assistance, information about all museums in Jordan, etc) and web-site to promote tourism in Jordan

i) Overview of the work

Interviews with three short-listed producers, i.e. "Untitled Studios", "Syntax" and "Shadows", were conducted on the basis of their respective proposals, and "Untitled Studio" was selected on a trial base to produce a website and pamphlet, which would promote tourism in four areas — Amman, Salt, the Dead Sea and Karak — mainly focusing on the museums constructed or to be constructed by the Tourism Sector Development Project (TSDP), i.e. the National Museum (under construction), the Historic Old Salt Museum (under preparation), the Dead Sea Museum (completed/opened) and the Karak Archaeological Museum (completed/opened).

The website and pamphlet were developed based on the concept of 'Museum Network' proposed under TOR 4-2, which can integrate the four museums developed under TSDP into a network for tourism development in Jordan.

The producer completed the pamphlet on 17th December 2008 and the Website on 31st December 2008. The Project Management Unit (PMU) accepted both pamphlet and Website.

ii) Outputs

4-1-1 Pamphlet

4-1-2 Website (refer to the site directly) <http://www.untitledstudios.com/Promotion>

4-1-3 Outcome of the Questionnaire Survey

b) **TOR4-2:** To propose recommendations to put the four museums in tourism sector development plan in Jordan

i) Overview of the work

Based on the analysis of TOR 1 and TOR 2-4, a preliminary proposal on 'How to utilize four museums under TSDP for promoting tourism' was prepared. The pilot website and pamphlet of TOR4-1 were developed in line with the proposed concept of the 'Museum Network'.

In addition, the questionnaire survey to examine appropriateness of the proposal was conducted and the analysis of its outcome was incorporated in the proposal.

ii) Outline of proposal

A network of museums

Visitors of all four museums will ultimately come from all over Jordan.

Four museums, located in four of the most significant cities in Jordan, will make up a comprehensive network of knowledge and culture depicting the past, the present and the future of Jordan, the land and the people. Put together, the Jordan National Museum in the heart of Amman, the Historic Old Salt Museum in the center of As-Salt, the Karak Archaeological Museum in ancient Karak, and the Dead Sea Museum at the lowest point on earth will form a corridor winding its way through Jordan's history and geography, people and culture. Each museum is designed as a point of entry into the depths of Jordan's rich past and diverse present, giving visitors the opportunity to see all of Jordan all at the same time.

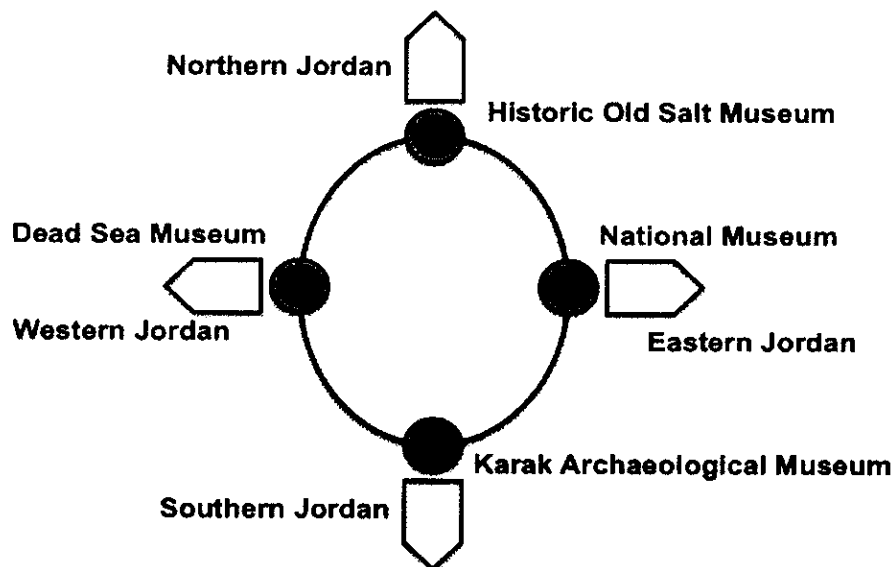
The function of the four museums in the concept is proposed as follows:

The National Museum will be the hub of Amman downtown tourist spots and the gateway to Eastern Jordan tourist spots such as the desert castles and elsewhere as well as the Azraq natural resort areas.

The Karak Archaeological Museum will be the hub of tourist spots in the surrounding areas as well as the gateway to Southern Jordan tourist spots such as the Shobak castle, Dana natural reserve, Petra, Wadi Rum and Aqaba.

The Dead Sea Museum will be the hub of tourist spots in the surrounding areas such as the Dead Sea and Ma'in as well as the gateway to Western Jordan tourist spots such as the Baptism site.

The Historic Old Salt Museum will be the hub of tourist spots in the surrounding areas such as the many tombs of saint as well as the gateway to Northern Jordan tourist spots such as Jerash, Ajulun, Pella and Umm Qais.



In order to realize the concept, the respective museums has to be self-reliant, strengthen the relation with local community and finally become the Area Museum which is a hub of information and knowledge on culture, nature and people in the surrounding areas. Then their experiences and knowledge can effectively be shared and enhanced by establishing a network among them. Beside in order to utilize the network for tourism, strategic tourism promotion is required in collaboration with stakeholders in the tourism industries.

iii) Outputs

4-2-1 Proposal on how to utilize the four museums under TSDP for promoting tourism in Jordan

5) TOR5: Clarify the issues to be followed-up after the Project and propose recommendations for future technical assistance

a) TOR5-1: To analyze additional ideas and information to be adopted on the Project to ensure the sustainability of the TSDP to serve the overall tourism sector in Jordan.

i) Overview of the work

For this TOR, the following steps are taken throughout the study period to identify issues and propose recommendations for future technical assistance:

- Issues which are important for sustainability of the project effectiveness but unable to be solved in SAPI were listed
- Proposals for additional technical assistance were formulated where necessary.

ii) Outline of proposal

TOR	Issues to be followed up	Proposed Technical Assistance
TOR1	<ul style="list-style-type: none"> - Insufficient attention to operation and management of the developed sites - Insufficient attention to area development including community involvement - - Non-operation of developed tourism facilities 	<p>A policy adviser who will advise on the following issues:</p> <ul style="list-style-type: none"> - Better coordination between MOTA and municipality - Establishment of institutional framework for operation and management of the sites - - Formulation of policies for community involvement based on the model in Salt
TOR2	<ul style="list-style-type: none"> - Preparation for opening - Implementation of Action Plan 	<ul style="list-style-type: none"> - Assistance for preparation for opening - Assistance for establishment of OM system - Assistance for enhancing the capacity of museum staffs
TOR3	<p><HOSM></p> <ul style="list-style-type: none"> - Preparation for opening - Implementation of Action Plan- Preparation for opening - Implementation of Action Plan <p><SEM></p> <ul style="list-style-type: none"> - Coordination, adjustment and authorization of SEM plan - Implementation of SEM plan 	<p><HOSM></p> <ul style="list-style-type: none"> - Assistance for preparation of opening - Assistance for establishment of OM system - Assistance for enhancing the capacity of museum staffs <p><SEM></p> <ul style="list-style-type: none"> - Assistance for planning and coordination - - Assistance for implementation of the plan, namely, establishing four management systems (cultural resource management, tourism management, townscape management, community management)
TOR4	<ul style="list-style-type: none"> - Upgrading the capacity of each museum under TSDP - Establish and strengthen the network of four museums 	<ul style="list-style-type: none"> - Assistance for upgrading the capacity of each museum - Assistance for strengthening of network of four museums

Please see TOR 5-1 for more details.

iii) Outputs

5-1 Additional Work to be carried out after SAPI (TOR2)

5-2 Job Description of Expert on Museum Activities of Historic Old Salt Museum

3. List of Outputs

TOR	Output
1	1-1 Analysis on Bottlenecks for Improvement of TSDP Project Effectiveness 1-2 Outcome of the Questionnaire survey for the project sites of TSDP
2-1	2-1-1 Guidelines for Operation and Management 2-1-2 Appendix 1: Law of Antiquities 2-1-3 Appendix 2: National Museum Bylaws 2-1-4 Appendix 3: Instructions on the National Museum Personnel 2-1-5 Appendix 4: National Museum Policy 2-1-6 Appendix 5: Organisation Chart 2-1-7 Appendix 6: Job Description 2-1-8 Appendix 7: Employment Contract 2-1-9 Appendix 8: Maintenance Schedule 2-1-10 Appendix 9: Outsourcing Contract 2-1-11 Appendix 10: Table of Space Usage Charges 2-1-12 Appendix 11: Facility Rental Contract 2-1-13 Appendix 12: Visitor Control Manual
2-2	2-2-1 National Museum Policy 2-2-2 Marketing Plan 2-2-3 Action Plan for the Soft Opening 2-2-4 Action Plan for 3 years after the Opening 2-2-5 Action Schedule for 3 years after the Opening 2-2-6 Action Plan for Energy Saving 2-2-7 Organisation Chart: A (3 rd Year) 2-2-8 Organisation Chart: B (2 nd Year) 2-2-9 Organisation Chart: C (1 st Year) 2-2-10 Personnel Costs: A (3 rd Year) 2-2-11 Personnel Costs: B (2 nd Year) 2-2-12 Personnel Costs: C (1 st Year) 2-2-13 Maintenance Costs 2-2-14 Maintenance Schedule 2-2-15 Calculation Bases for Financial Plan 2-2-16 Financial Plan 2-2-17 Handover & Maintenance <ol style="list-style-type: none"> (1) Completion Handover Documents / Building and M/E Works (2) Format of Handover Documents (3) Operation and Management Plan (4) Draft of Classified Advertisement / Maintenance Staff (5) Site Inspection Report for M/E Works (6) Instruction /Training with regard to the mechanical and electrical services 2-2-18 Further Study required by the National Museum
2-3	2-3-1 Concept of Lighting Plan 2-3-2 CAD Sketch of Petra Church Papyri Showcase 2-3-3 Proposal on Upgrading of Conservation Techniques for Museum
2-4	2-4-1 Outline of Museums in Jordan 2-4-2 Roles and Functions of National Museum

3-1	<p>3-1-1 Museum Concept 3-1-2 Internal Regulations 3-1-3 Organization Chart (Annex 1 of the Internal Regulation) 3-1-4 Staff Job Description (Annex 2 of the Internal Regulation) 3-1-5 List of required regulations and guidelines 3-1-6 Staff Recruiting Plan 3-1-7 HOSM Monitoring System 3-1-8 Management Committee</p>
3-2	<p>3-2-1: Executive Summary of Salt Ecomuseum Plan (presentation material) 3-2-2: Salt Ecomuseum (SEM) Plan (Revised Draft) 3-2-3: Law on Protection of Architectural and Urban Heritage</p>
3-3	<p>3-3-1 HOSM Action Plan 2009-2011 3-3-2 Grand Opening Action Plan (Schedule) 3-3-3 Action Plan (Schedule) 2009-2011 3-3-4 HOSM Training Plan (Necessary Training Field) 3-3-5 Orientation Program for HOSM New Staff 3-3-6 Safety and Security Training Program for HOSM Staff 3-3-7 Basic Policy on Research, Collection Management and Conservation 3-3-8 Education and Local Community Involvement Activity Policy 3-3-9 PR Strategy 3-3-10 Guideline for Operation of HOSM Café 3-3-11 Guideline for Operation of HOSM Museum Shop 3-3-12 Financial Plan 3-3-13 HOSM Financial Flowchart 3-3-14 Plan for Activity Fund</p>
3-4	<p>3-4-1 Finalized signage design 3-4-2 Photographs of installed signage</p>
3-5	<p>3-5-1 Website, tourist map and signage policy 3-5-2 SEM website flowchart 3-5-3 SEM brochure and map strategy 3-5-4 SEM website Please directly access the following link: (http://www.untitledstudios.com/salt-site/) 3-5-5 SEM map 3-5-6 Outcome of the questionnaire survey on the tourist map 3-5-7 Outcome of the questionnaire survey on the pilot website</p>
3-6	<p>3-6-1 Record of Internal Workshop Meetings with Counterparts 3-6-2 Hagi's Case (Presentation Documents prepared by Mr. Shimizu) 3-6-3 Schedule of the Workshop 3-6-4 Manual Sheets for Participatory Workshops Planning and Preparation 3-6-5 Photos taken at the Workshop 3-6-6 Students' comment at the Workshop 3-6-7 Evaluation of the Workshop</p>
3-7	<p>3-7-1 Proposal for collaboration with relevant projects/ plans for Salt Ecomuseum concept</p>
4-1	<p>4-1-1 Pamphlet 4-1-2 Website (refer to the site directly) http://www.untitledstudios.com/Promotion 4-1-3 Outcome of the questionnaire survey</p>
4-2	<p>4-2-1 Proposal on how to utilize four museums under TSDP for promoting tourism in Jordan</p>

5

5-1 Additional Work to be carried out after SAPI (TOR2)

5-2 Job Description of Expert on Museum Activities of Historic Old Salt Museum

