

## ***TOR 3***

Assist the promotion of the Ecomuseum in Salt and preparation for opening of the Historic Old Salt Museum

## ***TOR 3-1***

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

## 1. Overview of the Work

Through TDMAP, drafts of the following necessary items for operations management of HOSM were prepared before November 2007.

- Museum concept
- Internal regulations
- Organization Chart
- Job descriptions

In TDMAP, these items were prepared as a suggested draft for the future operation of HOSM, because during the implementation period of TDMAP, HOSM was still in the preparation stage without an operational body. However, the current condition of HOSM is now changed, since MOTA has been assigned as an operational body of HOSM, and HOSM is in the final stage for opening. Therefore, the current regulations and provisions being employed for the operation and management of HOSM at present should be retained for the actual operation and management of HOSM after the opening.

Therefore, based on the current condition of HOSM, these items for operation management were reviewed and upgraded through SAPI. This work was done in 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 examine original idea of HOSM establishment
- Review and modification of HOSM concept
- Review and modification 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 accepted by PMU.

## 2. Background Information on Outputs

### 1) Museum Concept

The museum concept will act as the basis of HOSM's operation, management and activities. The museum concept for HOSM was drafted by JICA-TDMAP before November 2007. This museum concept clarifies the purpose, role, functions and goal of HOSM. Therefore, instead of newly formulating a "museum basic policy", this "museum concept" was reviewed and modified based on the current conditions of HOSM.

In the museum concept for HOSM, the following basic issues are clarified:

- Background history of HOSM establishment
- Purpose

- Target
- Activities
- Role of HOSM for local SALT community

The concept of and specific ideas for an ecomuseum, which had not been considered adequately during TDMAP, were also examined during the modification of the museum concept.

## 2) Internal Regulations

The internal (inner) regulations of HOSM define basic issues of operation and management of HOSM. The internal regulations consist of the following articles:

- Name of museum
- Operational body
- Location
- Purpose
- Activities
- Target of Activities
- Activity Plan
- Regulations and Guidelines
- Budget
- Staff
- Acquisition Committee
- Opening Hours
- Entrance Fee
- Visitor rules
- Revision of the previous Internal Regulations

The original internal regulations for HOSM had been drafted by TDMAP. Through SAPI, they were reviewed and modified as follows:

- Items regarding regulations for detailed issues were separated from the internal regulations in order to make the internal regulations simpler so they would cover only the minimum number of rules required for operation and management of HOSM. These detailed regulations separated from the main Internal Regulations will be part of the necessary regulations and guidelines in each relevant field.
- Article on the committees has been added.
- Form and language of the internal regulations have been modified.
- Process of revision of the internal regulation has been mentioned.

Some of the internal regulations of Japanese museums, such as those of the Yokosuka City Museum, were also studied for comparative purposes.

Since the operational body of HOSM is MOTA, the internal regulations need to be finally approved by the Minister of Tourism and Antiquities.

## 3) Organization Chart

The organization chart of HOSM is attached as the annex of the Internal Regulations. It clarifies components of the HOSM organization, including units, staffs and committees. The original organization chart of HOSM had been drafted through TDMAP. However, there were gaps between the organization chart and the actual condition of the HOSM organization such as position titles of staffs and committees. In addition, the organization chart has to be consistent with the action plan for the post-opening stage. i.e., the staffs shown in the organization chart have

to carry out those activities in the action plan. Lastly, the number of staffs should be minimized to reduce staff budgeting. Therefore, based on the current condition of the HOSM organization as well as the action plan of HOSM, the organization chart was reviewed and modified as follows:

- Curator: Unit name has kept as "Research and Exhibition Unit". Positions of curators have been modified to "Assistant Curator" and "Curator". Assistant curator will be promoted to curator based on working experience.
- Unit name of "Education and Culture" has been modified to "Education and Community Activity" Unit.
- The position "senior curator" mentioned in the previous organization chart was omitted.
- Title of "Education and Culture Specialist" was modified to "Educator", which is used worldwide in museums.
- Based on actual allocation of staff, title of "Technician" was changed to IT and Media Specialist.
- Position of "Librarian" was added.
- Museum shop staffs and café staffs were omitted from the tree line of the organization chart because these staff will be under the supervision of the café and museum shop operator.
- Committees: Management Committee and Acquisition Committee have been added

Modified organization chart has the following changes:

#### Committee

- Management Committee: Newly added committees
- Acquisition Committee

#### Unit

- Research and Exhibition Unit
- Education and Community Activity Unit: Unit title modified
- Administration Unit
- Museum Shop : Outsource
- Museum Café : Outsource

#### Staff

	Number of Staff
- Director :	1
- Curator:	1
- Assistant Curator:	1
- Educator:	1
- Gallery Guide:	2
- Librarian:	1
- Administrator and Accountant:	1
- IT and Media Specialist:	1
- Receptionist:	1
- Cleaning and Service Staff:	2
- Guard: Outsource:	3

Total number of staffs was reduced to 15. Therefore, personnel expenses in the financial plan were also reduced.

## 4) Job Descriptions

The job description list is attached as an annex of the Internal Regulations. It clarifies the duties to be carried out by HOSM staffs. It should be utilized for the recruitment, hiring, work monitoring, evaluation and promotion of HOSM staffs.

Based on the modified organization chart and action plan, the job description of HOSM staffs, which had been drafted through TDMAP based on the draft organization chart, was also modified as follows:

- Position titles of staffs were modified based on the modified organization chart.
- Contents of job descriptions were modified to fit the actual duties and expected activities of staff based on the action plan.

## 5) Guidelines and Regulations

In addition to the Internal Regulations, guidelines and regulations in relevant fields are required for the operation and management of HOSM. The list of required guidelines and regulations for the operation and management of HOSM had been prepared by a JBIC expert in May 2008. They were reviewed and modified based on the revised internal regulations and plan for operation and management. The following items were added:

- Regulations of HOSM Fund
- Regulations of Management Committee

## 6) Staff Recruiting Plan

Based on the modified organization chart, activity plan and current condition of staff allocation, the staff recruiting plan was newly formulated. The numbers of staffs to be recruited are as follows;

	Number of Staffs
- Curator :	1
- Assistant Curator:	1
- Librarian:	1
- Receptionist:	1
- Cleaning and service staff:	2

## 7) Monitoring System

In order to implement the activities of HOSM adequately, a monitoring system of HOSM activities should be established. Therefore, the following monitoring system was suggested by SAPI;

Regular monitoring of staff activity

- 1) Internal weekly meeting
- 2) Weekly report by museum staff
- 3) Daily-work check sheet

Periodical committee meeting

- 1) Management committee: Quarterly

## **8) Management Committee**

As part of the monitoring system, the establishment of a management committee was newly suggested by SAPI. Tasks of the management committee are as follows:

- Monitoring of progress of HOSM activities based on annual action plan and report from HOSM Director
- Check of activity plan for next quarterly period
- Support for HOSM activities in case difficulties in implementation are found

The management committee should be established as a next step by HOSM.

## **3. List of outputs**

The list of outputs regarding TOR 3-1 is as follows:

- 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

## **Museum Concept**

### **Historic Old Salt Museum (HOSM)**

#### **(Abu Jaber House)**

Salt is an architectural heritage city located 25 kilometers northwest of Amman. After the establishment of the Governorate in 1866, Salt experienced rapid growth with a new population influx into Salt. Until the establishment of the new capital city of Amman in the 1920's, Salt had been one of the most important political and commercial cities in Jordan. This period, between the middle of the 19<sup>th</sup> century and the early 20<sup>th</sup> century, is memorialized as “**The Golden Age of Salt**” by the people of Salt. With the use of the local yellow limestone, numerous sophisticated urban-style buildings were constructed in the city of Salt during this period.

However, the historical landscape of Salt is in danger of fading under modernization. Therefore, the movement to protect the historical landscape of Salt was started. Through the planning for the protection of this heritage, the establishment of a heritage research center and museum in Salt were proposed. Under the Historic Old Salt Development Project, this plan has been developed and realized as the **Historic Old Salt Museum (HOSM)** located in Abu Jaber House, which is one of the most important historic buildings of the Golden Age of Salt.

The purposes of HOSM are as follows:

- a. Re-discovery of the value and uniqueness of Salt through the study of the cultural heritage of Salt
- b. Protection and passing on of tangible and intangible cultural heritage assets of Salt
- c. Promotion of awareness for protection and passing on of the cultural heritage of Salt
- d. Promotion of heritage tourism in Salt with consideration of the protection of the cultural heritage of Salt

The aim of the Historic Old Salt Museum is to preserve the tangible and intangible cultural heritage of Salt, in particular that of the Golden Age between the 19<sup>th</sup> and 20<sup>th</sup> century.

In order to protect and pass on the tangible and intangible cultural heritage of Salt, HOSM will be engaged in the documentation, acquisition and study of this cultural heritage. All kinds of information on the cultural heritage of Salt in the Golden Age between the 19<sup>th</sup> and 20<sup>th</sup> century should be gathered by HOSM. In the future stage, HOSM will be a research center of the cultural heritage of Salt in collaboration with universities and other academic institutions.

In order to promote community awareness to re-discover their own cultural heritage and to pass it down to the next generation, HOSM will offer various types of local community activities for people of all ages. These will involve cultural events, site visits, and open lectures on numerous themes to help Salt residents explore their community and culture. Involvement of the local community in the museum development should be also a key aspect of HOSM. HOSM will grow only with the strong collaboration of the Salti people and community. Through a participatory system for museum activities such as the utilization of museum volunteer, the local people of Salt will develop HOSM.

Exhibitions are a primary tool to introduce the cultural heritage of Salt for the purpose of promoting awareness for protecting and passing on this heritage. The permanent exhibition comprises two sectors. The first sector introduces urban social history, including geography, history of the Golden Age, municipal history, educational history, medical history and a brief history of domestic architecture in Salt as well as information about its master builders.

The second sector presents two major themes: the culture of daily life and the interior design of traditional houses. The first theme includes social events, entertainment (music, games and dance), and traditional handicrafts (pottery, textiles and others). The second theme comprises significant historic houses including the interior areas.

Introducing heritage tourism in Salt to tourists through HOSM will also help local people to re-discover their history and "traditional" industries and may even result in a revival of those industries because of the possibility of marketing products through the museum shop. This will generate financial benefits for the Salt community.

For heritage tourism in Salt, HOSM serves as a starting point for both foreign tourists and all Jordanians to visit the Old Historic Salt City. It will have a role as a core organization of the Salt Ecomuseum in the near future.



## **THE INTERNAL REGULATIONS OF THE HISTORIC OLD SALT MUSEUM**

### **Article 1 Official Name**

Official name of the Museum shall be The Historic Old Salt Museum (Abu Jaber House), referred to as HOSM hereafter.

### **Article 2 Operational Body**

- a. Operational Body of HOSM shall be the Ministry of Tourism and Antiquities (MOTA hereafter).
- b. MOTA shall be allowed to entrust the operation to another organization under a special contract.

### **Article 3 Location**

Location of HOSM shall be Abu Jaber Building, As-Saraya Quarter, Salt, and Balqa Governorate.

### **Article 4 Purpose**

Purpose of HOSM shall be as follows:

- e. Re-discovery of value and uniqueness of Salt through the study of cultural heritage of Salt
- f. Protection and passing on of the tangible and intangible cultural heritage of Salt
- g. Promotion of awareness for protection and passing on of cultural heritage of Salt
- h. Promotion of heritage tourism in Salt with consideration of the protection of the cultural heritage of Salt

### **Article 5 Activities**

Main activities of HOSM shall be as follows:

- a. Research and documentation of cultural heritage of Salt
- b. Acquisition and conservation of cultural heritage of Salt
- c. Putting on of permanent and temporary exhibitions related to cultural heritage of Salt
- d. Education and community awareness activities related to cultural heritage of Salt
- e. Activities as core museum for Salt Ecomuseum plan

### **Article 6 Target of Activities**

- a. Main target of research, documentation and acquisition of HOSM shall be tangible and intangible cultural heritage of Salt in the Golden Age between the 19<sup>th</sup> and 20<sup>th</sup> century.
- b. Main target of education and community awareness activities shall be local people of Salt.

### **Article 7 Activity Plan**

- a. HOSM shall have an activity plan. The activities of HOSM shall be based on the activity plan.
- b. Director of HOSM shall prepare the annual activity plan of HOSM and the budget plan, which shall be authorized by the operational body.
- c. Based on the annual activity plan, the director of HOSM also shall make an annual activities report and financial settlement statement, which shall be reported to the operation body.

### **Article 8 Regulations and guidelines**

- a. In addition to the Basic Internal Regulations of Historic Old Salt Museum, HOSM shall establish regulations and guidelines concerning several fields of activities.
- b. Activities of HOSM shall follow the regulations and guidelines for the relevant fields.

### **Article 9 Budget**

In order to implement the necessary activities of HOSM, sufficient budget shall be allocated to HOSM.

### **Article 10 Staff**

- a. HOSM shall have necessary staffs including director, curators, educators, administration staffs and others according to the Organization Chart of HOSM (Annex 1)
- b. Staff shall work based on the Staff Job Description of HOSM (Annex 2)

**Article 11 Management Committee**

- a. HOSM shall have a Management Committee.
- b. Mission of the Management Committee shall be as follows:
  - i. To monitor progress of HOSM activities based on the activity plan
  - ii. To discuss and coordinate financial issues related to museum activities, including fund raising and collaboration with the private sector
- c. Operation of the Management Committee shall follow the Regulations of the Management Committee.

**Article 12 Acquisition Committee**

- a. HOSM shall have an Acquisition Committee.
- b. Mission of the Acquisition Committee shall be as follows:
  - i. To judge the reasonability of acquisition prices and evaluate donated materials.
  - ii. To assess prices of donated, produced and gathered objects.
  - iii. To approve the results of a regular re-evaluation of materials.
- c. Operation of the Acquisition Committee shall follow the Regulations of the Acquisition Committee.

**Article 13 Opening Hours**

- a. Opening hours of HOSM shall be from 08:00 to 17:00 in summer season, and from 08:00 to 16:00 in winter season

**Article 14 Entrance Fee**

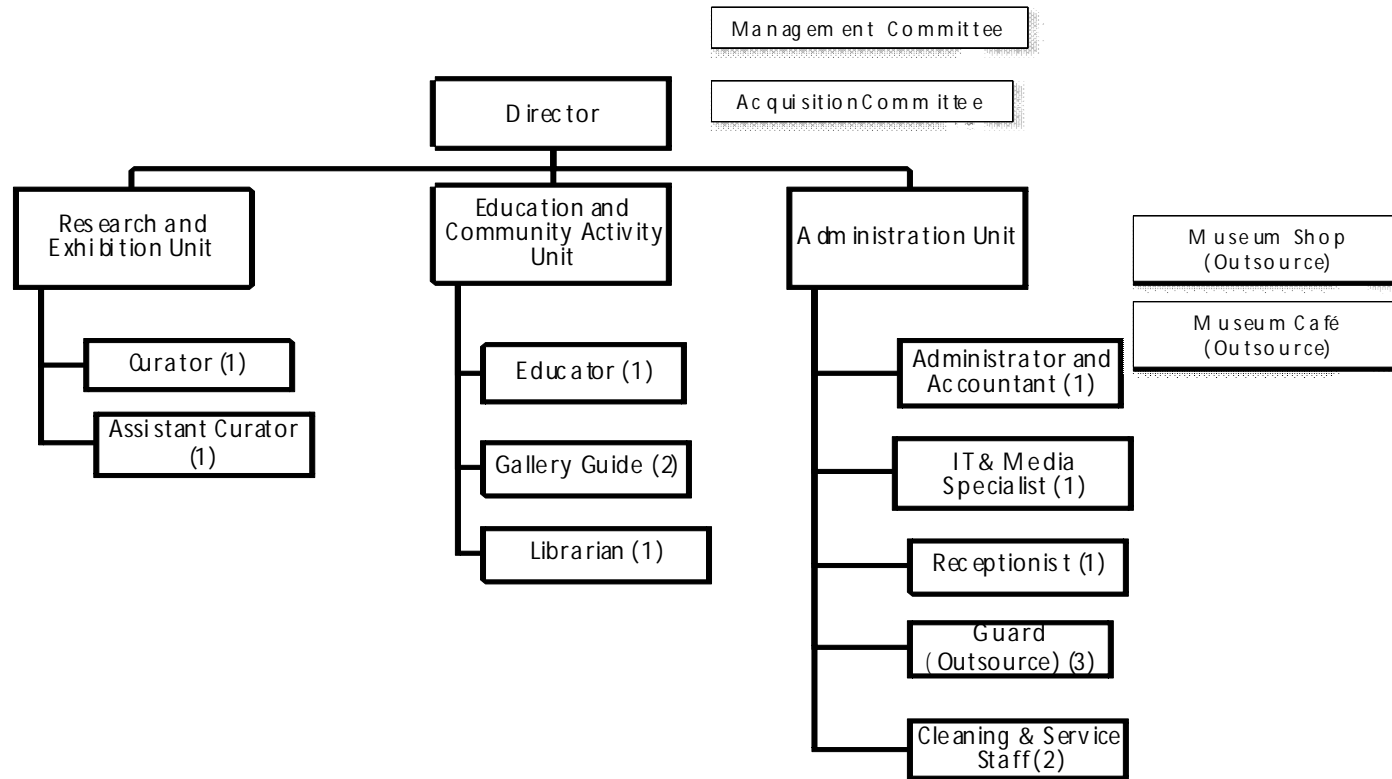
- a. HOSM shall charge an entrance fee to visitors.
- b. Entrance fees shall be posted at the entrance of HOSM.
- c. Entrance Fees shall be as follows:
  - i. Local Adult and Children: Two Hundred and Fifty Fils.
  - ii. Foreigner Adult (18 years old and above): Two Jordanian Dinars.
  - iii. Foreigner Children (6 to 17 years old): One Jordanian Dinar.
- c. Visitors who belong to the following category shall be admitted free of charge:
  - i. Children under the age of 5.
  - ii. Member of volunteer organization of HOSM.
  - iii. Member of the International Council of Museum (ICOM).
  - iv. Those who are invited by HOSM.

**Article 15 Rules for Visitors**

- a. Visitors shall be prohibited from:
  - i. Touching displayed materials except where otherwise indicated
  - ii. Eating, drinking and smoking inside the HOSM building outside the permitted areas
  - iii. Bringing dangerous and harmful materials into HOSM.
  - iv. Making excessive noise inside HOSM building
  - v. Acting in an offensive way to other visitors of HOSM
- b. If a visitor does not obey the rules shown above, HOSM shall refuse entrance into HOSM to such visitors or ask them to leave HOSM

**Article 17 Revision of the Internal Regulations of the Historic Old Salt Museum**

Revision of the Basic Internal Regulations of the Historic Old Salt Museum must be approved by the Management Committee of HOSM.



ANNEX 1. Organization Chart of HOS M

## **ANNEX 2. Staff Job Description of Historic Old Salt Museum (HOSM)**

### **Director**

- 1) Realize the policy and strategy of the Historic Old Salt Museum (HOSM)
- 2) Recommend policies and plans as well as their revision to MOTA
- 3) Report on the implementation of policies and plans to MOTA
- 4) Fund raising for HOSM activity
- 5) Plan, organize and staff appropriate personnel
- 6) Direct, monitor and coordinate day-to-day operations through the staff
- 7) Liaise with all relevant levels of the government, academic community and private sector in the interest of HOSM
- 8) Responsible for condition of museum collection
- 9) Responsible for museum security
- 10) Responsible for governmental approval document.
- 11) Responsible for emergency evacuation command.
- 12) Responsible for copyright permission

### **Curator**

#### ***Research and acquisition***

- 1) Research of tangible and intangible heritage relating with Salt
- 2) Preparation of annual research plan including necessary budget, equipment and consumption materials.
- 3) Acquisition of collection relating with history and culture of Salt
- 4) Academic publication of research output in the form of article in academic magazine and research report of museum
- 5) Academic presentation of research output in academic conference

#### ***Collection management and conservation***

- 6) Management and conservation of HOSM's collections and also those to be borrowed from the others
- 7) Responsible to keep a condition record and also restoration record
- 8) Document control of a loaning invoice
- 9) Collection data entry to governmental registration entry book
- 10) Management of heritage and collection database progress and conditions
- 11) Respond to public enquiries and requests for information on the HOSM's collections
- 12) Publication of collection catalogue

#### ***Exhibition***

- 13) Planning and implementation of exhibition program (permanent, seasonal and temporary)
- 14) Responsible to keep a better condition of exhibition space and to offer up-dated information on displayed materials, to the visitors and other users.
- 15) Publication of exhibition guidebook
- 16) Management of heritage and collection database progress and conditions
- 17) Plan the HOSM's exhibition tour route (short/long course) and guidance programme for visitors (with educator)
- 18) Preparation of exhibition guidance manual for gallery guide (with educator)
- 19) Implementation of lecture about exhibition theme and display object for museum staff
- 20) Supervise overall guidance activities by gallery staff

#### ***Education***

- 21) Implementation of academic lecture and gallery talk
- 22) Development of Local souvenir which cooperated with Educator

### **Assistant Curator**

- 1) Assist the Curator as well as Educator in all his/her work including the research, acquisition, collection management, conservation, exhibition and education.

**Educator**

- 1) Plan and implement education and culture programmes for school education and lifelong learning
- 2) Manage and develop partnership with schools to offer curriculum-based programmes in HOSM and/or schools
- 3) Prepare publications/media-based products for schools and a promotional copy for all aspects of educational and cultural programmes
- 4) Training of Gallery Guide
- 5) Design and deliver programmes for school groups, and plan teaching methods and materials for education and culture programmes
- 6) Plan programmes for hands on workshop, seminars and cultural events
- 7) Plan instruction programmes for teachers, curators, musicologists, archaeologists and volunteers
- 8) Prepare, install or remove all objects/materials and ICT/audio-visual components necessary for education and culture programmes
- 9) Operate education and culture programmes both inside and outside of HOSM
- 10) Development of Local souvenir which cooperated with Curator
- 11) Plan the HOSM's exhibition tour route (short/long course) and guidance programme for visitors (with curator)
- 12) Preparation of exhibition guidance manual for gallery guide (with curator)
- 13) Plan the HOSM's guidance programmes for visitors and volunteer guides, and prepare and practice a guidance manual (with curator and gallery guide)
- 14) Programming and implementation of visitor study
- 15) Development of workshop technique and tools.
- 16) Information gathering of the school education of Salt

**Gallery Guide**

- 1) Implementation of exhibition guidance by visitor's type (Local people/International tourists/A bilingual guide is desirable.)
- 2) Assist curator for planning the exhibition tour route (short/long course) and guidance programme for visitors
- 3) Assist of visitor study (preparation of questionnaire etc)
- 4) Monitoring of visitor's activity in exhibition room for security of museum
- 5) Take care of first aid, safety/emergency planning and provision for staff and visitors

**Administration & Accountant**

- 1) Implementation of all type of administrative works including preparation of administrative documents and letters
- 2) Filing and management of administrative documents
- 3) Collection data entry to governmental registration entry book
- 4) Coordination of logistics for museum activities including preparation of necessary material for activities
- 5) Analyze the cost effectiveness of the whole and respective HOSM's activities
- 6) Reports the accounts to the Director regularly
- 7) Maintain the Museum buildings and equipments in good condition.
- 8) Financial management and execution (Budget / Property / Donation) of HOSM
- 9) Monitoring of cleaning of museum
- 10) Secretary works for museum director
- 11) Business management of Security Guard, Cleaning Staff, and Service Staff, and management of their daily reports.
- 12) Management of Ticket Sales

**IT and Media Specialist**

- 1) Responsible for all kind of IT issues in HOSM
- 2) Set-up and maintenance of network system of HOSM
- 3) Responsible for preparation and update of HOSM website

- 4) Responsible for maintenance and security of computers in HOSM
- 5) Responsible for maintenance of AV equipment in HOSM
- 6) Responsible for production of AV material
- 7) Responsible for database format and database access system through internet

**Receptionist**

- 1) Control visitors into HOSM
- 2) Welcome, receive and guide visitor
- 3) Introduce visitors to the visual guidance devices and print media guidance
- 4) Deal with visitor enquiries about special events, performances and various spaces
- 5) Assist persons with special needs in accessing various spaces
- 6) Record information about visitors
- 7) Reply to visitors' enquiries about booking of special events, performances and programmes
- 8) Answering telephone

**Librarian**

- 1) Management of reference collection of HOSM
- 2) Registration and data entry of reference collection to reference database
- 3) Inspection service for visitors

**Guard**

- 1) Secure the HOSM's exhibition, buildings, equipment and facilities
- 2) Secure the safety of visitors, staff and others in the HOSM site
- 3) Watch the whole HOSM site
- 4) Guard against theft and destruction
- 5) Guard against incidents, accidents and disasters
- 6) Give first aid to visitors in need
- 7) Instruct visitors about evacuation in case of emergency

**Cleaning and Service Staff**

- 1) Clean rooms and present comfortable spaces
- 2) Clean the indoor and outdoor spaces
- 3) Clean the surrounding areas
- 4) Cleaning of car
- 5) Tea and coffee serving to staff
- 6) Porter service
- 7) Copy
- 8) Support of manual work of staff depends on request

### List of Required Regulation and Guideline

Item	Type	Description	Current Status	Required Action
<b>Internal Regulation</b>	Regulation	Most basic regulation for operation and management of HOSM	Draft prepared by TDMAP, revised by SAPI	To be approved by MOTA until the grand opening of HOSM
<b>Financial Regulation</b>	Regulation	Regulation for financial management	Not prepared	To be formulated until the grand opening of HOSM
<b>Regulation of HOSM Fund</b>	Regulation	Regulation for management of HOSM Fund	Not prepared	To be formulated until mid 2009
<b>Staff Recruiting and Promotion Regulation</b>	Regulation	Regulation for recruiting and promotion criteria of HOSM staff	Not prepared	To be formulated until the grand opening of HOSM
<b>Staff Working Regulation</b>	Regulation	Regulation for working manner of HOSM staff, with activity monitoring plan, daily report format and job description	Not prepared	To be formulated until the grand opening of HOSM
<b>Library Operation Regulation</b>	Regulation	Regulation for the operation management of library including rule for library user	Not prepared	To be formulated until the grand opening of HOSM
<b>Temporary Exhibition Room Regulation</b>	Regulation	Regulation for Usage (rental) of Temporary Exhibition Room with chart of rental fee	Not prepared	To be formulated until the grand opening of HOSM
<b>Regulation of Acquisition Committee</b>	Regulation	Regulation for operation management of Acquisition Committee	Draft prepared by TDMAP	To be formulated until the grand opening of HOSM
<b>Regulation of Management Committee</b>	Regulation	Regulation for operation of Management Committee	Not prepared	To be formulated until the grand opening of HOSM
<b>Volunteer Regulation</b>	Regulation	Regulation for operation management of volunteer group	Not prepared	To be formulated until the end of 2009
<b>Collection Management Guideline</b>	Guideline	Method to deal with collection including documentation	Not prepared	To be formulated until the end of 2010
<b>Staff Training Guideline</b>	Guideline	Basic policy and direction of staff training with staff training program	Part of program prepared by TDMAP and SAPI	To be formulated until the grand opening of HOSM
<b>Security Guideline</b>	Guideline	Necessary instruction for security management of HOSM with emergency operation plan	Not prepared	To be formulated until the grand opening of HOSM

<b>Museum Café Operation Guideline</b>	Guideline	Operation policy of museum café to be followed by café operator	Prepared by SAPI	To be approved by MOTA until the grand opening of HOSM
<b>Museum Shop Operation Guideline</b>	Guideline	Operation policy of museum shop to be followed by museum shop operator	Prepared by SAPI	To be approved by MOTA until the grand opening of HOSM
<b>Disability (Handicapped) Guideline</b>	Guideline	Basic policy and direction for handling of disability, including barrier-free policy	Not prepared	To be formulated until the end of 2010
<b>Environment-Friendliness Operation Guideline</b>	Guideline	Basic policy for environment-conscious operation of HOSM, such as recycle of waste etc	Not prepared	To be formulated until the end of 2010



**Staff Recruiting Plan**

Position	Number of person	2009															
		December	January	February	March	April	May	June	July	August	September	October	November	December			
Curator	1		↑														
Assistant Curator	1								↑								
Librarian	1							↑									
Receptionist	1			↑													
Cleaning and service staff	2			↑													

### **HOSM Monitoring System**

#### **1. Regular monitoring**

- A. Internal weekly meeting
  - Report of progress of work by all museum staff
- B. Weekly report by museum staff
  - Based on weekly report format
  - Core staff (curator, educator, administration, IT) only
- C. Daily work check sheet
  - For reception, gallery staff, guard, cleaning/service staff only

#### **2. Periodical monitoring**

- Management committee (Quarterly)
- Monitor progress of HOSM activity based on annual activity plan
- Reporting of progress of work by HOSM director

### Management Committee

#### **1. Member**

- HOSM Director (1)
- Representative of MOTA (1)
- PMU Executive Manager (1)
- Representative of MOTA Balqa Directorate (1)
- Representative of Salt Municipality (1)
- Representative of HOSM volunteer group (Salt ecomuseum supporters) (1)
- Representative of Salt Ecomuseum (1)
- Representative of Academic advisor team (1)
- Representative of JICA (1)

#### **2. Committee regular meeting**

At least once in three months

#### **3. Committee Task**

- Monitoring of HOSM activity progress based on annual action plan and report from HOSM Director
- Check activity plan of next quarterly period
- Support of HOSM activities in case of finding difficulties of activity progress

## ***TOR 3-2***

To formulate detailed activity plan included in Ecomuseum concept by working with the task force team, considering the function of the HOSM

## 1. 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 the SEM plan was as follows:

- 1) Preliminary discussion was held on the draft SEM plan prepared by JOCV in mid-October.
- 2) The draft SEM plan was revised based on the above-mentioned discussion in mid-November.
- 3) 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.
- 4) The SEM plan was revised and finalized based on the above-mentioned discussions, incorporating key points of Hagi's experiences.

## 2. Background Information on Outputs

### 1) Structure of SEM plan

The SEM plan consists of the following three chapters:

- Chapter 1: Basic Vision
- Chapter 2: Basic Plan
- Chapter 3: Action Plan

The Basic Vision is a declaration for initiating the Salt Ecomuseum, explaining current issues in Salt's development, advantages and applicability of the ecomuseum concept and a vision of Salt in the future if the ecomuseum concept is applied.

The Basic Plan is a description of the framework, system and policy of SEM, while the Action Plan explains detailed tasks of the four management systems, namely, cultural resource management, tourism management, townscape management and community management, under the SEM.

### 2) Framework of SEM plan

The framework of the SEM plan agreed to with the taskforce team is as follows:

#### a) Phased approach

- A phased approach was adopted to ensure the smooth and gradual development of the Ecomuseum Management system.
- The period of each phase is as follows:
  - Phase 1: Three years from 2009 to 2011
  - Phase 2: Two years from 2012 to 2013
  - Phase 3: From 2014 onward

- The targets of the respective phases in terms of Operational Body, Financial System and Public Involvement are listed in the table below:

	Operational 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	Partial operation of SEM Fund	Participation in the SEM as visitors as supporters for SEM as commercial stakeholders
Phase 3	Independent operational body	Full operation of SEM Fund	Participation in the SEM as visitors as supporters for SEM as commercial stakeholders as heritage holders

- The action plan will cover five years, between 2009 and 2013, from the end of Phase 2.

## b) Target Carrying Capacity

The SEM plan considers the carrying capacity as a target for achieving sustainable tourism development by gradually increasing the number of visitors, although it is normally considered as the physical ceiling capacity of a specific area to accept visitors.

The SEM plan set the target carrying capacity 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 visitor/ 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 visitors/day	100 visitors/day	400 visitors/day
Total 162,000 visitors/year					

It should be noted that the targets will not be achieved without planned and coordinated tourism promotion with relevant stakeholders.

## c) Financial Sustainability

In order to ensure financial sustainability, the SEM plan proposes establishment of an SEM fund. The idea of establishing an SEM fund is to channel the funds collected from tourism services to finance SEM activities. The proposed incomes and spending of SEM funds during the respective phases are as follows:

Phase	Income	Spending
Phase I 2009-2011	- Government budgetary support (including human resources) - Entrance fees from core museum ( Proposal: Local resident: 0.5JD, Foreigner: 1JD) - Revenues from tenants at core museum - Fund membership fees (including donations from individuals/companies)	-Saving funds
	- Earnings from discovery trail tour guides ( Proposal: max 10 persons/group, 10JD/3h/person) - Earnings from sales of SEM original goods ( Books/guidebooks, T-shirts, handicrafts) - Donations collected at 'One Coin Trust'	- Employment of guides - production of guidebooks and brochures - Development of SEM goods -Implementation of a pilot 'one coin trust' project - Promotion for tourism products
Phase II 2012-2013	-Revenues from passport tickets (Core +satellite) ( Proposal : Local resident: 2JD, Foreigner: 5JD) - Revenues from <u>trial operation of the original tour packages</u> which integrate the mechanism indicated above and are developed & marketed in collaboration with travel agents.	- A part or all of personnel costs for SEM employees - Employment of staffs (volunteers) at the Satellites - Financial support for private tourism business in line with the Guideline
Phase III 2014-onward	- Revenues from <u>the original tour packages</u> - Revenues from <u>parking fees</u> ( Proposal : Private cars: 3JD/day, Buses: 10JD/day)	- Employment of staffs (volunteers) at the tourist parking - Financial support for restoration/landscaping of private houses and commercial buildings

Several new ideas for sources of income were proposed and agreed to as follows:

- Donations through One Coin Trust in Phase I
- Passport tickets in Phase II
- Trial operation of the original tour package in Phase II
- Full operation of the original tour package in Phase III
- Introduction of parking fees in Phase III.

On the spending side, it is assumed the SEM fund will provide subsidies to private business owners for their tourism activities in Phase II and to buildings owners for their restoration and landscaping work in Phase III.

### 3) Management System

Detailed discussion was held on the four management systems under the SEM between the study team and the taskforce team. Key agendas and the outcomes of discussion for the respective management systems are explained below

#### a) Cultural resource management

Key agendas	Outcomes of discussion
What are the cultural resources in Salt? What are the criteria for registration?	In Salt, criteria are that the cultural resources: 1) 'are authentic and accountable', 2) 'have been inherited from generation to generation', and 3) 'are assured of the willingness of the stakeholders to conserve for the next generation.
How to identify the cultural resources?	<ul style="list-style-type: none"> <li>- Two types of research are necessary. One type is a detailed and thorough survey on cultural resources in a specific area. The other type is a focused survey based on a particular story.</li> <li>- The former will be carried out jointly by MOTA, GSM and HOSM. MOTA and GSM will be in charge of buildings, while HOSM will take care of other resources.</li> </ul>
What is the importance of developing a unified DB?	<ul style="list-style-type: none"> <li>- The aim of the DB is not just to save data but to provide users access to the information on SEM.</li> <li>- HOSM has currently separate DBs on documents, satellites, folklore and photographs. Although combining those DBs is not an easy task, HOSM has targeted mid-2010 for achieving one unified DB on cultural resources in Salt from which people can retrieve desired information on SEM.</li> </ul>
How to manage the cultural resources?	<p>Basic Policy of cultural resource management in Salt will be as follows:</p> <ul style="list-style-type: none"> <li>- Conserve cultural resources at the original site as much as possible.</li> <li>- The owners will conserve cultural resources.</li> <li>- The SEM (for time-being HOSM) will coordinate the conservation of cultural resources which do not have willing owners to conserve them.</li> </ul> <p>The idea of the Cultural Resource Bank to facilitate exchange, donation, deposit, and rent of the cultural resources among Salt citizens will be considered as a function of GSM at the beginning. HOSM can carry out some parts of the tasks by better utilization of cultural resource DB.</p>

#### b) Tourism management

Key agendas	Outcomes of discussion
How to exhibit and interpret the cultural resources through a system consisting of core museums, satellites and discovery trails?	<ul style="list-style-type: none"> <li>- In order to design satellites and trails which effectively exhibit the value of cultural resources, due consideration will be given to: 1) Clarity of stories, 2) Integrity as a story and 3) Consistency of the interpretation.</li> <li>- In order to balance the protection of the privacy of</li> </ul>



	<p>local residents and tourism activities, the following points should be taken into account when designing satellites and trails:</p> <ul style="list-style-type: none"> <li>- Select theme/story which <u>local people are proud of</u>.</li> <li>- Differentiate between what to show and what not to show to visitors, based on the thorough discussion by local community <u>with the help of outsiders</u>.</li> <li>- Priority should be placed on <u>the sustainability of normal lives</u> in the community.</li> <li>- Obtain sufficient consensus on how to exhibit the satellite from its legal, cultural and economic owner.</li> </ul>
<p>How to incorporate the respect for local culture/values as well as the sustainability of traditional lives in the tourism management?</p>	<ul style="list-style-type: none"> <li>- Instructions on ‘mannering’ (appropriate behavior) for tourists will be provided at the core museum and by the interpreters.</li> <li>- Mannering should be considered as a way of enjoying traditional cultures rather than as strict obligations to observe.</li> <li>- For effective implementation of guidelines, it may be better for the guidelines to be formulated voluntarily by the private sector stakeholders. In Salt, the Salt Development Corporation (SDC), which took the initiative in setting voluntary rules and regulations, can play an important role.</li> <li>- It was agreed that the carrying capacity would be considered as a target to achieve for the planned increase of accepting visitors to SEM.</li> </ul>
<p>How to develop a mechanism to collect service fees from visitors to finance tourism activities?</p>	<ul style="list-style-type: none"> <li>- The concept of the SEM fund was explained and the timing for introducing various income generating activities was agreed upon, as indicated in section c) above.</li> </ul>

### c) Townscape management

Key agendas	Outcomes of discussion
<p>What are the criteria for conservation of historical buildings in Salt?</p>	<ul style="list-style-type: none"> <li>- The criteria for conservation of buildings in Hagi were explained and discussed. The ‘System of Preservation Districts for Groups of Historic Buildings’ in Japan was also introduced.</li> <li>- However, since the information on [from?] City Core Special Regulations (CCSR), which was supposed to include the criteria, was not available, concrete discussion on Salt’s case was not possible.</li> </ul>
<p>How to conserve/form the traditional townscape?</p>	<ul style="list-style-type: none"> <li>- The financial and technical support system for conservation and landscaping work in Hagi was explained and discussed.</li> <li>- However, since the information on City Core Special Regulations (CCSR), which was supposed</li> </ul>

	to include the criteria, was not available, concrete discussion on Salt's case was not possible.
How to utilize the traditional townscape in Salt?	<p>The following examples of utilizing traditional buildings were introduced and discussed:</p> <ul style="list-style-type: none"> <li>- Renovating old traditional buildings into public community houses</li> <li>- Organizing visits of local people to traditional buildings under restoration</li> <li>- Organizing events such as music concerts or exhibits of cultural resources at the renovated traditional buildings.</li> </ul> <p>The possibility of holding similar events in Salt was discussed.</p>

#### d) Community management

Key agendas	Outcomes of discussion
Who is a primary target for community involvement?	- It was agreed that students would be the primary target for community involvement in Salt, in consideration of the easier accessibility and large potential for their contribution to SEM activities.
How to develop a mechanism to involve and retain the interested local people in the SEM activities?	<ul style="list-style-type: none"> <li>- Various events to attract potential supporters for SEM will be conducted by HOSM.</li> <li>- Efforts will be made to retain the interest of those participants by regularly sending newsletters and invitations.</li> <li>- The support membership system will provide an opportunity for those interested in the SEM activities to deepen their understanding and to participate. Those potential supporters should be encouraged to join the support membership system.</li> </ul>

#### 4) Operational Body

	Agendas	Outcomes of Discussion
Phase I	<ul style="list-style-type: none"> <li>- Role of Taskforce team</li> <li>- Role of Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>- The Taskforce team will play a main role for planning and coordination of SEM activities as a member of Setup Committee</li> <li>- Since the Steering committee is composed of all the necessary stakeholders, the Steering Committee will act as a decision making body for the important issues specific to operation and management of SEM</li> </ul>
Phase II	<ul style="list-style-type: none"> <li>- Members of SEM management committee</li> <li>- Role of Steering Committee</li> </ul>	<ul style="list-style-type: none"> <li>- The SEM management committee includes all the members of the taskforce team</li> <li>- The Steering Committee will act as a supervising body</li> </ul>
Phase III	- Role of Promotion Committee	- The role of the Promotion

	- Members of Promotion Committee	Committee is to make decisions and consensus on the important issues related to SEM OM. - Members should be democratically selected from among respective stakeholders. Considering the democratic nature of SEM, its governing body should also be democratic in nature.
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## 5) Limitations of the Study

Limitations of the Study are as follows:

- The Proposed SEM Plan has not obtained the agreement from higher authority,
- The Proposed Plan is not detailed enough to breakdown all the tasks required and specify the exact schedule for each task and decide the concrete responsibility for the relevant organizations or departments
- The Proposed Plan does not reflect the opinions of a broad range of stakeholders.

The realization of the Proposed Plan will require political support, broad grass-roots support in addition to the strengthening of the implementation mechanism as indicated in Section 3.6. Challenges Ahead of the Proposed Plan.

## 3. List of Outputs

The list of outputs regarding TOR 3-2 is as follows:

- 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

## Proposal on Salt Ecomuseum (SEM) Plan

JICA SAPI study team on Tourism  
Sector Development Project

February 2009

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## What is Ecomuseum?

**Traditional Museum**

Visitors see the treasure in the **MUSEUM BUILDING.**

**Ecomuseum**

Visitors see the treasure at the **ORIGINAL PLACE.**

## Concept of Ecomuseum

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### THE GOLDEN AGE OF SALT DISCOVERY TRAIL

**Abul Hasan Ali Nadwi House**  
Built between 1867 and 1922 as residence for Abu Hasan Ali Nadwi. One of the most significant historical landmarks located in the area.

**Al-Ain Plaza**  
An important social, commercial, religious and governmental center in the old town. It is one of the most important landmarks in the area.

**The Capital House**  
Built in 1867 by Sheikh Khalifa bin Zayed Al-Nahyan. It is one of the most important landmarks in the area.

**Qasbi House**  
Built in the 18th century as a residence for the Qasbi family. It is one of the most important landmarks in the area.

**The Darul-Masjid**  
Built between 1708 and 1827. One of the most important landmarks in the area.

**Masjid al-Sayid**  
Oldest mosque in the area. It is one of the most important landmarks in the area.

## Advantage of Ecomuseum

- It can provide tourists with values of and access to heritage through **integrated system of Core museum/ Satellites/ Discovery trails.**
- **More importantly,** It can **protect valuable heritage** from exploitative tourism development and increasing tourists, by **separating heritage between those to exhibit and those to protect.**
- **Most importantly,** Sensible tourists become aware **the real importance of heritage** and become willing to **cooperate/contribute to the conservation.**

## To achieve Ecomuseum,

Consideration should be given to

- ✓ Discovery/Rediscovery of Cultural Resources
- ✓ Careful selection of Satellites/ design of Trails
- ✓ Not only conservation but also creation
- ✓ Involvement of community as a main player
- ✓ Gradual/careful tourism development
- ✓ A mechanism to finance activities

Need for

Comprehensive Planning

## Salt Ecomuseum Plan

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## Outline of the Plan

- o Target period: Five years from 2009 to 2013

- o Objectives

To establish Ecomuseum management system which aims for the **local community (Salt local people)** to continuously live in affluence toward the future by promoting conservation, interpretation and creation of cultural resources

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## Basic Principles

- o **Conservation**
  - All cultural resources constituting the culture in Salt have to be rediscovered and registered.
  - The rediscovery and registration activity is not aiming to select but to collect the unknown resources.
- o **Interpretation**

In order to effectively exhibit and interpret the cultural resources to visitors, a system consisting of core museum (HOSM), satellites and discovery trails will be established
- o **Creation**

In order to conserve and improve the unique townscape of Salt, townscape management will be implemented to control new construction activities in both public and private spaces and to encourage proper renovation and restoration works for heritage buildings. In addition, folklore, custom, traditional craft and foods inherent in Salt or typical in Jordan or Arab countries shall be researched, conserved and inherited while their creativity and aesthetic will be reflected in the creation of new cultural resources in Salt.

## Users of SEM

### Users of SEM

- o Primary users : Local Salt people
- o Secondary users: Visitors from Jordan and neighboring Arab countries
- o Tertiary users : Foreign tourists

### Type of visitors to be targeted

- o Individuals or small groups.
- o Careful approach to mass tourism

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## Role of Salt people

Salt people can participate in the SEM activities.

- As a member of support membership system
- As an informant of cultural resources
- As an interpreter of cultural resources
- As a contributor to the formation of traditional townscape

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## Role of Private Sector

Private Business can participate in the SEM activities.

- o As an interpreter of cultural resources around their own business premises
- o As an owner of cultural resources by exhibiting them at their own business premises
- o As a service provider by providing tourists parking spaces, tourist information, rest spaces, toilets and so on.
- o As a corporate member of support membership system
- o As a contributor to the formation of traditional townscape by constructing/reconstructing their business premises in line with the guidelines

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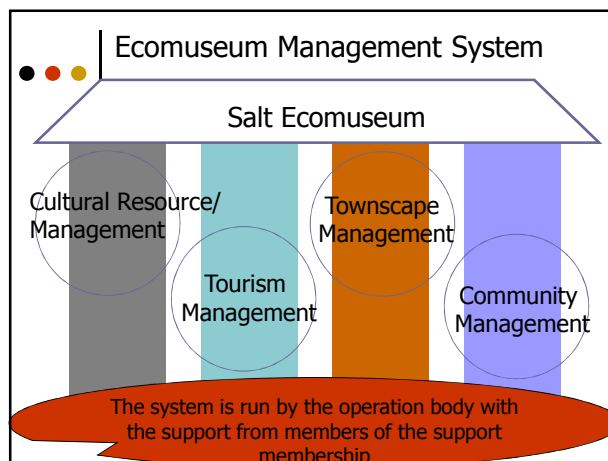
### Three Phased Approach

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

### Setting the carrying capacity as target for sustainable tourism development

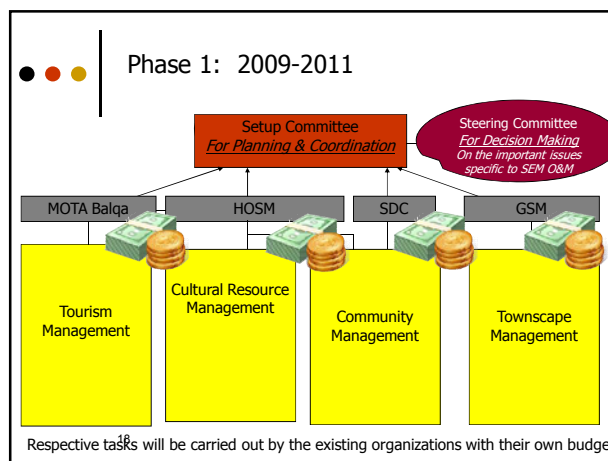
Phase	Core/Satellite/Trail system	Carrying Capacity		
		Local	Domestic	Foreigner
Phase I 2009-2011	First Half (2009-2010)	Opening of Core Museum 50 visitors/holiday	30 visitor/ holiday	20 visitors/day
	Total 15,000 visitors/year			
Phase II 2012-2013	Second Half (2010-2011)	-Full operation of Core Museum -Start operating discovery trails 50 visitors/holiday	100 visitors/ holiday	60 visitors/day
	Total 35,000 visitors/year			
Phase III 2014-onward	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 visitors/day	100 visitors/day	400 visitors/day
	Total 162,000 visitors/year			

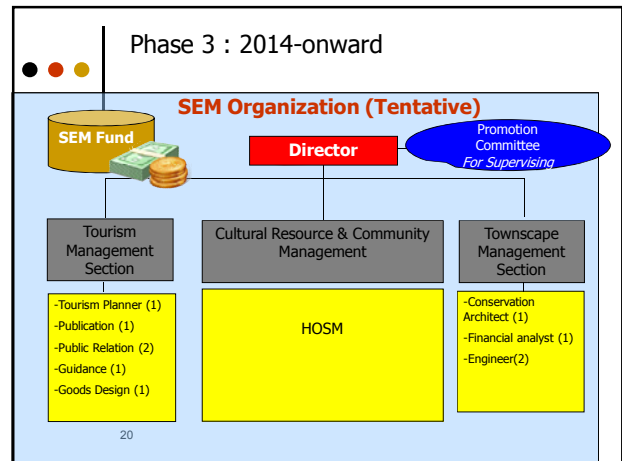
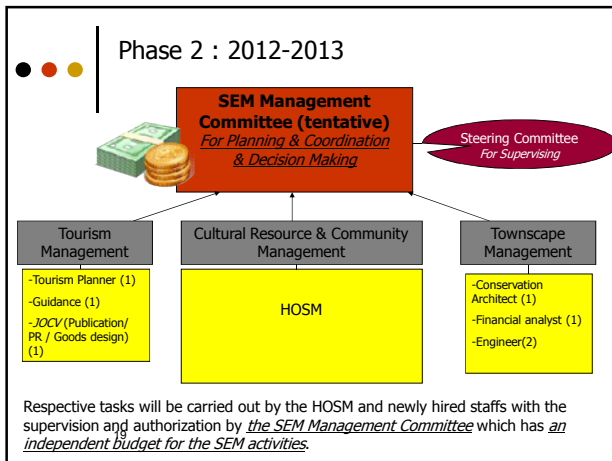
- ### Issues of the carrying capacity
- o The capacity has to be set in order to achieve *planned increase of accepting visitors to SEM* in line with the basic policy of Tourism and Community Management
  - o The *coordinated tourism promotion* to achieve the target number has to come together.
  - o The target numbers are not too ambitious compared with other living heritage.



### Operation Body and Support Membership System

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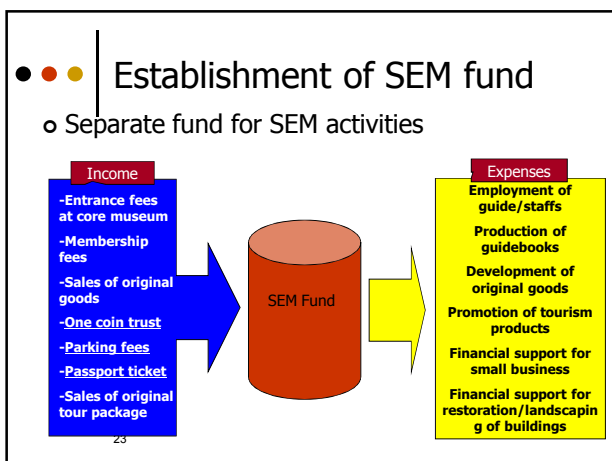




### Two types of membership system

	SEM Fund Membership	SEM Actors/Actresses Membership
Type of support	Financial support for SEM Fund	Providing voluntary service such as supporting the core museum activities, conservation of registered cultural resources, assisting guides, interpretation for visitors, translation of HP and printing materials and supporting staff for the events
Membership fees	100 JD/year for individuals 500 JD /year for corporations	5JD/year
Benefits	- free newsletters - free annual passport ticket for the core as well as satellite museums - discount for the guided tours.	free annual passport ticket

### Financial Sustainability



- ### Objectives
- o To secure the necessary funds for the heritage management in order to realize sustainable development of the community.
  - o The Fund will cover the following activities:
    - ✓ Conservation/restoration of cultural resources
    - ✓ Townscape management/Infrastructure development
    - ✓ Information management & dissemination/PR
    - ✓ Upgrading the quality of life in the community

### Conditions to be satisfied

- The operation body of the Fund has to be for the public interest only such as NGO or Foundation
- The objective, TOR and financial statements of the Fund have to be made public
- All the projects financed by the Fund have to be for non-profit and for the public interest within the SEM
- Funds have to be raised under the specific objectives
- The autonomy of operation and management has to be ensured.
- All the return of the Fund has to be distributed equally among all the stakeholders of SEM including ordinary citizens and shop owners

### Phased Development of SEM fund

Phase	Income	Spending
Phase I 2009-2011	<ul style="list-style-type: none"> <li>- Government budgetary support (including human resources)</li> <li>- Entrance fees of core museum (Proposal: Local 0.5JD, Foreigner 1JD)</li> <li>- revenues from tenants at core museum</li> <li>- <u>Fund membership fees</u> (donation from individuals/ companies)</li> </ul>	<ul style="list-style-type: none"> <li>- Saving funds</li> </ul>
Phase II 2012-2013	<ul style="list-style-type: none"> <li>- Earnings from discovery trail tour guides (proposal: max 10 persons/group, 10JD/3h/person)</li> <li>- Earnings from sales of SEM original goods (Books/guidebooks, sweets/T-shirts/handicrafts)</li> <li>- Donations collected at <u>One Coin Trust</u></li> </ul>	<ul style="list-style-type: none"> <li>- Employment of guides</li> <li>- Production guidebooks and brochures</li> <li>- Development of SEM goods</li> <li>- Implementation of a pilot one coin trust project</li> <li>- Promotion for tourism products</li> </ul>
Phase III 2012-2013	<ul style="list-style-type: none"> <li>- Revenues from <u>passport tickets</u> (Core +satellite)</li> <li>(Proposal : Local 2JD, Foreigner 5JD)</li> <li>- Revenues from <u>trial operation of the original tour packages</u> which integrate the mechanism indicated above and are developed &amp; marketed in collaboration with travel agents.</li> </ul>	<ul style="list-style-type: none"> <li>- A part or all of personnel cost of SEM employees</li> <li>- Employing staffs (volunteers) at the Satellites</li> <li>- Financial support for Private tourism business in line with the Guideline</li> </ul>
Phase III 2014-onward	<ul style="list-style-type: none"> <li>- Revenues from <u>parking fees</u> (Proposal : Private cars 3JD/day, Buses 10JD/day)</li> <li>- Revenues from <u>the original tour packages</u></li> </ul>	<ul style="list-style-type: none"> <li>- Employing staffs (volunteers) at the tourist parking</li> <li>- Financial support for restoration/landscaping of private housings and commercial buildings</li> </ul>

## Cultural Resource Management

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### Basic Policy

- Conserve cultural resources at the original site as much as possible.
- The owners will conserve cultural resources
- The SEM (for time-being HOSM) will coordinate the conservation of cultural resources which do not have willing owners to conserve them.

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### Main tasks of Cultural resource management

1. Rediscovery of cultural resources (Evaluation/Registration, Research)
2. Cultural resource database (Development/Registration, Maintenance)
3. Resource management support
4. Risk management
5. Staff training

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### Four ways of collecting cultural resource information

- Information from local community
- Data collected by curators
- Information/data from other museum and organizations
- Information from visitors

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● ● ● | Criteria for rediscovery and registration of cultural resources

- Authentic and accountable
- Inherited from generations to generations
- Willingness of the stakeholders to conserve for the next generation.

The activity of rediscovering and registering is not aiming to select but collect the cultural resources which are unknown to people as many as possible

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● ● ● | Importance of cultural DB

- The aim of DB is not to save data, but to provide users access to the information of SEM.
- DB will facilitate local people's rediscovery of cultural resources.
- By knowing and understanding the values of cultural resources, people will join the activities of conservation, restoration and utilization of cultural resources.

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● ● ● |

## Tourism Management

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● ● ● | Basic Policy

- Establish Core/Satellite/Discovery Trail system as an effective exhibition system for cultural resources while achieving sustainable tourism development.
- Incorporate a mechanism to collect service fees from visitors to sustain tourism activities.
- Set an appropriate carrying capacity while starting tourism promotion to achieve the target.

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● ● ● | Main tasks of Tourism management

1. Exhibition and interpretation of cultural resources through Core/Satellite/Trail System
2. Formulation of guidelines for tourism development projects
3. Infrastructure development
4. Product development/PR/Publication
5. Tourism promotion
6. Operation and management of SEM Fund

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● ● ● | How to design satellites and trails which effectively exhibit the value of cultural resources

- ✓ Clarity of Stories to exhibit through satellites and a trail
- ✓ Integrity as a story exhibited by satellites and a trail
- ✓ Consistency of the interpretation of the story at respective satellites within the trail

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● ● ● | How to balance between protection of privacy and tourism activities when designing satellites/trails

- ✓ Select theme/story which *local people are proud of*.
- ✓ Differentiate between what to show and what not to show to visitors, based on the thorough discussion by local community *with the help of outsiders*.
- ✓ Priority should be placed on *the sustainability of normal lives* in the community.
- ✓ Obtain sufficient consensus on how to exhibit the satellite from its legal, cultural and economic owner.

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● ● ● | Formulation of Guidelines

- Background  
Urban Heritage like Salt can easily be eroded by the negative impact of tourism activities.
- Objective  
To control tourism activities, especially those by private sectors, in order to sustain the uniqueness and significance of Salt in the global tourism market.
- Formulated by whom?  
Guidelines to be formulated as a consensus among all stakeholders including government, community and private sectors

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● ● ● | Necessary Guidelines

- Product development
- External investment
- Townscape management
- Environment protection

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● ● ● | Tourism Promotion

- Setting the annual target number of visitors based on the carrying capacity
- Plan tourism promotion activities to achieve the target
- Design and sell the Salt original package tour programs in cooperation with JTB under the guidance of MOTTA
- Conduct outreach campaign in/outside the country

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● ● ● |

## Townscape Management

41

● ● ● | Basic Policy

- Traditional townscape of Salt itself is one of the most important elements of living heritage in Salt.
- Townscape management aims not only to conserve traditional townscape but to upgrade/recreate it.
- In the early stages, townscape management will be introduced to the whole Old Salt area.
- In future, townscape management will cover the Greater Salt Area including farmland and new towns.

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### Main tasks of Townscape management

1. Establishment of Townscape management system
2. Controlling private construction works
3. Controlling public construction works
4. Supporting private activities

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### Establishment of Management System

Function	Detail
Review and Evaluation of present conditions	Follow-up survey on the current conditions of outcomes of 'Plan for Action'/ Thorough survey of the entire townscape related cultural resources in the area
	Evaluation of the review result
Establishment of Townscape management system	Analyzing existing system and coordination with planned City Core Special Regulations
	Defining the Conservation Area
	Designation of buildings for conservation
Risk Management	Development of disaster prevention facilities/ Establishment of emergency system and measures

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### Controlling Private Construction Works

Function	Detail
Permission of changes in existing structures	Establishment of permission system for changes in existing structures
Restoration of designated buildings	Formulation of policy for restoration
	Implementation of restoration work
Controlling construction activities of non-designated buildings (landscaping)	Formulation of policy for landscaping
	Supporting landscaping work

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### Controlling Public Construction Works

Function	Detail
Development of public satellite facilities	Formulation of policy for public satellite facility development
	Plan for public satellite facility development
Development of public facilities other than satellites	Formulation of policy for landscaping of public spaces and facilities
	Historic Environmental Impact Assessment of public spaces and facility development

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### Supporting Private Activities

Function	Detail
Technical support	Restoration of conserved buildings
	Landscaping of non conserved buildings
Financial support	Subsidies for restoration of conserved buildings
	Subsidies for landscaping of non-conserved buildings
	Subsidies for private activities related to townscape conservation/ formation
Establishment of collaboration network	Setup of coordination committee with resident's association or any other organizations in the area
	Support for networking and training of private architects and contractors

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### Applications of CCSR (tentative)

**Old Salt Area**

No incentives for landscaping efforts

General Object

Owned by Private sector

Owned by Public sector

Historic Heritage

No incentives for conservation efforts

SEM Fund

Private efforts of conservation/landscaping should be supported financially and technically

To be covered by the City Core Special Regulations developed under CHTUD project

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## Community Management


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## Basic Policy

- Introduce gradual tourism development appropriate for the preparedness of local community
- Develop a participatory mechanism under which the will of local community is reflected to the design/plan of satellites and discovery trails.
- Develop a mechanism where the local community can be benefited from tourism activities.

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## Main tasks of Community management

1. Community Education
2. Supporting Sustainable Community Development
3. 'Discover Cultural Heritage in Your House' workshop (tentative)
4. Mannering

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## Community Education

- To promote better understandings of SEM and community's involvement in rediscovery of their own cultural resources, a series of workshops and events will be organized strategically.
- Priority will be placed to *the Students* who will play major role in future


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## 'Discover Cultural Heritage in Your House' workshop

- As a means of collecting cultural resource information from local community, a special workshop called 'Discover Cultural Heritage in Your House' where local people exhibit their own cultural resources at their own places to both local people and visitors.
- This workshop will facilitate the rediscovery and registration of cultural resources.

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## Mannering (promotion of good manner)


<Basic principle>

- By facilitating better understanding of real value / significance of cultural heritage, to *nurture the sense of respect* for the heritage and people's lives surrounding it.
- Through the above processes, people develop a feeling to protect heritage and people's lives and learn how to protect it in advance.

<Important points>

- Tell *stories* behind the heritage in advance, so that people can enjoy it ten times more
- Show how people involve heritage in their daily life such as cleaning and prayer
- Clearly indicate what should not be done and visually inform them

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**Mannering**  
(promotion of good manner)

- At the core museum**
  - > Showing video, lectures by interpreters and exhibit specialized panels
- Through printing materials/HP**
  - > Showing both enjoyment and taboos
- By tour guides**
  - > Providing appropriate instructions at respective satellites including both enjoyments and taboos

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Thank you

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Salt Ecomuseum (SEM) Plan  
*For Sustainable Community Development*  
( Revised Draft )

December 2008

Originally prepared by JOCV, JICA

Revised by SAPI Study Team, JICA

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BOX 2 Operation Framework of Hagi Machijuu Hakubutukan

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BOX 13 Supporting private townscape conservation activities: Hagi’s case

BOX 14 Involvement of Children: Hagi’s case

BOX 15 Hamasaki Mini Expo in Hagi

## Chapter 1 Basic Vision

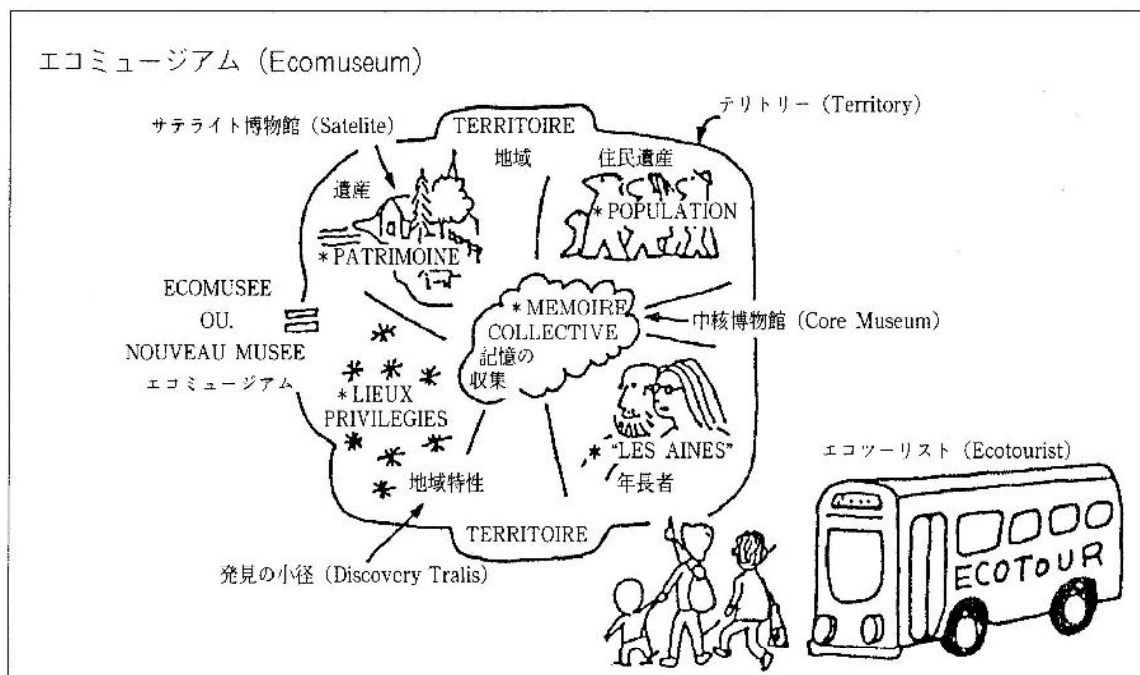
### 1.1 Salt Ecomuseum Vision

Salt's development is unique in that the city sprang up as a commercial center from farming villages existing since the Middle Ages within only a few decades. Merchants lavishly invested their funds, and artisans made full use of both traditional and the latest techniques and materials, using the local yellow stone for their newly formed city. The significance of Salt is that it still retains its unique urban townscape that reached its peak in the early 20th century.

With such an historical background, Salt was one of the most glorious cities in 20<sup>th</sup>-century Jordan. Therefore, the historical townscape and the merchant practices that survive to date are invaluable assets to Salt as tangible and intangible cultural heritages. The historical mosques, churches, and merchant buildings of Salt are Jordan's precious cultural heritages. Traditional space, such as slopes, steps, open plazas (saha), and the market street (souk) have been used continuously by the residents from the Middle Ages until present times. Furthermore, the hospitality of Salti (people of Salt) and the way they treated their guests in the madafas (guest room) of their houses are an essential element that distinguish and heighten the unique cultural value of Salt.

In recent years, this long cultural heritage in which a people's traditional life-style has fused and integrated with the space of cultural property is attracting worldwide attention as "Living Heritage." Salt is one of the few cities that has maintained and can exhibit its values to the modern world as a "Living Heritage."

The system that can maximize the value of Salt as a Living Heritage is the Ecomuseum. Under the Ecomuseum concept, the whole city of Salt is regarded as a museum where the local people conserve and exhibit at their original places the cultural resources which they want to introduce and explain to others as a part of their own lifestyle or culture. By seeing these exhibits at their original places, both the local community and visitors learn the meanings and values of cultural resources. This 'Living' exhibition is the most effective way to deliver the values of cultural resources in Salt to the local community and visitors. Through a discovery trail which connects the related exhibits to a specific theme, visitors can easily understand the meanings and values of the cultural resources exhibited.



Juzo Arai (1995)

Tourism development based on this Ecomuseum concept will lead tourists to visit Salt repeatedly, and tourists who gain an in-depth understanding of the value of living heritage naturally become the supporters for heritage conservation. Furthermore by promoting the tradition and culture of Salt, the evolution of the local communities and economy will be promoted while the fragile Living Heritage is protected from adverse impacts of tourism activities. Surely the Ecomuseum concept provides the local community with a certain level of discretion in initiating tourism development while allowing local people to recover and sustain their pride.

Based on the Ecomuseum concept, the "Salt Ecomuseum (Arabic name)" will exhibit the life culture of the Salt people in the "Greater Salt Area" as the territory of the ecomuseum. This will allow the community to dedicate its efforts to develop and utilize the unique history, culture and nature of Salt before they are lost.

## **1.2 Core Activities of Ecomuseum**

The Salt Ecomuseum will promote three core activities for enhancing the cultural resources in Salt in order to achieve the objective of the sustainable community development of Salt.

In other words, the tangible and intangible cultural resources of Salt should be protected and conserved according to their specific characteristics, while their meanings and values should correctly be exhibited and interpreted. A system needs to be created for those who are interested in the cultural resources in Salt to have easy access to, and the means to utilize, the information on their meanings and values, including through academic research. By knowing and utilizing the information on cultural resources, both local people and visitors can contribute to the creation of new cultural resources, including conservation and improvement of the traditional townscape of Salt. In this way, the Salt Ecomuseum has the potential to realize sustainable tourism development, which will lead Salt to becoming a prosperous society.

### **(1) Conservation**

As the most primary and fundamental activity, all cultural resources constituting the culture of Salt, including both those already known to people and those unknown, have to be ‘rediscovered’ and registered. The activity of rediscovering and registering does not aim at making a distinction between the valuable and the non-valuable but at collecting (not selecting) as many as possible of the cultural resources which are unknown to people. Maximum efforts shall be made to conserve the registered cultural resources at the original place by the Salt people in collaboration with relevant museums and institutions. In order to expand the network of supporters for conservation of the Living Heritage in Salt, relevant information shall be disseminated to promote better an understanding of cultural resource conservation among people both inside and outside Jordan.

### **(2) Interpretation**

In order to effectively exhibit and provide an interpretation of the cultural resources to the local community and visitors, a system consisting of a Core Museum (Historic Old Salt Museum: HOSM), Satellites (Facilities and Sites) and Discovery Trails will be established. This system will incorporate a mechanism to collect service fees from visitors to sustain its activities in order to achieve the goal of sustainable tourism development. Details of the system are explained in the Basic Plan.

### **(3) Creation**

In order to conserve and improve the unique townscape of Salt, townscape management will be carried out to control new construction activities in both public and private spaces and to encourage proper renovation and restoration work for heritage buildings. In addition, folklore, customs, traditional crafts and foods inherent in Salt or typical in Jordan or Arab countries shall be researched, conserved and passed on, while their creativity and aesthetic will be reflected in the creation of new cultural resources in Salt.

Through the implementation of the above-mentioned activities with the local community of Salt, the Salt Ecomuseum will revitalize and recreate the local community as an attractive cultural resource in itself, ultimately aiming for the sustainable development of Salt.

## Chapter 2 Basic Plan

### 2.1 Present Conditions and Challenges of Salt as a Cultural Heritage

A major lure of Salt is its townscape, which retains the townscape it had in the early 20<sup>th</sup> century when affluent merchants lavishly invested in the traditional craftsmanship of the area as well as modern technology and constructed buildings with an abundance of yellow stones after multiple rural villages established from the 16th century to the 19th century expanded and integrated into a merchant city. When Nabulis merchants immigrated into the city in the latter half of the 19th century, Salt experienced great prosperity. By the early 20th century, Salt had rapidly developed into a main urban commercial centre of Jordan. This thriving era is known as "The Golden Age." Many buildings constructed at the time can still be seen today and are still in use by the residents of Salt. However, the traditional landscape of Salt, such as the architectural designs made by traditional craftsmen, the shining townscape in brilliant yellow, the peaceful farmland and natural resources in the hills, which has existed throughout the history of Salt, has gradually been lost in recent years. With the recent waves of urbanization, inharmonious forms of architectural style and land-use have started to intrude and replace the traditional forms in the historical city of Salt.

With the mobilization of population, the city has only a few elders left who can recollect life during Salt's golden era. The traditional lifestyles handed down through the respective tribes are changing with time, and the manners and tools from the past are starting to disappear. Apprehensive about such a situation, universities and private organizations have started to carry out studies concerning the unique history and culture of Salt.

On the other hand, plans for city conservation and tourism development with concepts like the Ecomuseum have been developed in Salt since the 1990's. Based on the results of studies carried out over the years, work has also started on undertaking the procedures for World Cultural Heritage registration. Under these circumstances, various rehabilitation projects in public spaces, such as repairing historic buildings, paving tourist routes, setting up observation points, and restoring open spaces, have been carried out with the support from international donors. However, the city's infrastructure still needs improvements to receive more visitors, such as providing guide signs, rest rooms, restaurants and accommodations.

Although the increasing numbers of tourists and visitors to Salt is a positive phenomenon, the fragility of Living Heritage, which is closely tied to the local society and daily life of the community, must be taken

into account. Activities of tourists with different values and customs can easily damage the original value of Salt. Hence, it is necessary for the local community, in its capacity as host, to control the tourism activities within the territory of SEM. With the strong recognition among all stakeholders, including the residents and former residents, government officials, and scholars, that the heritage in Salt is a living one and susceptible to the negative impact of tourism, the number of visitors it can receive, the manners to be observed by tourists, and the guidelines for tourism services providers to follow are carefully examined based on the ecomuseum concept. Likewise, as hosts, the local community is expected to play an important role in tourism by providing tourism services as guides, restaurant owners, or accommodation providers.

Finally, the Historical Old Salt Museum, which will open in 2009, will not only be a symbolic institution promoting conservation of the historical buildings interspersed throughout Salt, but the institution is also expected to take on the role as the research and information centre in the SEM for explaining the unique history and culture of Salt. If all the stakeholders cooperate with HOSM as a core institution to pursue the conservation of Salt's history and culture, share the information produced, and pass on the discovered values to the next generation, Salt as Living Heritage will become nationally significant.

#### **BOX 1 Introduction of Hagi**

Hagi is a successful example of an ecomuseum in Japan. The ideas contained in this Plan are largely based on the experiences and lessons gained from Hagi.

Hagi is a quiet coastal city located in the southwest part of Honshu Island with the population of 60,000.



Hagi preserves a traditional castle town of the Edo period (17-19<sup>th</sup> century) almost intact. Hagi is a

hometown of historical heroes who played a major role in Japan's transition from a feudal society to a state with a modern centralized government during the 19<sup>th</sup> century. The city of Hagi still preserves the lively atmosphere of that period.

In Hagi, an initiative called "Hagi Machijuu Museum," which introduced the ecomuseum concept in Hagi, was launched in 2003 when a committee to promote the initiative was established. Since then, support of their activities by the local community has steadily increased and tourism activities based on the ecomuseum concept have gained popularity.



**Hagi Museum**

Since there are several similarities between Salt and Hagi, such as the size of the cities, historical backgrounds and characteristics as cities, JICA is using the case of Hagi as a model for Salt

For the history of Japan's cooperation to Salt, see Appendix 1. For the Hagi Machijuu Museum Vision and information on the history of Hagi Machijuu Museum, see Appendices 2 and 4 respectively.



## 2.2 Framework of Plan

### 2.2.1 Purpose of Plan

SEM is a new type of community development movement in which the local people, private sector, national and local government and the museum are working together to make the whole city a roof-less museum by rediscovering and reevaluating cultural resources in the Greater Salt Area as the museum's territory.

This plan aims to define the operational framework and management system to promote this movement. The plan consists of two parts: one is the Basic Plan, which explains the operational framework, including the target carrying capacity to control the tourism activities and the management systems required to support various activities promoted under the SEM, and the other is the Action Plan, which explains the concrete steps and programs to establish the management systems described in the Basic Plan.

### 2.2.2 Target Period

The plan will start in 2009 (review required), and it will take five years (until 2013) to establish the management systems of the SEM. The systems will be developed in three phases. Phase I will be the first three years (2009-2011), Phase II will be the following two years (2012-13) and Phase III will start from 2014. The plan calls for establishing a separate and autonomous operational body for the SEM by the end of Phase II.

Table 2-1 Phased Approach

	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 plan will be reviewed and revised as required during the target period.

### 2.2.3 Target Users of SEM

The objective of the SEM is for the local community to preserve, inherit and benefit from the cultural resources in Salt such as its traditions and cultures, while realizing community development through tourism by properly selecting and utilizing the cultural resources.

Therefore, the primary users of the Salt Ecomuseum should be the local Salt people. The secondary users will be visitors from other parts of Jordan and neighboring Arab countries who share the same basic cultural values and easily understand Salt culture. The tertiary users will be foreign tourists from different cultural backgrounds.

In order to protect a fragile Living heritage from adverse impacts by the development of tourism, it is important to keep the users in mind. Therefore, the targeted visitors should be individuals or small groups. On the other hand, the characteristics (pros and cons) of large groups of tourists (mass tourism) will be surveyed and studied in close collaboration with the concerned organizations, and a visitor management system which can handle mass tourism will be developed.

### 2.2.4 Target Carrying Capacity

The carrying capacity, which is normally considered as the physical ceiling capacity of a specific area to accept visitors, should be regarded as a target to achieve sustainable tourism development by gradually increasing the number of visitors, which is in line with the basic policy of tourism, as well as community management, of SEM.

Without proper tourism promotion activities, the number of visitors to Salt will remain nil, while excessive tourism promotion may result in a temporary influx of tourists exceeding the capacity of the area. Both scenarios are not desirable for either tourists or the local community. Therefore an appropriate carrying capacity has been set, as shown below, taking the stage of SEM development as well as the level of readiness of the local community into account.

Table 2-2 Carrying Capacity

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 visitors/day	100 visitors/day	400 visitors/day
			Total: 162,000 visitors/year		

**(1) The first half of Phase I (2009 – 2010: Opening of HOSM)**

- Local (from Salt): 50 visitors / holiday to HOSM
  - Domestic (from outside Salt): 30 visitors /holiday to HOSM
  - Foreigners: 20 visitors / day to HOSM
- Total: 15,000 visitors/ year<sup>1</sup>

At this stage, it is important to encourage visitors to visit satellites by informing them of the concept of SEM through exhibitions at HOSM and brochures, in order to turn one-time visitors into future repeaters.

**(2) The second half of Phase I (2010 – 2011: Opening of SEM, Functioning of discovery trails)**

- Local (from Salt): 50 visitors / holiday to SEM
  - Domestic (from outside Salt): 100 visitors /holiday to SEM
  - Foreigners: 60 visitors / day to SEM including a limited number of tourists group
- Total: 35,000 visitors/ year

At this stage, tourism promotion activities in collaboration with MOTA and JTB should be intensified to ensure an increased number of group tourists in Phase II. The original package tours to be sold to the tour operators should be designed carefully.

**(3) Phase II (2012 – 2013: Partial operation of SEM fund, Increasing numbers of satellites)**

- Local (from Salt): 40 visitors / day as stakeholders of SEM
- Domestic (from outside Salt): 40 visitors /day visiting Salt as a domestic tourist destination
- Foreigners: 200 visitors / day to SEM including a limited number of group tourists visiting Salt as part

<sup>1</sup> The number is estimated as follows:

Visitors / year = the number of visitors /holiday x 100 + the number of visitors/ day x 350  
 15,000 = (50+30) visitors/holiday x100 + 20 visitors/ day x 350

of a tourist package to Jordan

Total: 162,000 visitors/ year

At this stage, all the systems of SEM should be consolidated and original, well-designed, and profitable tour packages should be developed in preparation for Phase III.

**(4) Phase III (2014 onward: Full operation of SEM system)**

- Local (from Salt): 40 visitors / day as stakeholders of SEM

- Domestic (from outside Salt): 100 visitors /day including both individuals and group tourists visiting Salt as a popular domestic tourist destination

- Foreigners: 400 visitors / day to SEM including both individuals and group tourists visiting Salt as a popular destination of a tourist package to Jordan

Total: 162,000 visitors/ year

The assumption for the above calculation is that the average visitors will come to Salt between 10 AM and 4 PM and stay in Salt for three hours. Based on this assumption, the maximum number of visitors will be in Salt around 2PM, and the number is roughly estimated to be around half of the visitors in the day. The maximum number of visitors around 2PM can be calculated as 140 visitors for weekdays and 420 visitors for peak seasons (around 5-10 days /year) during Phase II, and 270 visitors for weekdays and 810 visitors for peak seasons during Phase III.

These are conservative estimates compared with other living heritages with the similar size and space structure as Salt elsewhere in the world. Nevertheless a more reduced carrying capacity can be considered for the sustainable development of tourism and the local community.

## **2.3 Basic system of SEM**

Every Salt person can be expected to have some stories related to the history, culture, nature or folklore of Salt to tell visitors or pass down to the next generation. . The SEM aims to present such stories and develop them into the common stories for all Salt people. The SEM will introduce and promote a system consisting of the Core museum, Satellites and Discovery Trails with the close collaboration with HOSM as the core museum, other museums, related public and private organizations and the local community.

### 2.3.1 Territory

The territory which contains the area where the Core/ Satellite/ Discovery Trail system is located has to be defined before introducing the system. Salt has multiple importance in terms of nature, history and folklore, with different geographic areas. For instance, the area focusing on the theme of history may overlap to some degree with the area for explaining the theme of folklore, but these are different areas within the Greater Salt Area. SEM can be an ecomuseum which has not only a satellite but also a satellite area, which functions as a mini ecomuseum within SEM.

Therefore the basic territory in the SEM is defined as the whole Greater Salt Area, but the satellite areas for the specific themes can be delineated within the territory. By doing this, not only the historic old Salt area, but also every area within the territory, including farm lands and natural areas, can have their own satellites and discovery trails. In this way, all people and all areas in the Greater Salt Area can participate in the process of community development by rediscovering and exploring their own culture and nature as a part of SEM activities.

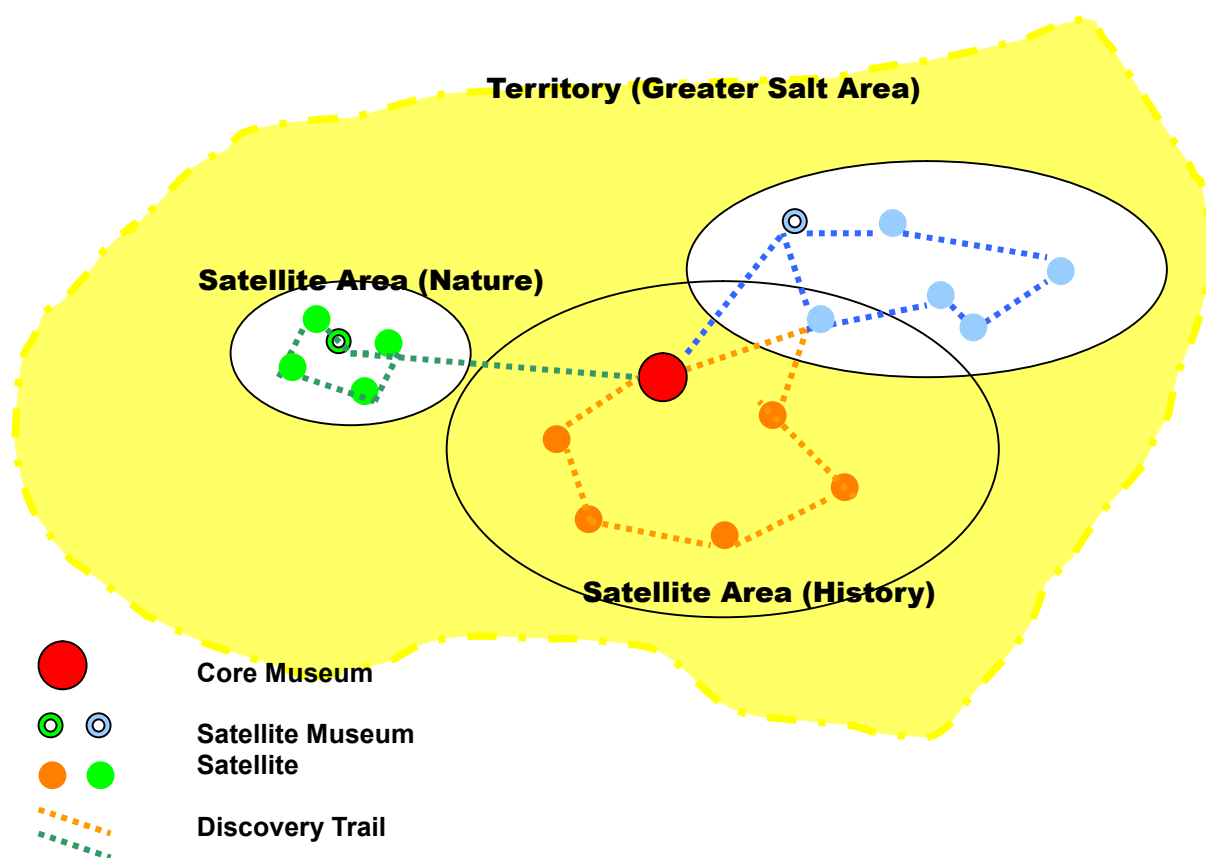


Figure 2-1 Ecomuseum system with satellite areas

### **2.3.2 Core museum**

The Core Museum of the SEM is the Historic Old Salt Museum (HOSM).

The Core Museum is an information center for the ecomuseum where all information on the SEM is collected and managed, all the instructions for utilizing the SEM are provided, and visitors are guided to the Satellites. The Core Museum shall collaborate with other museums and organizations and conduct research with the local people to promote the conservation and inheritance of the cultural resources.

### **2.3.3 Satellite**

Satellites are cultural resources, including buildings, heritages, public spaces and streets, which are situated at their original locations and serve as embodiments of the testimony constituting the contents of the SEM. Among the satellites, those whose owners and managers have a willingness to open their spaces to the public and have interpreters on site are called “Satellite Museum”<sup>2</sup>. The interpreters for the satellite museums will not only manage their own cultural resources but also monitor the management situation of neighboring cultural resources in collaboration with the Core Museum.

On the other hand, those which do not have interpreters on sites but whose owners and managers have a willingness to open their spaces to the public are called “Satellite Spots”. At these satellite spots, explanation boards, brochures or trail guides will provide visitors with information and cultural interpretation. The managers, the SEM or other stakeholders will share the task of managing the satellite spots.

Not only the public buildings, but also spaces like sahas, souks, private stores, museums, galleries, and ateliers are candidates to be satellites.

---

<sup>2</sup> A facility which does not have an interpreter on site can still be considered a satellite museum if a neighboring facility has an interpreter who can provide interpretation for the said facility.



↑ Image Brochure of Satellites

### 2.3.4 Discovery Trail

Discovery Trails are walking trails that effectively exhibit and explain information and stories about the cultural resources to local people as well as visitors. The discovery trails within the SEM territory will consist of groups of satellites, each of which explains a specific story. By visiting satellites along a discovery trail, local people and visitors will rediscover the hidden meanings of stories and the values of cultural resources.



↑ Image Worksheet of Discovery Trails

## 2.4 Management System

As explained in the Basic Vision, SEM will conserve, exhibit/interpret and create cultural resources in Salt. In order to promote these three main activities, the management system of SEM will be divided into four functions, namely, cultural resource management, tourism management, townscape management and community management.

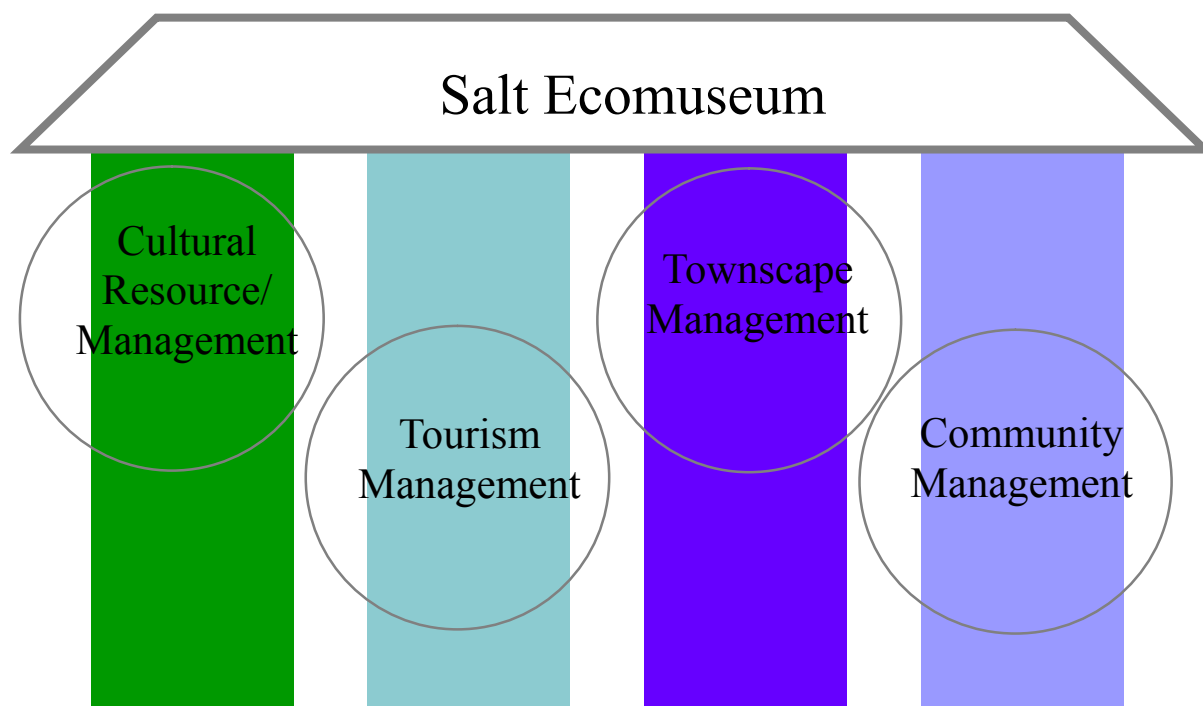


Figure 2-2 Four Management Systems of SEM

Basic policies of the respective functions are described below.

### 2.4.1 Cultural Resource Management

The cultural resources, which are considered to constitute the culture of Salt, will be conserved at their original location as far as possible. In principle, those cultural resources will be conserved by the hands of the local people (basically the owners) in cooperation with relevant museums and organizations. However for those without willing owners, SEM will make the necessary arrangements for coordination with appropriate conservation bodies and the employment of conservation techniques. The information should be widely disseminated to interested people inside and outside of Jordan so that they can understand and develop further interest in it. This will extend the circle of supporters and promote the conservation of the Living Heritage in Salt.



### **2.4.2 Tourism Management**

The system consisting of core museums, satellites and discovery trails will be established to effectively exhibit and interpret the cultural resources while achieving the sustainable tourism development. In order to contribute to the sustainable development of the community, the system will incorporate a mechanism to collect service fees from visitors to sustain tourism activities. The appropriate carrying capacity has to be set in order to control tourism activities within the territory, while coordinated tourism promotion has to be carried out in collaboration with the Ministry of Tourism and other relevant organizations to ensure the success of the system.

### **2.4.3 Townscape Management**

The traditional townscape of Salt is not only a collection of those historical buildings with heritage values, but an outcome of a combination among all the historical buildings and structures inherited for decades, as well as natural elements such as trees. Based on this understanding, all the elements of the townscape have to be given an important role to play, cherished and conserved in order to create and upgrade the attractive townscape as a whole.

In the early stage, townscape management controlling new construction activities in both public and private spaces will be applied to the whole Old Salt Area. In future stages, the townscape management will be introduced to other parts of the Greater Salt Area.

### **2.4.4 Community Management**

With the possibility for the Old Salt Area to be registered as a World Heritage site, the phased and autonomous tourism development which takes the capacity of the local community into account will be introduced in order to avoid any negative impact from tourism activities on the local community and achieve sustainable development. In order to accommodate the needs of the local community, a participatory mechanism under which the will of the local community is reflected in the design and plan of Core/ Satellites/ Discovery trails as well as a system by which the local community can benefit from tourism activities will be developed.

## **2.5 Operational Framework**

### **2.5.1 Role and function of Operational Body**

Unlike traditional museums, an Ecomuseum which deals with a broad range of cultural resources as well as activities such as tourism, townscape management and community activities requires a comprehensive management system. Therefore the roles of the SEM operational body is to conserve and restore cultural resources within the territory of the Greater Salt Area, to correctly interpret and exhibit their values to the local community and visitors, to conserve the traditional Salt townscape, to revitalize and recreate the local community as an attractive cultural resource, and, as a result, to ensure the sustainable development of Salt. In order to finance these activities, executing an appropriately profitable business will also be necessary.

The SEM is to be established as the joint effort of four entities, namely, the Historic Old Salt Museum (HOSM), Greater Salt Municipality (GSM), Balqa Directorate of Ministry of Tourism and Antiquities (MOTA) and Salt Development Corporation (SDC), as a representative of the private sector with the setup committee established by the MOTA minister on 11 November 2007 as a planning and coordination body.

The operational body will be developed in phases until an independent organization called the SEM Organization (tentative name) will finally be established in Phase III. SEM will be operated by the operational body described above as a community development movement with the broad support from the support membership system.

### **2.5.2 Role of Setup Committee**

The Setup Committee, which will be an operational body during Phase I, was established to be responsible for the SEM operation, coordinate different opinions and information among stakeholders, including the four main organizations and other museums, create consensus and make policy decisions.

The committee will be chaired by the head of the committee. Taking into consideration the entire territory, which will cover the Greater Salt Area, members have to represent stakeholders that are responsible for the four functions of management, namely, cultural resource management, tourism management, townscape management, and community management, in the area.

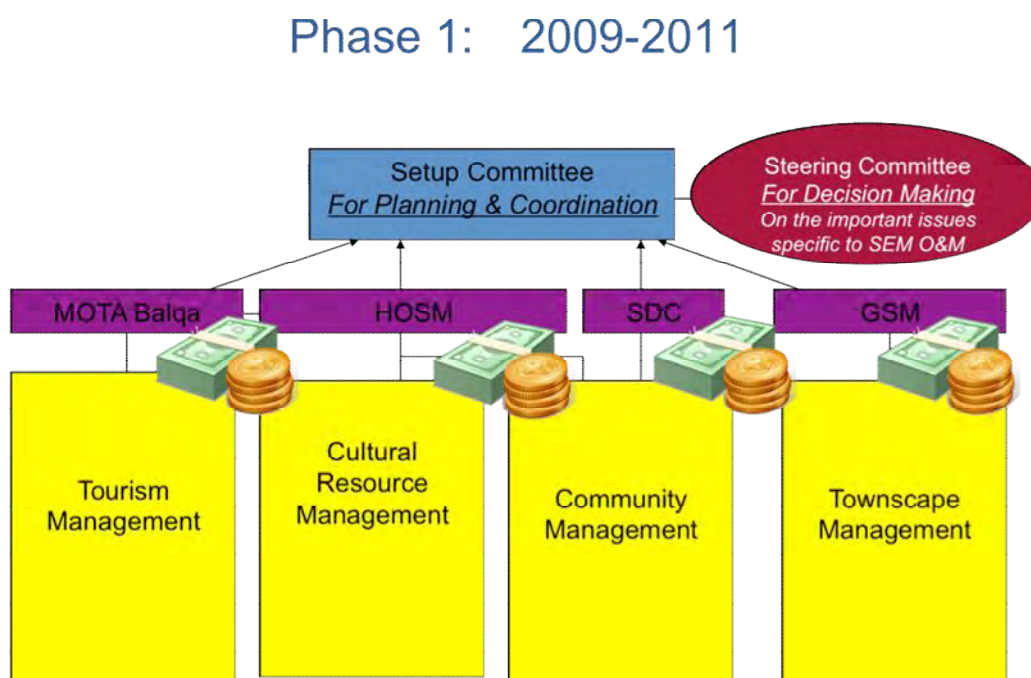
The committee will be renamed as the SEM Management Committee after Phase II. Terms of reference for the Setup Committee in Phase I are as follows:

- (1) Review and finalize the Basic Vision, Basic Plan and Action Plan prepared by JICA's JOCV in order to realize the Ecomuseum concept in Salt.

- (2) Promote and deepen understanding of the Ecomuseum concept among stakeholders.
- (3) Carry out an awareness campaign to publicize the Ecomuseum concept among wider audiences such as the local community in Salt and schools.
- (4) Coordinate with missions and experts from JBIC/JICA for their studies and activities under the guidance of PMU.
- (5) Provide supporting staff from each member's organization (PMU, Salt Municipality, MOTA, SDC, DOA Salt and HOSM) to assist the activities of the Setup Committee.
- (6) Provide recommendations to the operations and management body for the Ecomuseum in Salt and its organization structure.

### 2.5.3 Phased development of Operational body and SEM fund

During Phase I, MOTA Balqa, HOSM, SDC and GSM will be in charge of tourism management, cultural resource management, community management and townscape management respectively and will carry out their necessary tasks with their own budget, while the setup committee will monitor and discuss relevant issues as a planning and coordination body. Those important issues which require a high level of decision making, such as critical issues related to SEM and issues concerning more than one entity, will be decided by the Steering Committee.



Respective tasks will be carried out by the existing organizations with their own budget.

Figure 2-3 Operational Body during Phase I

By the beginning of Phase II, an independent, non-profit organization called the ‘SEM Management Committee’, which will have financial autonomy, will be established to replace the Setup Committee. The SEM Management Committee will be responsible for planning, coordination and decision making. In addition, in order to maximize the benefit of having financial autonomy, the SEM Fund will be established and be partially operated by saving the income from the project and utilizing it for SEM activities.

The organizational structure under the committee will be modified to have separate units in charge of tourism, cultural resources, community and townscape management respectively. The units will be run by staffs from the relevant organizations and international volunteers from the donor countries. The Steering Committee will function as a supervising body at this stage.

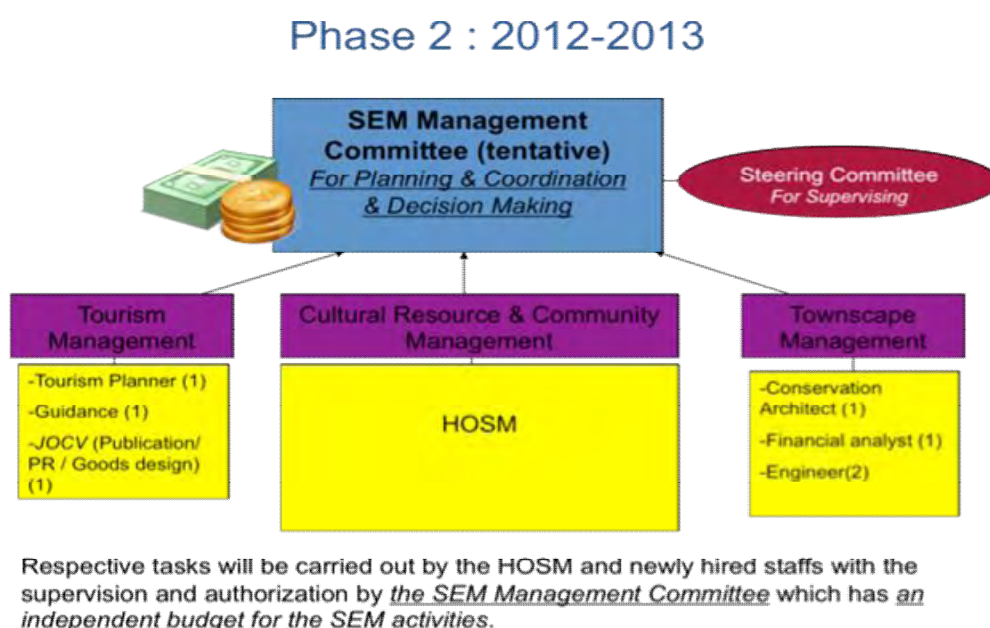


Figure 2-4 Operation Body during Phase II

From Phase III onward, the SEM Management Committee will be developed into the SEM Organization (tentative) as an independent operational body. With full operation of the SEM Fund, the SEM Organization will attain financial as well as operational autonomy. The Steering Committee will continue to function as a supervisory body.

### Phase 3 : 2014-onward

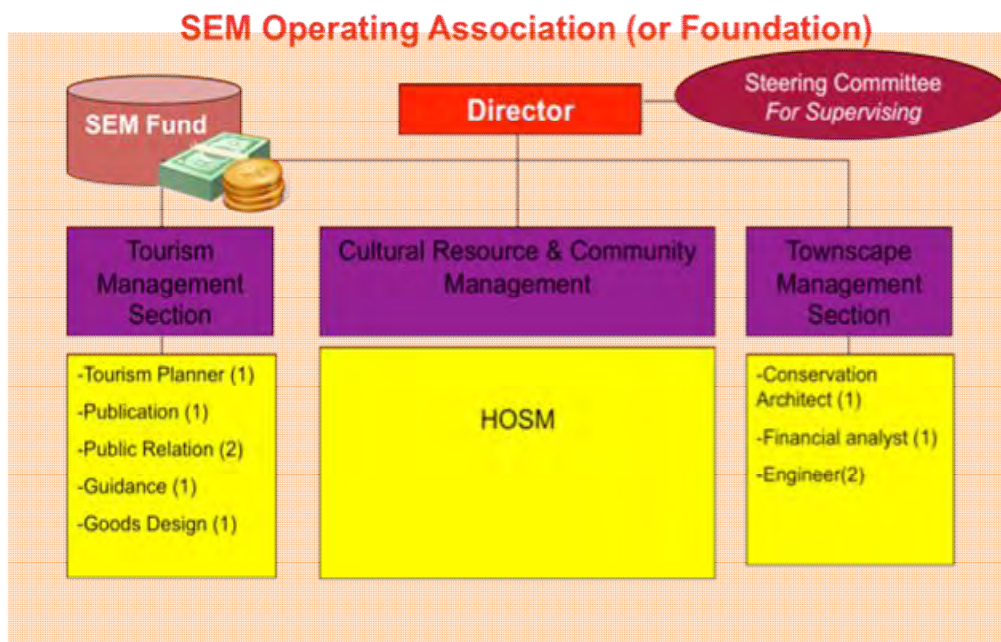
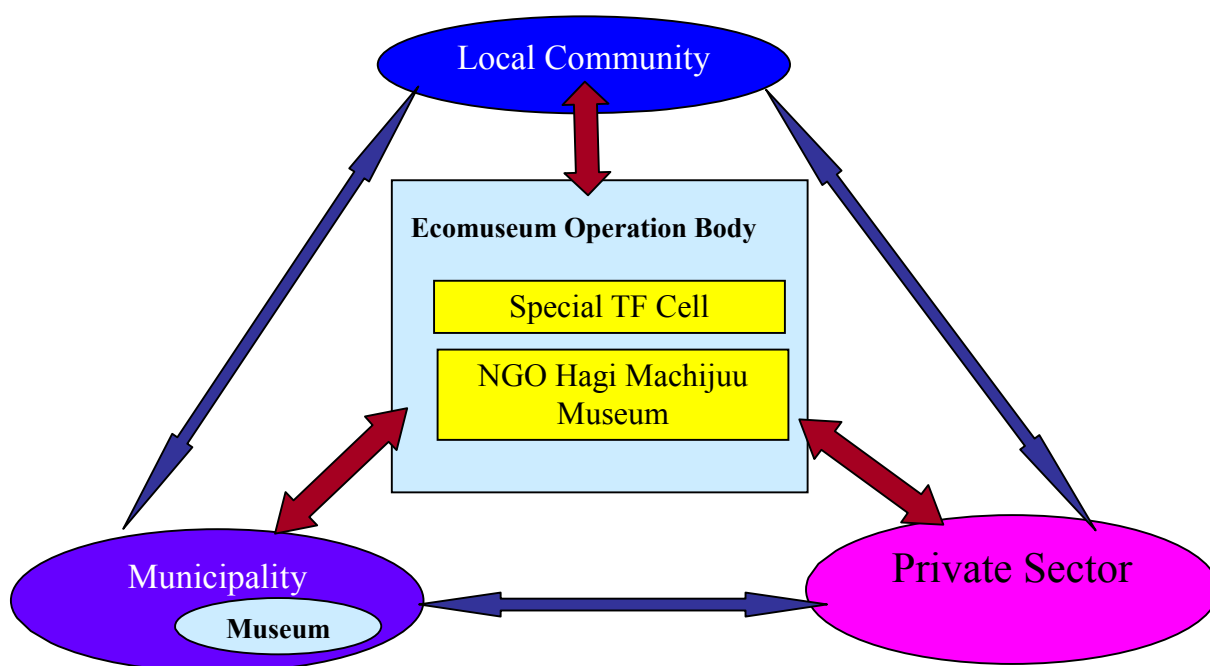


Figure 2-5 Operation Body during Phase III

**BOX 2 Operational Framework of Hagi Machijuu Hakubutukan**

In Hagi, the special taskforce cell of the Hagi municipality and an NGO called ‘Hagi Machijuu Museum’, both of which were established to promote the Hagi ecomuseum vision, are playing a central role for the operation of the ecomuseum.



While the special TF, which consists of representatives from relevant departments of the municipality cooperating with the museum, coordinates different stakeholders and promotes the ecomuseum concept, the NGO, with around 150 members, which was set up by the municipality to carry out all income generating activities such as running a restaurant and a museum shop, is also in charge of those important tasks for realizing the ecomuseum concept as follows:

- Identifying, managing and utilizing the urban heritage in Hagi
- Registering, managing and promoting urban heritage information
- Managing and operating ecomuseum sites
- Providing advice for community activities

The special taskforce cell is a temporary setup that will function until the NGO builds up its capacity to carry out all the required works for the ecomuseum system. The tasks taken up by the NGO increase as the capacity of the NGO is developed. In the near future, the NGO will be the sole OM body for the ecomuseum system in Hagi.

Activities of the NGO in 2007 are as follows:

(1) Management/operation and support of Hagi Museum

- Reception, guidance, guarding, cleaning
- Running museum shop
- Running museum restaurant
- Other teams supported Curator Team

\*No. of visitors (April 1, 2007 – March 31, 2008): 89,375

(2) Promotion of “Machi-ju Museum”

All teams actively promoted the “Machi-ju Museum” by researching old street names, holding community lectures, etc.

\*No. of visitors to Hagi City (January 1, 2007 – December 31, 2007): 1,505,807

(3) Study tour

Held two study tours for NGO members in November:

- Places visited: “Iwami Silver Mine” (World Heritage site) & Shimane Museum of Ancient Izumo, etc.
- Period: - First tour: November 21-22, 2007
- Second tour: November 27-28, 2007

(4) Participation in town festivals

Actively participated in town festivals and showed visitors the NGO’s activities and invited them to join the organization:

- “Hamasaki Denken Otakara Hakubutsukan (Hamasaki Denken Mini Expo)”: May 20, 2007
- “Hagi Furusato Matsuri (Hagi Hometown Festival)”: November 10-11, 2007

(5) Support for events

Supported such events as “Hagi Joka no Furuki Hinatachi (Old dolls in Hagi in Shogun Era)” and “Hagi Chikutoro Monogatari (Display of street lights made of bamboo)”.

(6) Life saving lesson & fire drill

<p>In collaboration with Hagi Museum &amp; Hagi Firehouse:</p> <ul style="list-style-type: none"> <li>- Life saving lesson: June 28, 2007</li> <li>- Fire drill: February 26, 2008</li> </ul> <p>(7) Cleaning of museum Cleaned the backyard, which had been rarely cleaned, as well as weeded the front yard:</p> <ul style="list-style-type: none"> <li>- Weeding: October 25, 2007</li> <li>- Cleaning backyard: December 6, 2007</li> </ul> <p>(8) “Mukashi nagarano Omocha de Asobu Hiroba (Playing with traditional toys)” Held during “Golden Week” (holiday week in the beginning of May) and summer &amp; winter vacations.</p> <p>(9) Making “kadomatsu” (New Year’s decorative pine trees) Made New Year’s decorative pine trees for Hagi museum &amp; “Kyu Kubota-ke Jutaku (Kubota Family Old Residence)”</p> <p>(10) Parties Held parties for our members:</p> <ul style="list-style-type: none"> <li>- Cherry-blossom viewing: April 24, 2007</li> <li>- Gathering: September 14, 2007</li> <li>- Year-end party: December 6, 2007</li> </ul> <p>(11) Membership drive activity Invited citizens to join the NGO through the city newsletter and the events in which we participated.</p> <p>More detailed information about NGO ‘Hagi Machijuu Museum’ is found in Annexes 2, 3 and 4.</p>
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#### 2.5.4 Collaboration with Support Membership System

A support membership system will be established as a mechanism for outsiders such as ordinary local people or external entities to support SEM and HOSM activities. There will be two types of supporters, namely. SEM fund memberships and SEM actor/actress memberships.

Table 2-3 Support Membership System

	SEM Fund Membership	SEM Actors/Actresses Membership
Type of support	Financial support for SEM Fund	Providing voluntary services such as supporting the core museum activities, conservation of registered cultural resources, assisting guides, interpretation for visitors, translation of SEM website and printed materials and supporting staff for the events
Membership fees	100 JD/year for individuals 500 JD /year for corporations	5JD/year

Benefits	<ul style="list-style-type: none"> <li>- free newsletters</li> <li>- free annual passport ticket for the core as well as satellite museums</li> <li>- discount for the guided tours.</li> </ul>	free annual passport ticket
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The SEM fund memberships will financially support the SEM fund by collecting donations from those individuals and corporations who share the mission of SEM. The membership fee will be 100 JD/year for individuals and 500 JD /year for corporations, but can be changed according to the affordability and needs of potential members. Applications will be accepted widely not only from Salt but also from other cities in Jordan and other countries. The members will be entitled to receive free newsletters, a free annual passport ticket for the core as well as satellite museums, and a discount for the guided tours.

The SEM actor/actress memberships will support various SEM activities other than the fund raising. The members will carry out the tasks indispensable for museum activities as volunteer staffs. The members' tasks include supporting the core museum activities such as research and exhibition, conservation of registered cultural resources, assisting guides, interpretation for visitors, translation of website and printed materials and supporting staff at the events. While the membership fee will be kept at a minimum (tentatively, 5 JD/year), the curiosity and capacity of respective members will be respected. Applications will be accepted widely not only from Salt but also from other cities in Jordan. Each member will be registered after participating in a training session on museum knowledge. A free annual passport ticket will be provided to enable the member to have free access to the core as well as the satellite museums. The membership card can also be an advantage if the members engage in other tourism-related businesses.

## **2.5.5 Role of Salt community**

### **(1) Role of Salt people**

The SEM operational body will operate SEM in collaboration with the Salt people, who will play the following roles:

#### **1) As a member of support membership system**

As members of the support membership, Salt people can support SEM activities in cooperation with the SEM operational body. People can join the activities in line with their own capacity and wishes.



**2) As an informant of cultural resources**

Salt people can inform the SEM about the existence of cultural resources found in their neighborhood. When receiving a visit by HOSM staff for a survey of cultural resources, they can provide relevant information.

**3) As an interpreter of cultural resources**

Salt people can exhibit and interpret their own cultural resources to visitors. They can register their cultural resources as a satellite in collaboration with the SEM body.

**4) As a contributor to the formation of traditional townscape**

Salt people can rediscover unknown townscapes relevant to a specific theme of SEM. Through the activities of rediscovery, local people become aware of the importance of townscape, including the way their own houses and shops should be built as an element of the townscape. By renovating and constructing their own houses and shops in harmony with the surrounding townscape, they can participate in the SEM activities.

**(2) Role of Salt private business**

The private sector, which is the backbone of tourism and related industries in Salt, is an indispensable stakeholder playing a major role in creating a lively atmosphere for daily life and promoting communication between hosts and guests. Tourism and its related businesses can enhance private sector businesses by strengthening their ties with the local community through SEM activities. Private businesses can join SEM through the following ways:

**1) As an interpreter of cultural resources around their own business premises**

Business owners and their staffs who provide tourism services such as selling souvenirs and running restaurants can act as interpreters of cultural resources around their business premises. A training system to certify them as such cultural interpreters should be established.

**2) As an owner of cultural resources by exhibiting them on their own business premises**

Business owners who own cultural resources such as buildings, folklore materials, tools and so on ~~old stories~~ can exhibit them as one of the Satellites.

**3) As a service provider by providing parking spaces for tourists, tourist information, rest spaces, toilets**

Private business persons who do not own any cultural resources can join the SEM by providing tourism services along the discovery trails and registering their facilities on the tourist maps.

**4) As a corporate member of support membership system**

Private business persons can support SEM activities in cooperation with the SEM operational body as corporate members of the support membership system. They can join the activities in accordance with their capacity and wishes.

**5) As a contributor to the formation of traditional townscape**

Private business owners can join the SEM by considering the way their business premises should be built as an element of the townscape and renovating/ constructing their business premises in harmony with the surrounding townscape.

## **2.5.6 Cooperation with other stakeholders**

From the first phase, it will be necessary to cooperate with the “National Museum”, which has the necessary technical knowledge of conservation and restoration, and with research institutes such as the domestic museums and domestic and international universities from the viewpoint of artifacts management.

The SEM will also promote surveys, studies and tourism and community development through cooperation with the civil society organizations and the private sector organizations in domestic cities, such as Amman, in addition to Salt itself.

Moreover, the SEM will incorporate various development projects assisted by international donors, including the World Bank and JICA, into the plan and implement them as integrated projects.

## Chapter 3 Action Plan

### 3.1 Cultural Resource Management

#### <Basic policy>

The cultural resources which are considered to constitute the culture of Salt will be conserved at their original locations as much as possible. In principle, those cultural resources will be conserved by the hands of the local people (basically the owners) in cooperation with relevant museums and organizations. However for those without willing owners, SEM will make necessary arrangements for the coordination with appropriate conservation bodies and application of conservation techniques. Information about SEM should be widely disseminated to interested people inside and outside of Jordan in order for them to understand and develop further interests in SEM. This will extend the circle of supporters and promote the conservation of Living Heritage in Salt.

The cultural resources management aims to survey, study, evaluate, register, conserve and monitor cultural resources in Salt in order to pass on the original history, culture and nature of Salt as Living Heritage to the future generations. It also includes the establishment and operation of the mechanism to allocate revenues generated from tourism activities for financing the costs required for the cultural resource management.

#### 3.1.1 Rediscovery of Cultural Resources

##### (1) Evaluation and Registration

The activities for rediscovering and registering cultural resources do not aim at making a distinction between the valuable and the non-valuable resources but at collecting as many of the cultural resources which are unknown to people as possible (the emphasis is on collecting not selecting). Therefore the following simple criteria should be applied for registration.

- 1) Authentic and accountable cultural resources
- 2) Inherited from generation to generation
- 3) Willingness of the stakeholders to conserve for the next generation.

##### (2) Research

###### 1) Policy

The research activities of curators will lead to the further discovery of new cultural resources and contribute to deepening the understanding and upgrading the expertise of the curators. The accumulated materials will be the basis for the daily operation of SEM, and regularly updated information will tell the lively stories of SEM to local people as well as visitors. Since the range of materials SEM will handle will be very broad, the research activities should be carried out in collaboration with other museums and relevant organizations. In addition, the opportunities should be provided to local people to participate in the research activities in order for cultural resources to be conserved and inherited by the hands of the local community.

## **2) Specialized Survey**

In order to identify cultural resources in Salt, two types of specialized surveys will be conducted whenever a new theme is developed. It is desirable that the results of a completed survey be reviewed after ten to twenty years depending on the nature of the theme.

These surveys will be followed by participatory surveys.

- i) Detailed and thorough surveys in a specific area, where a certain category of cultural resources that are basically immovable space assets have been identified:
- ii) Focused surveys, without a defined target area of the survey, based on a particular story under which cultural resources, basically movable life heritage resources to prove the said story, will be identified.

The former surveys will be carried out jointly by MOTA, GSM and HOSM. While MOTA and GSM will be in charge of surveying buildings, HOSM will be responsible for surveying other resources.

### **BOX 3 Collection of Materials**

#### **1. Policy**

In SEM, 'materials' mean objects and data which are indispensable for explaining the original culture, history and nature of Salt. There are two types of materials, primary materials and secondary materials. Primary materials are the originals, while secondary materials are those which contain information of the original required for research and education activities such as prototypes and photographs.

In principle, SEM will not collect primary materials except in unavoidable cases, although the

information on primary materials will be collected. Therefore the primary materials shall be kept at their original sites as much as possible and conserved by local people. On the other hand, SEM will make its best efforts to collect secondary materials such as information on primary materials and establish a ‘Salt cultural resource database’ to store them. The secondary materials will be collected and accumulated through the research works of curators in order to accommodate the needs of local people and visitors for detailed information. All the materials will be classified to make systematic collection, registration, research, conservation and exhibition possible.

## **2. Primary Materials**

The existence of sizable, well-conserved and well-balanced primary materials contributes to upgrading Salt’s value. Curators will classify and store materials by period, area, material, and usage. Some of the materials will be worn out or lost as time passes. For instance, shoe makers’ cutting tools will be worn out by daily use. However it is more important for the tools to be used at present than to conserve them. Therefore SEM will not force the conservation of primary materials in use.

## **3. Secondary Materials**

SEM places importance on secondary materials. Secondary materials are indispensable for exhibitions, education, research and conservation. They complement the information for exhibitions and education and promote better understanding of the primary materials. Secondary materials include those tangible materials such as models, replicas, reproductions, and photographs and those intangible materials such as audio recordings. The photographs of a family tree as well as audio and video recordings of human cultural assets are also important secondary materials.

Even if primary materials such as a shoe maker’s tools are lost, they can be recreated based on the research work on the secondary materials.

### **3.1.2 Cultural Resources Database**

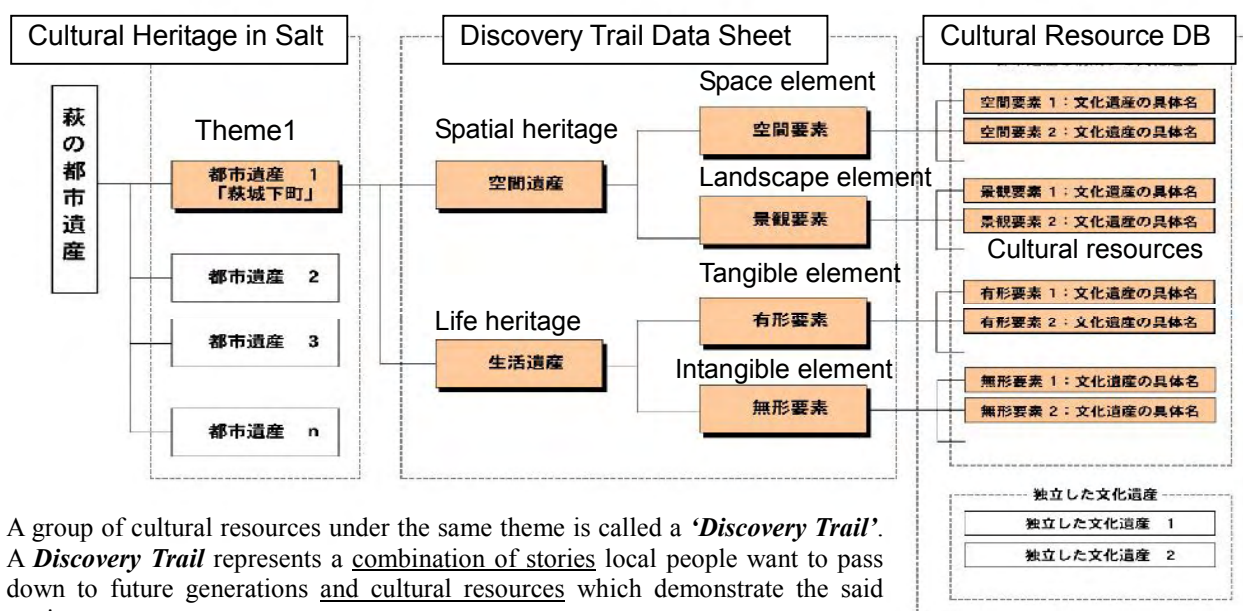
#### **(1) Development of DB**

A cultural resource will be registered in the ‘Salt cultural resource database’ by recording its significance and value after it is studied. The aim of developing the DB is not to save data, but to provide stakeholders, local people and foreign people with access to the information on cultural resources in SEM. Once people understand the value of cultural resources by having access to the DB, they will participate willingly in

activities for the conservation, restoration and utilization of cultural resources. Even if some primary materials are lost due to unavoidable reasons, the DB keeps a record of them and thus their value as historical fact will not be lost

Providing access to the DB will facilitate local people's rediscovery of cultural resources which have been ignored in the specialized surveys and can only be identified by local people's contributions .

SEM will have a number of discovery trails which are based on a specific theme. The group of cultural resources constituting the specific discovery trail will be recorded in a 'Discovery trail datasheet'. The datasheets should be referred to when the relevant infrastructure or tourism development projects are planned.



A group of cultural resources under the same theme is called a '*Discovery Trail*'. A *Discovery Trail* represents a combination of stories local people want to pass down to future generations and cultural resources which demonstrate the said

Figure 3-1 Concept of Salt Cultural Resource DB and Discovery Trail Data Sheet

Since HOSM has developed separate DBs for documents, historical buildings, folklore and old photographs, they will be integrated by mid 2010 in order to use them as basic data for a comprehensive cultural resource DB.

## (2) Registration of cultural resource

Materials will be registered as cultural resources in the Salt cultural resource DB. A registered cultural resources can be registered as a Satellite after confirming the willingness of its owner to do so.

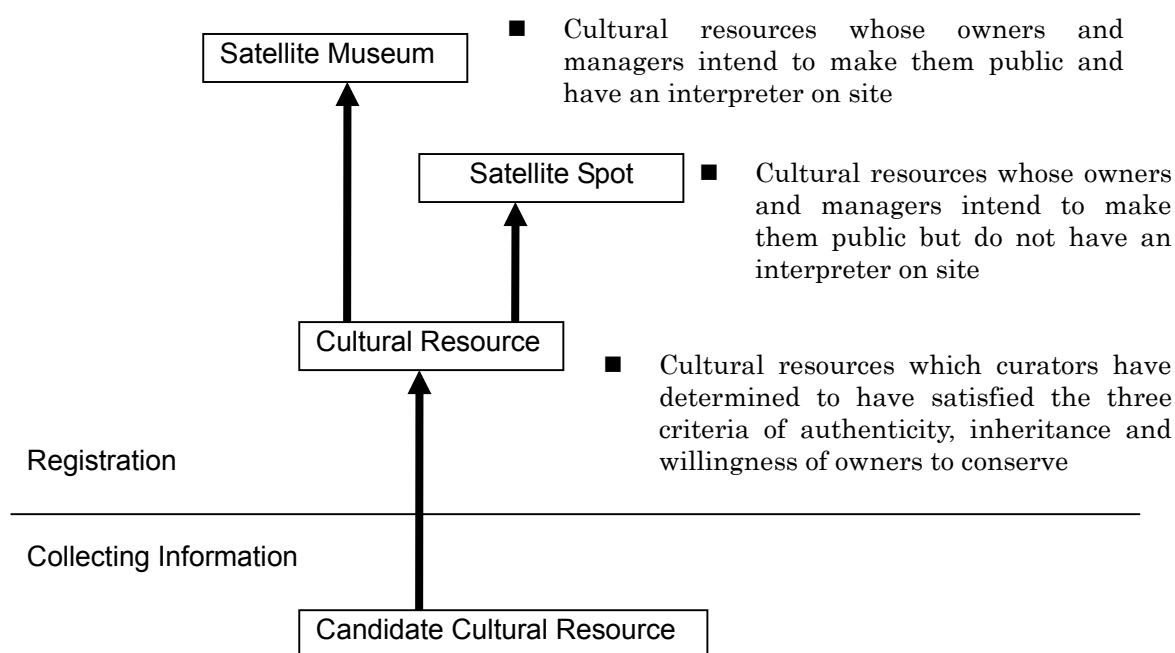


Figure 3-2 Registration of Cultural Resources

SEM will collect information on cultural resources within the territory through the following four means:

- 1) Information from local communities by inviting them to contribute information on what they want to pass down, what they think is important, and objects/stories which contain the history, culture and nature inherent to Salt;
- 2) Data collected by HOSM curators through their research work;
- 3) Data and information from other museums and relevant organizations;
- 4) Information from visitors obtained by listening to their views and contributions.

### 3.1.3 Resources management assistance

#### (1) Policy

In SEM, cultural resources are conserved at their original places and passed down by the hands of the local community as much as possible<sup>3</sup>. However, in cases where the cultural resource is damaged or unable to be recovered or there is a difficulty of conservation at its original place due to the loss of the owner, SEM will conserve the cultural resource in collaboration with other museums and relevant organizations. SEM will record the information of its original place as secondary material.

<sup>3</sup> Conservation of a cultural resource at its original place does not necessarily mean keeping it at its original physical place. In case of movable assets like folklore, they can be conserved by Salt people other than the original owner. This type of conservation is also considered as conservation at the original place.

## **(2) Coordination**

SEM will collect information on cultural resources owned by local people, and coordinate issues related to the research work on cultural resources and the establishment of satellites with local communities and other local supporters. A concierge desk will be established to deal with issues and questions related to the daily conservation of cultural resources. The concierge will direct questions from visitors to appropriate persons for an answer.

### **BOX 4 Proposal for the future: Cultural Resource Bank**

In order to promote the citizen-led conservation of cultural resources which do not have managers or whose owners want to hand them over, a “cultural resource bank” will be established to facilitate the exchange, donation, deposit, rent and sales of the objects among Salt local people. SEM will support these activities as a facilitator, conduct PR activities, and provide consultations and coordination.

## **3.1.4 Risk Management**

For the daily risk management of cultural resources within SEM, the possible risks have to be assessed and necessary preventive and protective measures should be considered and included in the guidelines. The guidelines will include protection of the community, securing the safety of visitors and SEM staffs, protection of materials from natural disasters and deterioration, and measures to be taken in case of theft and loss of materials.

### **(1) Protection of community from tourism activities**

Living Heritages, which are the main subject of the SEM, are susceptible to the negative impact of tourism activities due to their closeness to the daily lives of the local community. The local community has to be protected by assessing and differentiating those cultural resources to be protected from those to be exhibited, and by operating the Core/Satellite/Discovery trail system in such a way as to guide tourists away from those resources to be protected. Regular monitoring to ensure the proper functioning of the system is also important.

### **(2) Protection of cultural resources from daily deterioration**



Cultural resources deteriorate by the negative impact of temperature, humidity, light, air pollution, and damage caused by animals or human beings. Cultural resources including satellites have to be examined, monitored and maintained on a daily basis in order to retain their value. Restoration work on cultural resources is indispensable as a measure to recover the value of cultural resources.

### **(3) Protection of cultural resources from natural disasters**

Safety measures for cultural resources should be developed in order to protect cultural resources from thefts, earthquakes, fire, and various types of accidents. The measures should take into full account the characteristics of the materials of the resources. The measures should also be taken in collaboration with curators, other museums and relevant organizations.

SEM will provide owners with technical advice on protecting cultural resources including satellites.

#### **3.1.5 Staff Training**

The SEM staffs are tasked with encouraging visitors' interest in SEM and facilitating their self-learning activities. The staffs have to understand the concepts well and acquire the ability to interest visitors in the resources. For this purpose, they need to obtain updated information on museums and cultural resources not only in Jordan but also abroad and make efforts to utilize them in their daily activities.

Therefore the staffs will be provided opportunities to take training courses inside and outside Jordan. The necessary budget for this purpose has to be secured.

## 3.2 Tourism Management

### <Basic policy>

The system consisting of core museums, satellites and discovery trails will be established to effectively exhibit and interpret the cultural resources while achieving the sustainable tourism development. In order to contribute to the sustainable development of the community, the system will incorporate a mechanism to collect service fees from visitors to sustain tourism activities. The appropriate carrying capacity has to be set in order to control tourism activities within the territory while coordinated tourism promotion has to be carried out in collaboration with the Ministry of Tourism and other relevant organizations to ensure the success of the system.

### 3.2.1 Exhibition and interpretation of cultural resources through Core/ Satellite/ Discovery Trail system

#### (1) Exhibition (Presentation)

As a core museum, the HOSM will be equipped to be an information centre.

The “Satellite museum” (the heritage and the facility sites where visitors can receive interpretation on site) and the “Satellite spot” (other main cultural resources) will be developed. These facilities will provide visitors with opportunities to meet local people and observe and experience people’s traditional lives and customs.

The “Discovery trails”, which will link the Core museum (HOSM) and more than one satellite to present themes of the SEM to visitors, will be developed. In addition, plans for tourist passes, explanation boards and road signs will be developed for the better functioning of discovery trails.

#### 1) Core Museum

HOSM will be responsible for planning exhibitions in the paid zone of the Core museum and providing curatorial information, while the Tourism Management Section and the HOSM as Cultural Resource Management Section will jointly work on the remaining functions of the Core museum.

#### 2) Satellites (Satellite Museum/ Satellite Spot)

SEM will develop public satellites along the trails. Registration of privately-owned satellites will also be promoted as required. For the interpretation of satellites, a system for creating brochures, guidebooks and

signs will be developed and guides/interpreters will be trained.

#### **BOX 5 Considerations for exhibition of cultural resources**

##### **1. Opening cultural resources including satellites to the public**

Since most of the cultural resources in SEM belong to individuals, their willingness has to be weighed as much as possible when planning to open their cultural resources to the public. Opening cultural resources to the public should be planned carefully, taking into account the given conditions in terms of space, time and budget, in order to avoid placing unnecessary burdens on the owners. For instance, deciding whether the cultural resource is to be opened on religious holidays requires striking a balance between respect for religion and the convenience of visitors. It is also important to develop rest facilities and toilets for visitors.

##### **2. Branding and signage system**

The method for exhibiting cultural resources at satellites should be decided based on the nature of the materials. While the basic principle is to exhibit the cultural resource as it is, the lighting and signage for the display should be planned carefully.

For instance, when the buildings in a souk are to be exhibited, the goods and sunshades at stores can become obstacles impeding a complete view of the buildings. However, when the space of a souk as a whole is to be exhibited, the goods and sunshades at stores become important elements constituting the said space. Since most of the exhibits in SEM are used in people's daily lives, it is important to plan and design exhibitions and interpretations in such a way as to highlight what is to be exhibited. A logo and image color of SEM should be defined and applied to brochures, guidebooks and the signage system. The signage system should be consistent with the brochures, maps and exhibitions at the Core museum.

### **3) Discovery Trails**

In order to clearly explain cultural resources in Salt, SEM will classify the cultural resources by themes. Nearly every Salt person should have some stories related to history, culture, nature and folklore in Salt which they want to tell the visitors or pass on to future generations. Discovery trails will be developed to consolidate these cultural resources indispensable for explaining a specific story. The cultural resources constituting a discovery trail will be registered and managed in a 'Discovery Trail Datasheet'.

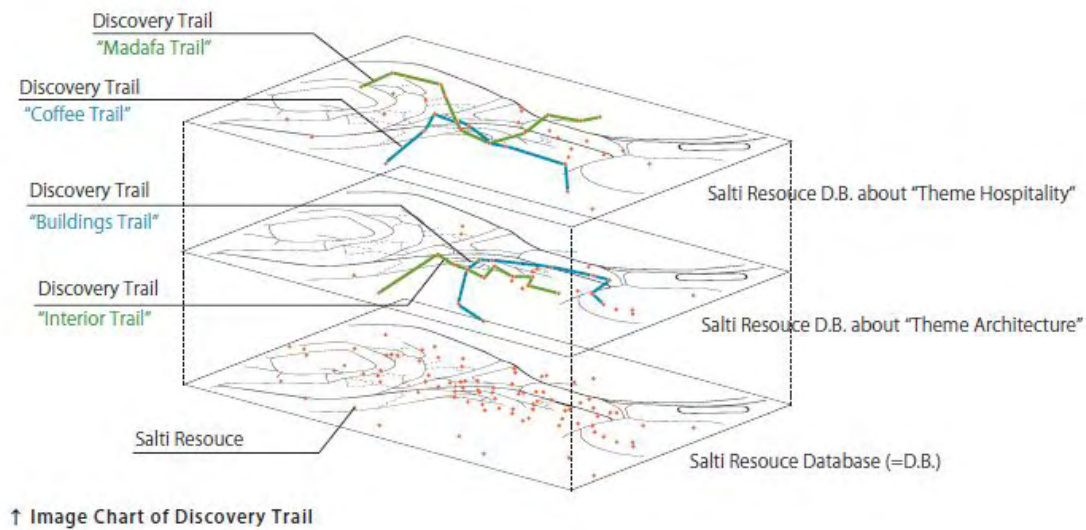


Figure 3-3 Concept of Discovery Trail

The 'History trail' and the 'Building trail' proposed by JOCV in September 2008 will be developed as pilot trails. A signage system will be developed for effective presentation. In the future, new discovery trails will be designed and developed for themes selected through participatory workshops in the local community.

#### 4) Considerations for designing Satellites and Discovery Trails

In order to effectively exhibit the value of cultural resources, consideration should be given to the following points:

- Clarity of Stories : It is important to clarify the story to be told, and the role of each satellite in the story. Trails should be designed to most effectively explain the story. Any political or commercial interference in the design of the trails should be avoided.
- Integrity as a story : A trail should have a sufficient number of satellites to completely tell the story. However, satellites which do not contribute directly to the story should be dropped without hesitation.
- Consistency of the interpretation : The interpreters at respective satellites should understand the whole story. They should have the ability to explain the meaning of the satellite within the whole context of the story.

In addition, in order to strike a balance between the protection of privacy and the promotion of tourism activities, consideration should be given to the following points:

- Themes/stories which local people are proud of should be selected.
- A clear differentiation should be drawn between what to show and what not to show to visitors, based on a thorough discussion with the local community and with the help of outsiders.
- Priority should be placed on the sustainability of the normal life in the community.
- Sufficient consensus should be obtained on how to exhibit a satellite from its legal, cultural and economic owners.

## (2) Interpretation

The curators at HOSM and a guidance officer from the Tourism Management Section will jointly train interpreters who will explain the value and the attractiveness of satellites on the “Discovery trails”. Not only professional guides, but also willing citizens and people working for private businesses such as restaurants and shops can also act as interpreters. In this way, local people as well as visitors can receive interpretation anywhere in town. At the same time, the business community will be given the opportunity to utilize their knowledge for interpretation, thus helping to boost their businesses and promote communication between visitors and the local community, which in turn will contribute to the expansion of SEM activities.

The SEM will hold regular training sessions and certify the interpreters based on an examination. A mechanism will be developed to enable those interpreters around the town to easily access the information updated daily at HOSM so that they can provide attractive interpretation based on the correct and fresh information.

The free brochure will be developed by the time of the SEM opening. The minimum information to be contained in the free brochure should be on access, SEM, Core Museum and major trails. The brochure should be distributed to the key points in town, such as bus terminals, so that local people as well as visitors can easily obtain it. The brochure should be updated at least twice a year. In addition, a series of guidebooks for sale which explain the research outcomes and in-depth information on cultural resources in Salt will be published.

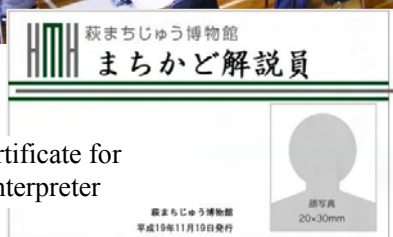
### **BOX 6 Certificate Attesting to Excellent Knowledge of Hagi (for interpreters)**

In Hagi, examinations to certify excellent knowledge of Hagi have been conducted since 2005 as an

attempt to increase interest in and promote better understanding of Hagi's cultural resources. The examinations provide incentives for people to learn more about the rich natural, cultural and historical resources and related stories in Hagi.



Certificate for  
“doctor”



Certificate for  
interpreter



Only the “master” certificates were awarded in 2005, and the “doctor” certificates were added from 2006. The number of “masters” is 378, while that of “doctors” is 55. The “doctors” are certified as interpreters and can work as paid guides.

### 3.2.2 Sustainable Tourism Development System

In order to incorporate respect for local culture/values as well as consideration for the sustainability of traditional lifestyles in the tourism management, the mechanism described below should be considered.

#### (1) Formulation of Guidelines for tourism-related business and projects

Increasing interest in the potential of Salt for tourism development will naturally attract various external investors to Salt, which may result in the erosion of the precious living heritage in Salt or the threat to the existing rights of local people.

In order to manage the tourism development project and tourism businesses within the territory in line

with the vision of SEM, the voluntary guidelines for tourism development projects and businesses will be formulated jointly by concerned parties. The guidelines will stipulate the types of business, goods and menus to be allowed, the rules for display at shops and criteria for investment projects by outsiders.

**BOX 7 SEM “Tourism Development Guideline” (draft)**

**1. Sales of goods to tourists**

**1-1. Planning, designing and production of goods**

SEM will actively plan, design and produce original goods to sell to tourists based on the principles stipulated below. SEM will not only make and sell its goods but also plan and design and provide consultation on Salt’s original goods for sale to tourists:

SEM will:

- (1) not sell goods commonly seen in other areas but will focus on academic materials, books and maps;
- (2) strategically sell local goods as souvenirs;
- (3) not sell its original goods in other areas.

**1-2. Acceptance of outside investment**

Salt is attractive in that local merchandising has been inherited as part of Salt’s tangible/intangible culture. It is feared that if outside investment rushes in, local merchandising typical to Salt might be damaged and Salt might not enjoy the benefits from merchandising and tourism.

In addition, disciplined hospitality by tourism business stakeholders, such as hotels, inns, restaurants, and souvenir shops, has a substantial effect on giving tourists a good impression of the area and making them feel comfortable during their stay. The stakeholders should maintain the following principles:

- (1) Show hospitality to tourists;
- (2) Give tourists an understanding of Salt’s history and culture;
- (3) Refrain from rude business behaviors, such as trying to lure visitors forcefully, cheating customers and/or interrupting their movement;
- (4) Hotels and inns should have standard facilities and provide tourists with comfortable services;
- (5) Local food and drink should be served to tourists;
- (6) Local goods should be given priority as souvenirs.

The following should also be reported to SEM before the acceptance of outside investment based on the “Landscape Guideline (draft)”:

- (1) Real estate transactions;
- (2) Lease contracts/agreements;
- (3) Construction/renovation/destruction of buildings;
- (4) Any actions that could influence the landscape.

**2. Maintenance of environment**

**2-1. Infrastructure**

The following infrastructure should be provided in tandem with the development of SEM and in reference to the “Landscape Guideline (draft)”:

- (1) Access from Amman;
- (2) Access inside Salt;
- (3) Facilities, such as hotels and inns, restaurants and souvenir shops, that are appropriate to the landscape

**2-2. Sanitation**

- (1) Public spaces should be kept clean and the relevant government office's inspection of and advice on food sanitation should be regularly conducted;
- (2) Public lavatories and parking lots should be kept clean;
- (3) Restaurants and souvenir shops should be closed by X o'clock.

**3. Maintenance of townscape**

- (1) Any actions that may damage the townscape in Salt should be prohibited;
- (2) Advertisement posters and boards, other posters and political posters (except during the election period) should not be posted;
- (3) Garbage should be divided into flammables, inflammables and recyclables for disposal and collection.

**4. Risk management**

To prevent fires:

- (1) fuel usage should be minimized at homes;
- (2) fuel and explosive stores should completely fulfill legal safety regulations and fire prevention measures should be prepared;
- (3) people should refrain from smoking while walking.

To maintain traffic safety:

- (1) parking on streets should be prohibited:

**(2) Product Development**

After formulating guidelines for product development, SEM will develop original products, including museum goods. Consultations will be given to those private business persons who are willing to develop their own original products in Salt. In principle, the range of original products will be limited to academic materials, books and maps and will not include those products which could be found anywhere else. As for souvenirs, the priority should be given to those using local materials and those locally made. They will be sold, in principle, only in Salt.

In addition, discovery trails are also an important "products" to sell to visitors. In order to meet the various needs of visitors, different types of trails will be designed.

**(3) Infrastructure/environment development**

The SEM will promote development of the access from Amman and traffic improvement in the center of Salt, in collaboration with various projects implemented to date such as those by the World Bank or JBIC.

The signage plan will be implemented with the uniform design for visitors' convenience. Beside the information required for visitors such as tourism facilities, signs for accommodations and access should be correlated with those on cultural resources and discovery trails. Coordination should be made with travel agents, local tourism businesses and mass media to have updated information. Measures such as setting



special ramps to accommodate those socially vulnerable such as the disabled will be taken.

#### **(4) Public relations**

The SEM will publish the official newsletter, which will describe the aims of the SEM and introduce the discovery trails, and provide real-time information through the official website. Moreover, updated materials, illustrated books, and survey reports will be published and put on the website to accommodate the needs of not only visitors but also potential visitors elsewhere in the world.

The information should be regularly updated and distributed to enable people to know what is going on in the SEM. Various types of PR activities, including events and symposiums, will be conducted depending on the necessity. Efforts will be made to find the most effective way to publicize the SEM by following a PDC (Plan-Do-See) cycle. Printed materials and the website will have translations, and interpretation services will be provided by the staff for foreign tourists.

The SEM, in collaboration with MOTA Balqa, will also provide visitors with information on tourism facilities, transportation and accommodation, in addition to the information on cultural resources and discovery trails. Coordination should be made with travel agents, local tourism businesses and mass media to have updated information.

#### **(5) Tourism promotion**

The strategic tourism promotion will be started when the minimum requirements for exhibition, interpretation, public relations and infrastructure are met.

The annual target number of visitors will be set in line with the carrying capacity explained in 2.2, and the tourism promotion plan to achieve the target will be formulated. Under the tourism promotion plan, the locally developed tour programs will be incorporated into the package tours within and outside Jordan, with the collaboration of JTB and under the guidance of MOTA. The SEM will carry out outreach activities and campaigns to attract tours within and outside Jordan.

#### **(6) Monitoring and Evaluation**

Market research on the business performance of the SEM will be conducted. Questionnaire surveys will be conducted to visitors to find out if they are satisfied with the services. The following indicators will regularly be surveyed and evaluated:

- The number of discovery trails
- The number of trail tours conducted

- The number of satellites registered
- The number of events conducted at respective satellites
- The number of participants in the events

For more details, please refer to 3.5 Target and Evaluation.

### **3.2.3 Ensuring Financial Sustainability**

The “Salt Ecomuseum Fund (tentative name)” will be established and operated/managed by a non-profit arm of the SEM. Appropriate income generation activities and fee collection mechanisms have to be examined and introduced, and mechanisms have to be developed to utilize those revenues to finance the management activities.

#### **(1) Objectives of SEM fund**

The objective in establishing the SEM Fund is to convert the tourism income generated in the area into the necessary funds for the heritage management in order to realize the sustainable development of the community. With careful consideration given to the nature of the cultural resources in Salt as living heritage, and in collaboration with various projects including public works and donor projects, the SEM Fund will secure the funds to cover the following heritage management activities:

- Conservation/restoration of cultural resources
- Townscape management/Infrastructure development
- Information management & dissemination/PR
- Upgrading of the quality of life in the community including basic infrastructure and public services

#### **(2) Conditions to be satisfied**

The Fund will be operated under the following conditions in order to ensure the public welfare, non-profitability, fairness, transparency and autonomy of the Fund:

- The operational body of the Fund has to operate only for the public interest such as an NGO or a foundation  
(Example in Japan: foundation or NGO)
- The objective, TOR and financial statements of the Fund have to be made public
- All the projects financed by the Fund have to be for non-profit and for the public interest  
(Example in Japan: projects defined in charter of the organization, supervision by the Board)

- Funds are raised for specific objectives  
(Example in Japan: “One Coin Trust” in Hagi, special fee for heritage conservation in Shirawaka)
- The autonomy of operation and management has to be ensured.
- Any returns from the Fund have to be distributed fairly among all the stakeholders of SEM including ordinary citizens and shop owners. This involves both providing equal opportunities to those who apply for subsidies and redistributing tourism income to those who do not benefit from tourism.

## BOX 8 Examples of raising funds for specific objectives

### 1. One Coin Trust

The “One Coin Trust” is a successful initiative in Hagi by which both locals and visitors donate one coin (100 JPY = 0.67JD) to the trust box set at a heritage site for its restoration. The donated money will be spent solely for restoration of the heritage indicated. The initiative started in February 2005, and 24 million JPY (160,000 JD) has been collected as of May 2008.



Trust Box set at a heritage site



<Before>

<After>

## **2. Collecting special tourist parking fees for the Shirakawa Village Heritage Fund**

In Shirakawa Village, which is registered as a World Heritage site, a special fund called the Heritage Fund was established to finance, in addition to government subsidies it receives, various activities to conserve the village's heritage.

To establish the Heritage Fund, the local municipality enacted a basic law and the municipality and the prefecture paid *100 million JPY (0.66 million JD) as seed money respectively for the Fund*. In addition to receiving funds through donations, the Fund owns and operates tourist parking lots and collects *special fees for heritage conservation (200JPY (1.3 JD) per standard automobile)* in addition to parking fees (300JPY (2JD) per standard automobile) in order to invest them in the Fund. The current size of the fund is around 300 million JPY (2 million JD). With this sufficient supply of financial resources, the Fund is doing various activities including:

- employing heritage restoration experts to provide technical assistance for restoration/ landscaping projects
- providing additional subsidies to restoration/ landscaping projects.
- restoring abandoned rice fields
- assisting community organizations
- promoting awareness on heritage conservation

Having regular and diversified sources of income has ensured the stable operation of the fund.

### **(3) Methods of fund raising**

As sources of income for the SEM fund, the system to collect fees for the tourism services such as passport tickets and special fees for heritage conservation which will be collected as a part of parking fees will be developed and introduced to supplement income from trail guides, sales of museum goods and business at the café. At the final stage, the original package tour, which integrates the whole system, will be developed and sold.

#### **1) Income from entrance fees at Core museum/ guided tours/ passport tickets**

During Phase I, the core museum is fully operated, satellites and discovery trails are developed and guides are trained. From Phase II, regular income from sales of the passport ticket and trail tour is expected, and this income will be spent for product development, capacity building and hiring new staffs.

### BOX 9 Passport ticket system: The Case of Iron Bridge in UK

- Passport tickets allow visitors to access all satellites *without a specified time period*.
- It encourages visitors to return to the site until they complete visits to all the satellites.
- Respective satellites can attract more visitors to the system than collecting fees at each site.
- Revenue from passport tickets is sufficient to cover all the expenses incurred within the ecomuseum.



### 2) Income from sales of package tours

After the target number of group tourists to Salt is set, the original package tour will be planned in Phase I in collaboration with JTB under the guidance of MOTA, piloted in Phase II and regularly operated in Phase III.

### 3) Income from special fees for heritage conservation at tourist parking

The incomes from tourist parking in SEM will be one of the most important sources of income. By the end of Phase II, tourist parking areas which can accommodate 15 tourist buses and 30 cars will be developed near the bus center. In Phase III, the parking will be fully operational, and the special fees for heritage conservation (10 JD for buses and 2JD for cars) will be collected in addition to normal parking fees.

#### (4) Operation of the Fund

Operation of the SEM Fund in the respective phases is summarized in the table below.

Table 3-1 Operation of the SEM Fund

Phase	Income	Spending
Phase I 2009-2011	- Government budgetary support (including human resources) - Entrance fees to core museum (Proposal: Local 0.5JD, Foreigner 1JD) - Revenues from tenants at core museum - Fund membership fees (including donations from individuals/ companies)	-Saving funds
	- Earnings from discovery trail guided tours (Proposal: max 10 persons/group, 10JD/3h/person) - Earnings from sales of SEM original goods (books/guidebooks, T-shirts, handicrafts) - Donations collected at 'One Coin Trust'	- Employment of guides - Production of guidebooks and brochures - Development of SEM goods -Implementation of a pilot 'One Coin Trust' project - Promotion for tourism products
Phase II 2012-2013	-Revenues from passport tickets (Core +satellite)(Proposal: Local 2JD, Foreigner 5JD) - Revenues from <u>trial operation of the original tour packages</u> , which integrate the mechanism indicated above and are developed & marketed in collaboration with travel agents.	- A part or all of personnel costs of SEM employees - Employing staffs (volunteers) at the Satellites - Financial support for private tourism business in line with the Guideline
Phase III 2014-onward	- Revenues from <u>the original tour packages</u> - Revenues from <u>parking fees</u> (Proposal: Private cars 3JD/day, Buses 10JD/day)	- Employing staffs (volunteers) at the tourist parking - Financial support for restoration/landscaping of private housings and commercial buildings

In the early part of Phase I, the focus of SEM activity will be on the opening of the Core Museum, with the budgetary support, including human resources, from the Government such as MOTA and GSM. The funds will be saved during this period.

During the latter part of Phase I, the pilot operation of discovery trails will be started. The cost of hiring guides and production/printing of guidebooks and brochures will be required. In addition, funds will be invested in the development of SEM original products, tourism promotion activities for original tour products, and implementation of a One Coin Trust pilot project if possible.

During Phase II, the original SEM package tours, which will integrate the whole system, will be piloted. During this period, the partial autonomous operation of the SEM operational body will be achieved. The funds will be spent for a part or all of the personnel expenses for SEM staffs, development of more satellites and discovery trails and employing paid volunteer staffs. As the guidelines for tourism

development projects enter in effect, subsidies for private tourism businesses will be started.

During Phase III, the tourist parking, as a main source of income, and tourism management in collaboration with travel agents for the development and sales of the original SEM package tours will fully be operational, which in turn will require the appropriate and regular control of the numbers of incoming visitors in line with the carrying capacity.

### 3.3 Townscape Management

#### <Basic policy>

The traditional townscape of Salt is not only a collection of those historical buildings with heritage values, but an outcome of the combination among all the historical buildings and structures inherited for decades, and natural elements such as trees. Based on this understanding, all the elements of the townscape have to be given an important role to play, evaluated and conserved in order to create and upgrade the attractive townscape as a whole.

In the early stage, townscape management, which controls new construction activities in both public and private spaces, will be applied to the whole Old Salt Area. In future stages, the townscape management will be introduced to other parts of the Greater Salt Area.

#### 3.3.1 Overview of Management

##### (1) Overview

The townscape is one of the most important cultural resources and one of the most fundamental elements of living heritage in SEM. In order to preserve and upgrade the townscape, it is necessary to formulate a plan with clear objectives and methods (3.3.2), to conserve and restore historical/traditional buildings constituting the townscape (3.3.3), and to control new construction activities (3.3.4). With the recognition that most of the buildings constituting the townscape are owned by the private sector, the support for private sector activities will be required (3.3.5). Through all the activities indicated above, new cultural resources in the townscape will be created, and SEM activities in the townscape will lead to sustainable tourism development of the area.

##### (2) Relevant legal framework

In order to achieve the above-mentioned objectives, modifications of not only 657 registered historical buildings but also structures and environmental elements, such as nature, which are important as cultural resources, will be controlled, and the guidelines to control new construction activities will be formulated and implemented. This task will be carried out in close collaboration with GSM As Salt City Core Development (ASCD) Project and World Bank Cultural Heritage, Tourism and Urban Development (CHTUD) Project, existing domestic law (Law No.5 for the year 2005 for the protection of urban and architectural heritage), relevant municipal law (regulations regarding planning and regulations regarding licensing for addition), and City Core Special Regulations (CCSR) currently under formulation.



### **(3) Coordination with relevant projects**

Coordination should be made with relevant donor projects, while a non-profit entity which will channel tourism income to townscape management will be established and put into operation.

In the process of formulating guidelines, the contents of ‘Plan for Action I, II, III’ (SDC, 1990) should be reviewed and reflected in the guidelines. Especially ‘Plan for Action I’ contains detailed descriptions on causes of damage to buildings, preventive measures, and conservation and preservation techniques, the inclusion of which is indispensable for formulating effective guidelines.

### **(4) Utilization of Database for townscape formation**

The Salt Cultural Resource Database as well as the Discovery Trail Datasheets will be open to the public after the trial period, when the issues for personal information are examined. Providing access to the cultural resource information to local people, government organizations and the private sector will make people aware of the existence of cultural resources and promote their utilization. The information can also be utilized to confirm necessary measures to conserve cultural resources when planning development projects.

### **(5) Risk Management of Buildings**

Not only GSM but also HOSM and other relevant organizations will cooperate for risk management of buildings in Salt. These organizations will take necessary measures to protect traditional buildings from any risks and repair damages in case of theft, disaster or accidents. Risk management measures will take the characteristics of the materials into account and come with monitoring activities to ensure the value of buildings is maintained. In addition, the restoration work to recover the value of old, deteriorated buildings is considered to be a vital part of risk management activities. SEM will provide technical advice to the building owners on the daily maintenance of buildings.

### **(6) Support system for restoration and landscaping activities**

In order to effectively control private construction activities, both technical and financial support is necessary. For this purpose, the ‘Salt Ecomuseum Fund’ will be created ~~operated~~, and collaboration with other donor projects will be sought in order to provide financial incentives to local people and private businesses that are willing to cooperate in townscape formulation.

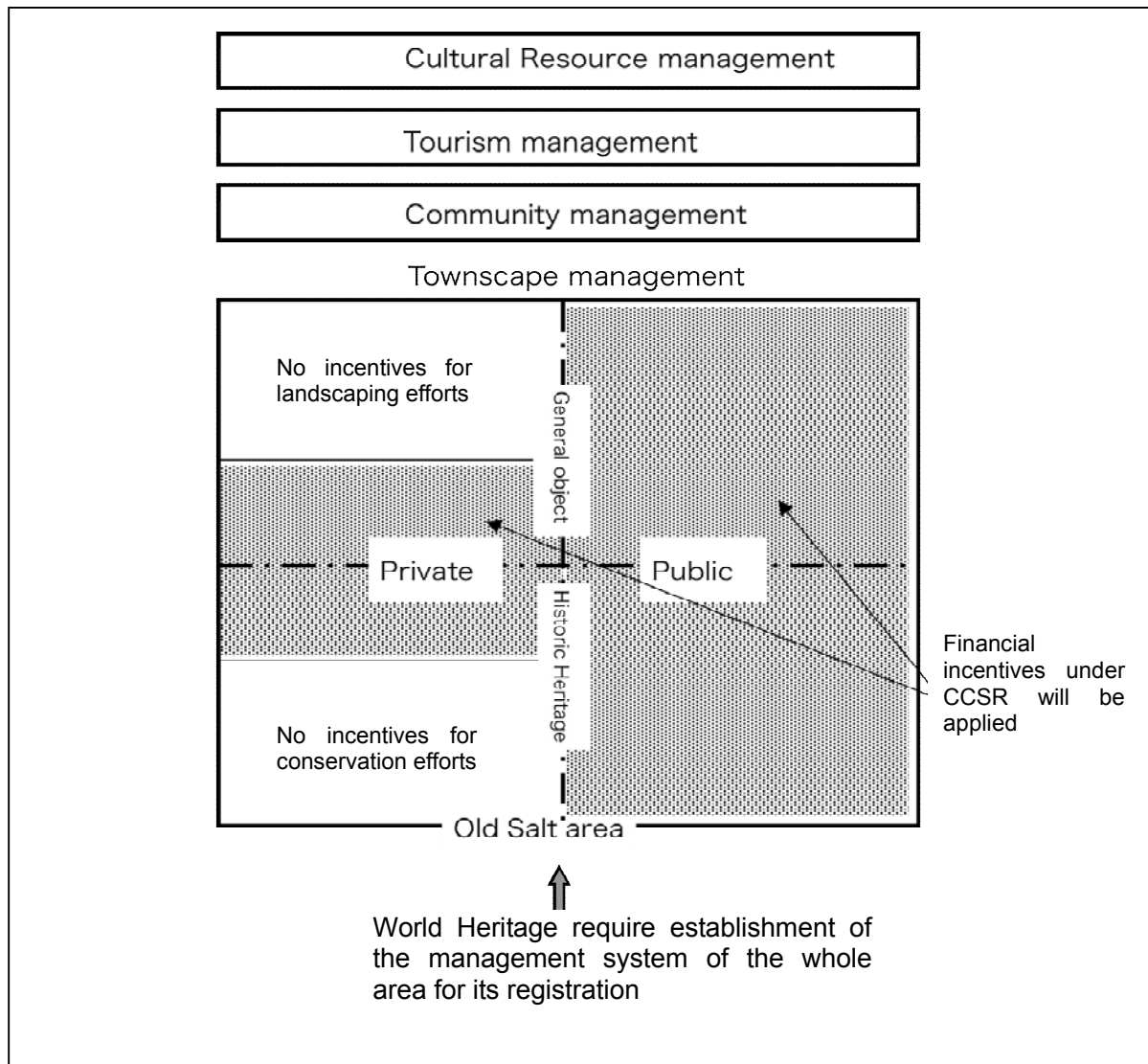


Figure 3-3 Concept of CCSR

Although the details of CCSR are not known yet, the preliminary survey suggested that its financial incentive scheme would not cover most of the private construction activities. Rather it is expected that the financial support for private buildings will be limited to those historically valuable buildings and that the support will be given as a part of development projects. Since the buildings with historical value comprise only a part of the townscape, the change of the paradigm from providing full financial support to the selected few to supporting all who are willing to contribute to the townscape formation with various financial incentive schemes is very much sought for the comprehensive townscape management, which is required for registration as a World Heritage site.

## **BOX 10 System of preservation districts for groups of historic buildings in Japan (DENKEN system)**

### **1. Overview**

- The system of preservation districts for groups of historic buildings (hereinafter referred to as ‘preservation districts’) was started in 1975 through amendment of the Law for the Protection of Cultural Properties.
- As of 2007, the total number of selected preservation districts is 84, of which five districts have been registered as UNESCO World Heritage sites.
- In the system of preservation districts, the whole area which is subject to the preservation project is designated as a preservation district.
- Any changes or modifications which affect the district landscape require approval (see 3(2)) so as to regulate development activities in the preservation district.
- The system aims at:
  - Restoration/ preservation of traditional structures (buildings and other structures such as fences, gates, steps etc).
  - Landscaping, under which new buildings are constructed and/or existing non-traditional buildings are modified in line with the stipulated guidelines in order to maintain the traditional landscapes,
  - Improvement of public facilities
  - Implementation of disaster prevention projects.
- The Municipality in charge carries out preservation projects based on ordinances enacted for the preservation district, while the Agency for Cultural Affairs of the national government provides support in terms of subsidies or technical assistance.

### **2. Operation and Management system**

- Based on the ordinance, the concerned Municipality sets up a permanent advisory council comprised of around 15 members from the local community, experts and the Municipality itself, which formulates/implements a preservation plan for the preservation district. The advisory council, which holds two to five meetings a year, plays a key role in running the preservation district system.
- Although the final authority to approve modifications in the preservation district lies with the Municipality, the advisory council provides recommendations ~~makes judgments~~ on highly technical issues such as the cases where existing criteria are not applicable.
- Normally, the Municipality sets up a separate council for the local community to discuss preservation activities and coordinate the opinions of different parties. Examples of this kind include the ‘Natural

Environment Preservation Council for Hagimachi in Shirakawa Village’, the ‘Landscape Control Council for Tsumago’ and the ‘Landscape Coordination Council for Taketomi Island’. In many cases, existing community organizations are adopted for this purpose based on the request from the local community.

### 3. Preservation Plan and its management

#### (1) Content of preservation plan

The preservation plan consists of the following three plans:

- Preservation maintenance plan: Guidelines and criteria for restoration of traditional buildings and landscaping
- Environment maintenance plan: Improvement plan for public facilities, disaster prevention activities and other infrastructure
- Institutional development plan: formulation of criteria for providing subsidies, developing organization structure and creating buffer zones around the preservation district.

#### (2) Criteria for restoration of traditional buildings and landscaping

The criteria are designed to apply to new construction, additions and modification of buildings within the preservation district.

→Criteria for restoration : In case of traditional buildings which are subject to preservation, there are no unified criteria. Restoration of these buildings requires detailed investigation of the construction history in order to decide appropriate levels/methods of restoration.

→Criteria for approval of changes/modifications: Minimum guidelines to be followed in order to harmonize any changes in buildings with the surrounding landscape (not eligible for grant subsidies).

→Criteria for landscaping: Detailed ~~high level~~ guidelines ~~required~~ for improving landscape (eligible for grant subsidies).

Therefore, formulation of appropriate criteria for approval of building modifications as well as landscaping is extremely important and requires a high level of expertise.

#### (2) Project cycle of restoration/renovation/new construction projects

During previous fiscal year:

- Selection of candidate projects (normally 4 to 8 projects per district/per year)

- Basic design/cost estimate
- Request for budget allocation to the Agency for Cultural Affairs of National Government

During implementing fiscal year:

- Detailed design in the first half of year
- Implementation (in case of large-scale projects, construction can be extended to multiple fiscal years)

#### **4. Subsidies and other financial assistance**

##### **(1) Subsidies**

Subsidies can be provided only for the exterior of the buildings owned by individuals within the preservation district, which constitutes the traditional landscape to be restored and/or renovated for landscaping purpose.

<Ratio of subsidies to construction cost>

- Restoration project : 80% (up to 10 million JPY in most cases)
- Landscaping project : one third of incurred cost (up to 5 million JPY in most cases)

<Ratio of subsidies provided by different government entities>

Subsidy to cover the stipulated proportion of construction costs indicated above are jointly provided by different levels of government entities. The average ratio for the respective entities is as follows:

- The ratio of grants from the National Government (Agency for Cultural Affairs or Ministry of Land, Infrastructure and Transport) to those from the Municipality is around 5 to 3.
- In case the Agency for Cultural Affairs provides grants, the Prefectural government also provide grants. The ratio of grants among the Agency for Cultural Affairs, Prefectural government and the Municipality in many cases is 5 to 2.5 to 2.5.

In case of Hagi, see Appendix 6.

##### **(2) Other financial assistance**

- There are several cases where separate funds are established and support preservation projects within the concerned district. In case of Shirakawa Village, its own Fund provides a subsidy to cover half of the cost born by the building owner. (See BOX 8)
- There are several government schemes at both the National and Prefectural level under which

concessional loans are provided for individuals to preserve traditional buildings.

- In case of public infrastructure projects such as road improvement and disaster prevention, the National Government (Agency for Cultural Affairs and Ministry of Land, Infrastructure and Transport) normally provide subsidies for the Municipality to cover half of the project cost implemented by the Municipality.

## **5. Suggestions for CHTUD project**

### **(1) Criteria for what to support and what not to have to define clearly**

- Designation of preservation district : it should correspond to the territory of the ecomuseum
- Identification, recording and documentation of structures, including non-buildings, to be preserved.

### **(2) Formulation of effective preservation plan**

- The concept of the future landscape of the area, which will be created by the combination of public works and individual construction works by inhabitants, has to be defined and shared by the local people.
- Clear criteria for ‘restoration/landscaping’ and ‘eligibility for grant subsidy’ have to be established and publicized to the local people.
- Formulation of criteria for landscaping requires thorough research by experts and consensus from local community.

### **(3) Priority for implementing projects has to be decided clearly.**

- There should be clear and objective/scientific criteria to decide the priority in terms of urgency/effectiveness/importance etc.

### **(4) System has to be designed to encourage and enable owners of buildings to keep living where they live.**

- There should be some schemes to directly assist inhabitants to maintain their houses and to develop tourist facilities and public facilities.
- Provision of a quick- and low-cost assistance menu, such as providing subsidies for the maintenance of windows/doors/walls, is effective and benefits a larger population.

### **(5) In addition to the preservation of traditional buildings, support for the improvement of landscape**

**also important for maintaining traditional landscape.**

→ Subsidies should be allocated not only for the restoration of traditional buildings but also for landscaping projects, under which new buildings are constructed and/or existing non-traditional buildings are renovated in line with the stipulated guideline in order to maintain the traditional landscapes.

**(6)Ensuring sustainability of fund operation**

→ For the sustainability of fund operation, it is better to diversify the sources of income instead of relying only on fund investments and donations by including some types of regular income by running tourist parking lots or other tourist facilities.

Since the exact plan of townscape management, including the details of CCSR by GSM, was not available, and the actual intention of GSM toward adopting a Hagi-like comprehensive townscape management system could not be confirmed during the study, the following sections from 3.3.2 to 3.3.5 will just list up necessary activities for establishing and operating a comprehensive townscape management system. A detailed plan has to be devised once the formal decision is taken for adopting the comprehensive townscape management system in Salt. The functions and tasks in the proposed comprehensive townscape management system are shown in the table below.

Table 3-1 Functions and Tasks of Townscape Management System

Category	Function	Task
Establishment of Management System	Review and evaluation of present conditions	Follow-up survey on the current conditions of outcomes of 'Plan for Action'/Thorough survey of all the townscape-related cultural resources in the area
		Evaluation of the review result
	Establishment of Townscape management system	Analysis of existing system and coordination with CCSR
		Defining the Conservation Area
		Designation of buildings for conservation
	Risk management	Risk management of conserved buildings/ Establishment of emergency system and measures
Controlling Private	Permission for changes in existing structures	Establishment of permission system for changes in existing structures

Construction Works	Restoration of designated buildings	Formulation of policy for restoration
		Implementation of restoration work
	Controlling construction activities of non-designated buildings (landscaping)	Formulation of policy for landscaping
		Supporting landscaping work
Controlling Public Construction Works	Development of public satellite facilities	Formulation of policy for public satellite facility development
		Plan for public satellite facility development
	Development of public facilities other than satellites	Formulation of policy for landscaping of public spaces and facilities
		Historic Environmental Impact Assessment of public spaces and facility development
Supporting Private activities	Technical support	Restoration of conserved buildings
		Landscaping of non-conserved buildings
	Financial support	Subsidies for restoration of conserved buildings
		Subsidies for landscaping of non-conserved buildings
		Subsidies for private activities related to townscape conservation/formation
	Establishment of collaboration network	Setup of coordination committee with residents' association or any other organizations in the area
Support for networking and training of private architects and contractors		

### 3.3.2 Establishment of management system

#### (1) Review and evaluation of present conditions

##### 1) Review

- Follow-up survey on the current conditions of outcomes of 'Plan for Action'
- Thorough survey of the entire townscape-related cultural resources in the area

##### 2) Evaluation of review results

- Analysis on trends and causes of damage to historical buildings which had been lost or modified.
- Analysis on distribution of townscape-related cultural resources
- Evaluating the value of the importance of townscape-related cultural resources as a townscape element



## **(2) Establishment of Townscape management system**

### **1) Review of existing system**

- Review of relevant laws and actual measures which had been taken based on the said laws
- Review of regulations to be proposed in the CCSR report
- Coordination with regulations to be implemented in CCSR

### **2) Definition of conservation area and preservation of townscape in the area**

- Definition of conservation area
- Formulation of conservation policy in the area

### **3) Designation of buildings for conservation**

- Formulation of criteria for designation and policy for conservation
- Designation of buildings for conservation  
(Responsibility of owner, municipality, location, list, master file)

## **(3) Risk Management**

### **1) Risk management of conserved buildings**

- Reviews of issues (disaster prevention, destruction, abandonment ~~discard~~ etc)
- Measures to be taken for preventing and minimizing the effects of risks

### **2) Activities required for risk management**

- Establishment of emergency system and measures
- Development of disaster prevention facility

## **3.3.3 Controlling private construction works**

### **(1) Permission for changes in existing structure**

#### **1) Permission system for changes in existing structures**

- System includes targets for permission, policy and criteria for permission, procedures for permission, exceptions

#### **2) Criteria for permission**

- Formulation of policy and criteria for permitting changes

## **(2) Restoration of designated buildings**

### **1) Restoration policy**

- Restoration policy
- Targets for restoration

### **2) Implementation of restoration work**

- Criteria for subsidies
- Procedures for applying criteria and providing subsidies

## **(3) Landscaping activities for non-conserved buildings**

### **1) Landscaping policy**

- Landscaping policy
- Targets for landscaping

### **2) Implementation of landscaping work**

- Criteria for subsidies
- Procedures for applying criteria and providing subsidies

## **3.3.4 Controlling public construction works**

### **(1) Development of public satellite facilities**

#### **1) Policy for public satellite facility development**

- Definition of Satellite facility
- Requirements for Satellite facility

#### **2) Plan for public satellite facility development**

- Policy for plan
- Contents of plan

#### **BOX 11 Development of public satellite facilities: Hagi's case**

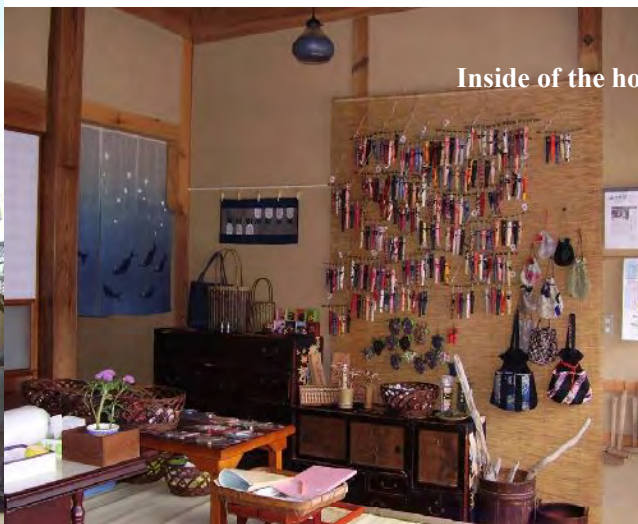
In Hagi, two private traditional houses in the Hamasaki area donated to the municipality have been restored as satellite museums. The restoration works were financed and implemented by the municipality

while planning and operation of the satellite museums were carried out by the community organization called 'Hamasaki Shitchorukai' in collaboration with the municipality.

The facilities are utilized as exhibition spaces, an information center, café and event spaces.



**Yamanaka Family Old Residence**



**Inside of the house**



**Yamamura Family Old Residence**



**Inside of the house**

The local community is involved in the various activities for preparation. The photograph below shows local people are studying old materials stored in those houses with the assistance from the museum.



## **(2) Landscaping of public spaces and facilities**

### **1) Policy for landscaping of public spaces and facilities**

- Policy for landscaping

### **2) Historic Environmental impact assessment of public spaces and facility development**

- Guidelines
- Methodology
- Consultation procedures with relevant organizations

#### **BOX 12 Historic Environmental Impact Assessment of public spaces and facility development**

Since there are no criteria for harmonizing non-buildings such as plazas, stairs and streets with the historical townscape, a prior impact assessment of new construction projects for such kinds of public facilities should be carried out.

Assessment processes should be as follows:

#### **<Step1: Study>**

- Study on distribution of cultural resources in the planned area
- Study on current townscape in the planned area (land shape, trees and views)
- Study on history of land usage in the planned area

#### **<Step2: Evaluation>**

- Evaluation on value of townscape in the planned area as historical space or townscape
- Identification and evaluation of value to be lost due to the construction plan

## **3.3.5 Supporting private activities**

### **(1) Technical Support**

#### **1) Restoration of conserved buildings**

- Support for planning of restoration
- Support for basic design of restoration work
- Support for detailed design and construction supervision of restoration work

**2) Landscaping of non-conserved buildings**

- Support for planning of restoration
- Support for detailed design and construction supervision of restoration work

**(2) Financial Support****1) Subsidies for restoration of conserved buildings**

- Provision of subsidies
- Procedures for providing subsidies

**2) Subsidies for landscaping of non-conserved buildings**

- Provision of subsidies
- Procedures for providing subsidies

**3) Subsidies for private townscape conservation activities**

- Activities eligible for subsidies
- Procedures for providing subsidies

**BOX 13 Supporting private townscape conservation activities: Hagi's case**

There are several activities initiated by private sectors which are financially and technically supported by the Municipality in Hagi. The followings are some examples:

**1. Hamasaki Mini-Expo (see also BOX 16)**

In this event, the cultural resources owned by local people are exhibited at their residences. Visitors can enjoy both cultural resources and traditional townscape. The Hagi Municipality provides subsidy to the organization in charge for the cost of PR and other expenses and supports implementation. This event contributes not only to raising awareness on conservation and rediscovery of cultural resources, but also to expanding business opportunities for local private businesses since the event attracts numbers of visitors to the area.



## 2. Open House

The renovated historical houses are made public. People interested in renovation can join and be informed of the contents and process of renovation works. The Hagi municipality provides subsidy for the cost of event and administrative support.



## 3. Music Concert at the public satellite

The public satellites are utilized as a venue for various events. The Hagi Municipality provides the satellite space for free of charge for such events. The photograph below shows the music concert held in the historical ship garage.



### **(3) Establishment of collaboration network**

#### **1) Setup of coordination committee with residents' association or any other organizations in the area**

- Overview of coordination committee
- Rules and regulations, organization and agendas of the committees

#### **2) Support for networking and training of private architects and contractors**

- Networking of private architects and contractors
- Training of private architects and contractors

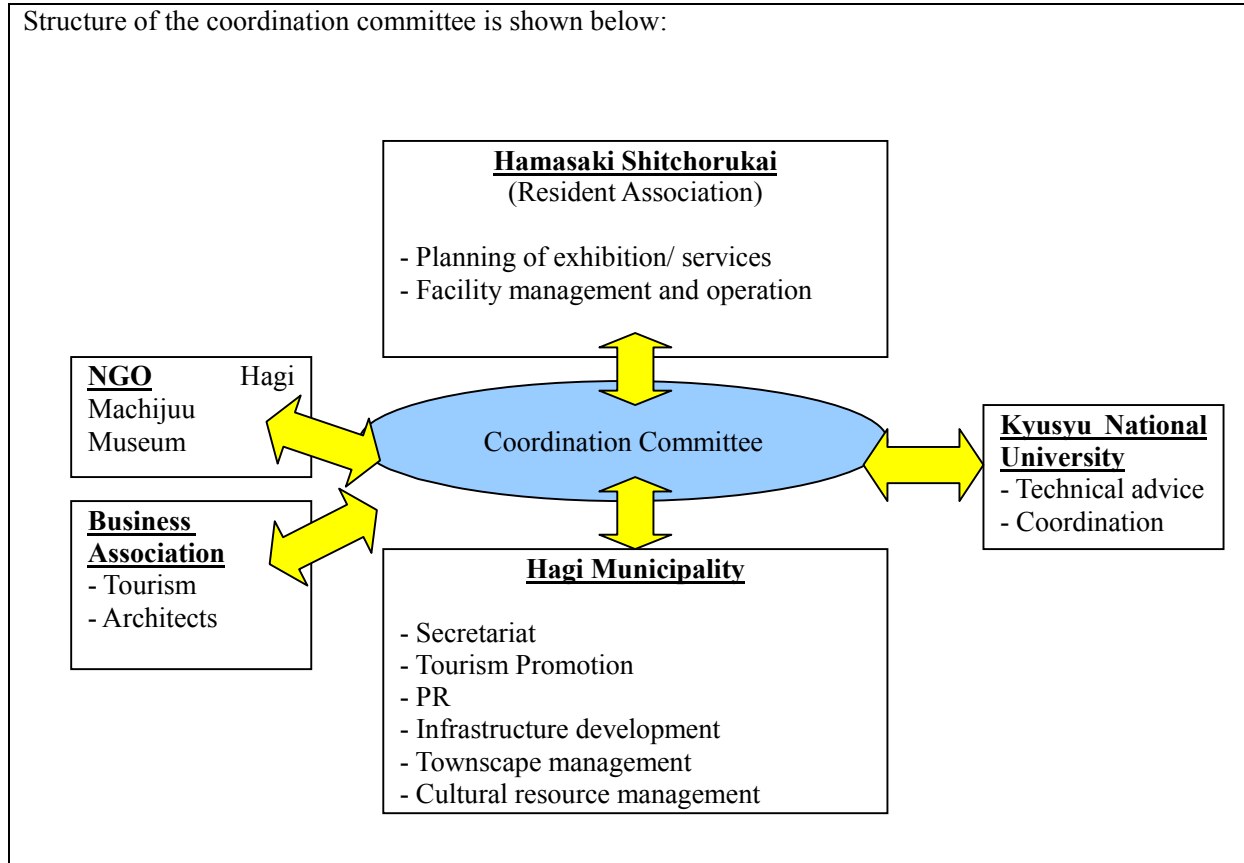
#### **BOX 14 Coordination committee with resident's association: Hagi's case**

In Hagi, a coordination committee in Hamasaki is playing a main role for developing public satellites explained in BOX 11.



The committee includes all the major stakeholders for the public satellite project. It periodically met to discuss pending issues and thus functions as a coordination and monitoring institution.

Structure of the coordination committee is shown below:





### 3.4 Community Management

#### <Basic policy>

With the possibility for the Old Salt area to be registered as a World Heritage site, the phased and autonomous tourism development which takes the capacity of the local community into account will be introduced in order to avoid any negative impacts of tourism activities on the local community and achieve sustainable development. In order to accommodate the needs of the local community, a participatory mechanism under which the will of the local community is reflected in the design and planning of Core/Satellites/Discovery trails as well as a system where the local community can benefit from tourism activities will be developed.

#### 3.4.1 Mannerings (promotion of good manners)

By facilitating better understanding of the real value and significance of cultural heritage, a sense of respect for the heritage and people's lives surrounding it will be developed. Through this process, people will develop a willingness to protect the heritage and people's lifestyles and learn how to do it in advance. In addition, learning the manners which are the part of the very culture and traditions visitors are interested in will make their stay more fruitful.

#### (1) Important points

- Teach stories behind the heritage in advance, so that people can enjoy them much more when they visit the site
- Show how people incorporate the heritage in their daily life such as cleaning activities and prayer
- Clearly indicate what should not be done through visual instruction

#### (2) Method

- At the core museum: Showing of videos, lectures by interpreters, and exhibitions of pertinent panels
- Through printed materials/website: Showing both how to enjoy the heritage and avoid any inappropriate behavior (taboos)
- By tour guides: Providing appropriate instruction at respective satellites including both ways to enjoy site and respect the heritage (taboos)

### 3.4.2 Community Education

In order to promote better understanding of the SEM and promote learning and rediscovery of the value of cultural resources by the local community in Salt, the SEM will hold various workshops and events for the general public, while at the same time it also strategically conducts a series of specialized workshops for local NGOs, schools, civil organizations and professional organizations such as for architects, craftsmen and cooks. These efforts will contribute to preventing the cultural resources from being lost carelessly and developing a foundation for the local community to cooperate with the government, private sector and other relevant organizations for conserving and recreating cultural resources with affection and pride.

In particular, strong emphasis will be placed on children, who will play a main role in the future. HOSM will hold regular events such as ‘Rediscovery Salt workshops’ and ‘Custom-made lectures at school’ for students at primary, middle and high schools in close collaboration with schools in Salt and other cities in Jordan. Those middle and high school students who want to learn more about SEM activities will be admitted to the SEM actors/actresses membership for free as a means of developing human resources for SEM operations.

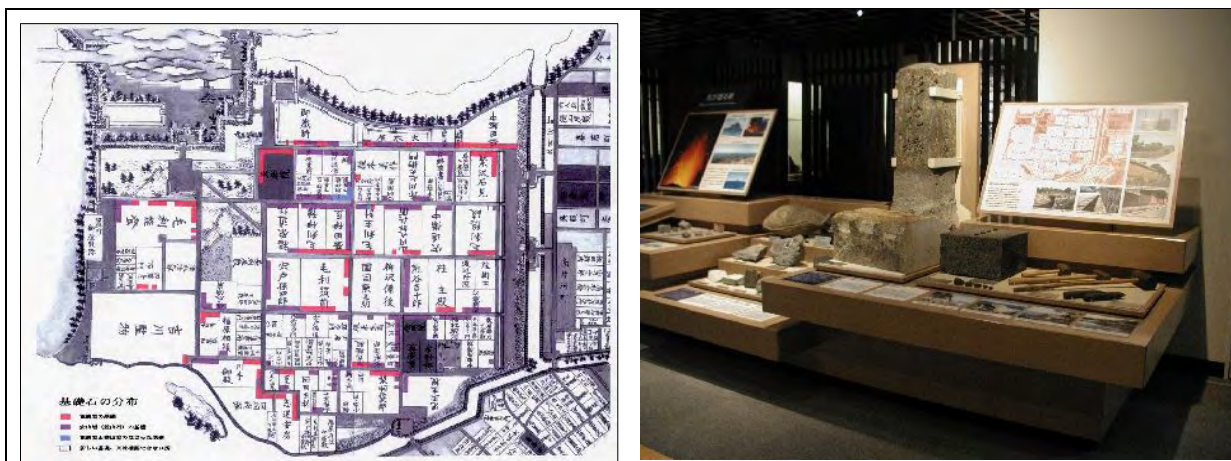
Furthermore, seminars and workshops jointly organized by other museums and relevant government departments will publicize SEM activities for revitalizing local communities to the Jordanian people.

#### **BOX 15 Involvement of Children: Hagi’s case**

In Hagi, children provide some of the closest and most sustained support to ecomuseum activities. One representative example is how the outcomes of a workshop for children on the ‘rediscovery of things changed and things not changed’ led to a new finding on the usage of stones in the stone fences, which is now exhibited at the Core Museum.



**Workshop on rediscovery of things changed and things not changed**



### Outcome of the workshop and its exhibition at the Core museum

Since children are so imaginative, their involvement can contribute to the rediscovery and interpretation of cultural resources in addition to broadening support for ecomuseum activities.

### 3.4.3 Supporting Sustainable Development of the Community

SEM will promote activities to develop and maintain the spirit of traditional hospitality, known as the ‘Madafa’ culture in Salt, by confirming and adjusting the way to follow this tradition in the modern age. In addition, the SEM will formulate the guidelines for tourism project development as described in 3.2.2, based on the spirit of Salt hospitality. By strictly applying the guidelines to not only the interpretation activities at the core museum, satellites, and discovery trails, but also the operation of restaurants, souvenir shops and accommodation facilities for tourists, which are expected to increase as the number of visitors increases, quality and sustainable tourism development based on the principle of the fair distribution of benefits will be achieved.

### 3.4.4 Discovering cultural heritage in the home

As described in the section on cultural resource management, SEM will collect information on cultural resources through four means. Of these four, information from local people will be collected by asking local people what they think is important in Salt’s culture, what they want to pass on to the next generation, and what kind of tangible and intangible factors they think express Salt’s original history, culture and nature are.

In order to rediscover cultural resources in Salt through the insights of local people, workshops on cultural resources in Salt will be held. Specifically, an event called “Discover Cultural Heritage in Your Home”,

where the local people exhibit their own treasures on their own premises allowing local people as well as visitors to see them, will be held. Local people who have cultural resources on their own premises and are willing to make them public will be registered as temporary satellites only for the event period. Utilizing private houses as pavilions for tours will facilitate the rediscovery of cultural resources in Salt, promote registration of cultural resources and encourage the rediscovering of the value of unknown resources in private homes.

In case the local people strongly resist utilizing their own houses as pavilions, asking them to bring their resources to the Core museum to exhibit them can be another solution. Appropriate PR activities within and outside Salt and holding the event during the same period every year will improve local people's understanding of and expand their participation in the event.

#### BOX 16 Hamasaki Mini Expo in Hagi



In the Hamasaki area of Hagi, an event called ‘Hamasaki Treasure Museum (Hamasaki Mini-Expo)’ has been held for one day in May every year since 1998. In the event, local residents open their houses to the public, allowing both local people and visitors to visit their houses to see their treasures exhibited there. In

this way, both local people and visitors can communicate and enjoy the traditional townscape, hidden cultural resources and related stories.

The event was organized and held by a local community-based organization called 'Hamasaki Shitchorukai' in close collaboration with the municipal government.

The event is gaining popularity, with 9,000 visitors attracted to the one-day event in 2008.

### **3.5 Target and Evaluation**

Based on the foregoing discussion, the SEM will conduct market research as part of the business of the museum. At the same time, the SEM will set the following targets and regularly evaluate the progress toward them.

#### **(1) Develop discovery trails and conduct trail tours**

- Evaluate the number of discovery trails and trail tours
- Conduct questionnaire surveys to visitors in order to know if they are satisfied with their visit or not

#### **(2) Discovery and registration of cultural resources**

- Evaluate the number of cultural resources registered
- Evaluate the distribution of registered cultural resources by type.

#### **(3) Establish Satellites**

- Evaluate the number of satellites registered and the frequency of their utilization

#### **(4) Increase the size of the support membership**

- Evaluate the number of members registered and the frequency of their participation

#### **(5) Plan and hold events**

- Evaluate the number of events conducted and participants in them
- Conduct questionnaire surveys to participants in order to know if they are satisfied with the event or not

### **3.6 Challenges Ahead**

The Action Plan described above was the outcome of close and continuous cooperation between Japanese experts and Jordanian counterparts, namely, the taskforce team established in November 2007. The Plan is a real and significant step forward for the realization in Jordan of the rather novel concept of the ecomuseum, provided the Jordanian side gives it serious consideration and makes its best efforts to implement it.

However, it should be noted that the Plan has not been exclusively developed and owned by Jordanian stakeholders yet, although it was formulated based on a series of discussions and consultations with relevant stakeholders. The ideas contained in the Plan come largely from the successful Japanese example of an ecomuseum in Hagi, and it was simply not possible to fully adjust those ideas to the Jordanian context within the limited study period available, although attempts were made to do so. In addition, the acute uncertainties in the implementation framework and lack of detailed information on the real conditions of key elements such as cultural resources, including historical buildings and the local community, prevented the study team from proposing more detailed plans.

Nevertheless the study team believes that it is the task of Jordanian counterparts to adjust and refine the Plan in order to make it feasible, while the Japanese side will continue to support their efforts with expertise and technology transfers. Through this processes of indigenization, the Plan will become truly Jordanian.

The following three issues are considered as the foremost challenges at present.

#### **(1) Gaining political support**

Although the ecomuseum is a community development movement in a real sense, establishment of the ecomuseum system requires comprehensive planning by and administrative capacity of the relevant government bodies. The ecomuseum concept covers not only cultural resource management, but also townscape, tourism and community management, requiring an integrated approach to achieve its vision.

Therefore gaining political support at higher levels, especially from GSM, is crucial for successful implementation of the SEM plan. Since the term ‘ecomuseum’ tends to cause misunderstanding of the concept, discussion on selecting a more appropriate Arabic term to describe the concept may be effective to deepen the understanding and strengthen the commitment of stakeholders toward the SEM plan, in addition to the efforts to broaden the support base of the SEM plan through individual contacts or collective workshops. Finally in order to receive official authorization of the Plan and make effective coordination with other relevant plans possible, it is indispensable for the Plan to be incorporated in the Master Plan

currently under preparation by the initiative of the Ministry of Municipality Affairs.

### **(2) Gaining grass-roots support**

The community will play a central role in the SEM plan. The SEM plan is a plan of and for the community for its sustainable development. Nevertheless there has been little involvement of the community in the planning process. This is partly because the concept of involving the community and encouraging their initiative is still new in Jordan, and both the government and the local community do not seem to be ready for a full range of collaboration. Moreover, there is a difficulty in identifying the civil society organizations which have a broad grassroots base. These organizations are largely fragmented, and no consolidated action has ever been taken for a unified objective like the ecomuseum. Under these circumstances, abrupt attempts at involving the local community without any consensus within the community will not produce favorable results. Rather, a careful and gradual approach to the community will be more suitable both for the government and for the community for making a consensus and finding a suitable way to involve the community in the process of realizing the ecomuseum concept.

As the understanding by the community of the ecomuseum concept deepens, the natural willingness to cooperate with the government to realize the concept will be developed. For the time being, efforts have to be made for the relevant government departments to promote better understanding of the concept. In this sense, the most important target will be students, to whom approach is easier and effectiveness of the campaign greater, as the workshop for secondary school students held during the Study indicates. For the other segments of the local community, holding events to promote and explain the concept and retaining people who are interested in the concept through the support membership system will be more important than rushing at gaining the broader support.

### **(3) Strengthening implementation mechanism**

The taskforce team established in November 2007 is the main vehicle for promoting the ecomuseum concept in Salt to date. Their dedicated work is commendable and without their cooperation this Plan would not have been formulated. In addition, choosing key persons from the relevant organizations worked well since the major work to date was to understand the concept and formulate a feasible plan for Salt, which does not require huge manpower.

However, since the Plan, though preliminary, is ready and the task ahead is the detailing and owning of the Plan, which require more organizational arrangements, a more organized and consolidated implementation structure is necessary. As proposed in 2.5.3, the Setup committee based on the current taskforce team will



be a planning and coordination body. For the smooth transition from the taskforce to the setup committee, as well as for effective planning and coordination, efforts have to be made to broaden the base of support and strengthen the links between the taskforce members and other relevant organizations.

## Appendix 1 History of Japanese cooperation to Salt

### 1. Chronological Events

Since 1999	JBIC supports tourism infrastructure development including HOSD as a part of TSDP
February-March 2004	JICA training on Museology in Japan. Three counterparts of HOSD and one from PMU participated.
December 2004 – November 2007	JICA technical project on “ Tourism Development through Museum Activity” (TDMAP)
March 2007	JBIC mission on Salt tourism development
July 2007	JBIC mission with Prof. Nishiyama  The workshop on ‘Urban Heritage Tourism: A Key for Salt?’ was held on 22 July in Salt
November 2007	JBIC mission with Prof. Nishiyama  A series of lectures conducted on ‘Ecomuseum System’ to the taskforce team
April 2008	JBIC mission with Prof. Nishiyama  Kick-off of JOCV activities
April-September 2008	8 JOCVs dispatched to support promotion of Salt Ecomuseum concept
September 2008 – February 2009	JICA Special Assistance for Project Implementation (SAPI) on SAPI

### 2. Achievements

- Development of Tourism infrastructure including HOSM
- The workshop on ‘Urban Heritage Tourism: A Key for Salt?’ was held on 22 July in Salt Municipality in coordination with Salt municipality to introduce the ecomuseum concept to major stakeholders in Salt
- Taskforce team consisting of MOTA(PMU/HOSM) /GSM was formed by MOTA minister. They were given a series of lectures on Ecomuseum concept by Prof. Nishiyama
- Various proposals for Ecomuseum system were prepared by JOCV, and being upgraded by SAPI
  - ✓ Draft Basic Vision/Basic Plan
  - ✓ Proposed discovery trails (History/Building/Hospitality)
  - ✓ Survey of historical buildings and production of Heritage Map
  - ✓ Production of sample brochure and tourist maps

## **Appendix 2 Hagi Machijuu Museum Vision**

### **1. History and Urban Heritage in Hagi**

The history of Hagi dates back to 1600 (Keichou 5), when Terumoto Mouri, an influential samurai lord, after suffering defeat in the Sekigahara War, shifted his base and established his new government in Hagi. After that, Hagi enjoyed prosperity as a castle town and became the center of a historical turnaround for Japan at the end of the Edo Period by producing many important figures who initiated this change.

Hagi has inherited an urban heritage that was formed under the rule of the Mouri family for 260 years and has kept the original atmosphere of a castle town at that time. Hagi today is the only Japanese city where the old map of the Edo Period is still valid. The sites of the castle, samurai residences and temples are valuable cultural assets that represent Japanese traditional culture. Moreover, what is significant in Hagi is that those historical assets are still in use, with local people utilizing the assets in their daily lives.

For this valuable urban heritage in Hagi, efforts for conservation and maintenance have not been sufficient. Although efforts had been made for the Horiuchi, Heianko and Hamasaki areas, which have been designated as preservation districts for groups of historic buildings by the National Government, and for Toukou Temple, the birthplace for Shoin Yoshida, and Aibagawa, which have been designated as preservation districts for historical landscapes. We believe that Hagi has a remarkable urban heritage, which even people in Hagi do not realize.

### **2. Present conditions and challenges for urban heritage in Hagi**

#### **(1) Loosing and confusing landscape**

At present traditional landscapes of the urban heritage in Hagi, such as ‘orange shown from a mud wall’, ‘landscape with a series of old town houses’, ‘old pine tree which has observed local history’, are gradually disappearing by the effects of urbanization.

The urban heritage in Hagi was formed based on the samurai residences, merchant towns, temple towns, port towns and rich rural landscape common in the Edo period and maintained through the Meiji, Taishou and Early Showa periods. Except for white walls and black roof tiles, those traditional landscapes, which did not use commercial building materials nor apply artificial paints, had only the natural colors coming from trees, greenery, stones, mud and oranges.

Unfortunately, Hagi at present is flooded with artificial colors and commercial sign boards. In this modern period, when people can choose any design and any colors they wish, not only the Hagi municipality, but also every citizen in Hagi has to think what the best option for the urban heritage in Hagi is and act accordingly in order to conserve ‘Hagi city’.

#### **(2) Quest for Hagi Study**

Hagi has a long history, starting from the early age represented by the ancient tomb of Enkouji to 260 years of the Mouri Family rule and the modern age. The proof of this long history is the fact that Hagi has

40 national registered cultural properties, over 120 registered cultural properties, and three national registered preservation districts for groups of historic buildings. However stories and events produced throughout this long history are gradually being lost these days.

The Hagi Museum, scheduled to open in November 2004, is expected to serve not only as a core facility of cultural assets scattered all over the city, but also as an information base to preserve and relate the history of Hagi. Furthermore, every Hagi citizen, in collaboration with the Hagi Museum, is encouraged to contribute stories and information about the history of Hagi and explore ideas and life styles which have made Hagi significant.

### **(3) Tourism resource and infrastructure development**

This year Hagi celebrates its 400<sup>th</sup> anniversary since Terumoto Mouri established his government. The city of Hagi is implementing various projects in commemoration of this event, such as the construction of the Hagi Museum, restoration of the North Gate, conservation of cultural assets and the biggest-ever excavation for buried cultural assets. In tandem with this, the construction of a highway extending to Hagi has also been initiated, and the construction of large-scale tourist parking lots is also under planning. For the fast development of tourism resources, tourism facilities and tourism access, establishing a new tourism system to manage these developments becomes an imperative issue.

## **3. Hagi Machijuu Museum**

In order for Hagi to protect its remarkable landscape, its values and significance have to be shared not only by the municipality and citizens, but also by its visitors, which will become the basis of a broader movement toward the preservation of Hagi City as a world-class heritage site. In other words, the question as to whether Hagi can develop a new style or system of tourism that will enable high quality cultural communication with other areas or other countries is being asked.

Hagi has to recapture the brightness it once had as a castle town 400 years ago through the various activities of the Hagi Museum and the local community to rediscover Hagi's urban heritage. As Hagi recaptures this vibrancy, Hagi citizens will be called on to welcome visitors as hosts utilizing Hagi's cultural assets as a showcase. As a host, every citizen has to understand what visitors want and to act accordingly. Establishing a strong system to accommodate visitors with care and comfort will be the biggest challenge for Hagi to be a successful and sustainable tourist city.

The Hagi Municipality fully supports the 'Hagi Machijuu Museum Vision' for promoting tourism by considering the whole city of Hagi a cultural and historical museum. In order to promote the rediscovery and revitalization of Hagi, the City will implement the following plans:

**(1) Research and Conservation**

The citizens of Hagi will study not only the city's history and culture as a source of attraction, but also the nature, industries and life styles of Hagi in order to develop measures to protect historical spaces and the natural environment from any deterioration. With pride and affection, both the Hagi municipal government and its citizens will promote conservation activities. Both sides will try to seek the support and understanding from other areas and foreign visitors and to establish trust funds to conserve, restore and maintain lands and buildings.

**(2) Exhibitions/Public Relations/ Utilization**

Hagi will exhibit conserved/restored historical spaces and the natural environment in their original form and in a way to properly protect their original value. A system will be set up through which citizens can rediscover Hagi and utilize its new values.

**(3) Site development and infrastructure development**

The Hagi Museum will be established as a core facility in the Machijuu Museum plan. In addition, satellite museums based on rediscovered local resources will be developed and linked together. Access roads will also be developed from outside areas to Hagi City, from the core Hagi Museum to satellite museums, and from satellite museums to other satellite museums. Walking paths for exploring the history, culture and nature of the areas around the satellite museums will also be developed.

**(4) Hospitality of Hagi**

Hagi has kept the important elements of traditional Japan, which is why visitors to Hagi feel at home. The citizens of Hagi will promote the kind of hospitality that encourages visitors to come back and makes local people proud of living in Hagi.

**4. Declaration****(1) Definitions****i) Urban heritage**

“Urban heritage” means historical spaces, including town houses, cultural assets and others, the natural environment as their background, and the cultural heritage which has been developed and inherited through the daily lives of local people.

**ii) Machijuu Museum**

The Machijuu Museum is a system to promote the conservation and utilization of the urban heritage inherent to Hagi by considering the entire city of Hagi as a museum.

**iii) Stakeholders**

The stakeholders are the Hagi municipal government and its citizens.

**(2) Director**

- i) One person will be appointed director of the Machijuu Museum.
- ii) The director will implement the various activities related to the Machijuu Museum in close collaboration with the municipality and local people, and will be responsible for the operation and management of the Hagi Museum.

**(3) Action Plan**

The Hagi Municipality will formulate the Hagi Machijuu Museum Action Plan as a basic action plan for both the municipality and citizens to promote the Machijuu Museum.

**(4) Promotion Committee**

- i) The Hagi Municipality will establish the Hagi Machijuu Museum Promotion Committee (hereinafter referred to as the “Committee”) in order to promote the Machijuu Museum in close collaboration with the municipality and local people.
- ii) The Committee will decide any details related to the organization and operation of the Committee.

<END>

## Appendix 3 Consideration for Sustainable Ecomuseum System

In order to make operation of Ecomuseum sustainable, the system which increases the number of visitors, generates tourism incomes and spend the incomes to finance operation costs of the system as well as to reinvest in local community. On the other hand, since materializing Ecomuseum system involves a wide range of sectors concerning urban planning, setting the ambitious targets such as realization of high-quality Ecomuseum or registration of World Heritage, can facilitate solution of difficult issues such as traffic management, heritage restoration and improving public work policy.

### (1) Establishment of a mechanism to regularly collect fees from tourists

#### 1) Examples of sources of incomes

- Collecting *special fees for heritage conservation* in addition to parking fees at government-run parking lots (Sirakawa village)
- *Passport entrance ticket system* • (Iron Bridge Museum)
- Development and sales of museum goods (Taketomi Island, Hagi City)
- Running restaurant (Hagi City)
- Guiding service (Hagi City, Taketomi Island)
- Restoration of cultural heritages by '*One Coin Trust*' (Hagi City)

#### 2) Proposal for SEM

- At the early stage, *collecting special fees for heritage conservation* in addition to parking fees at parking lots will be easiest and effective in Salt.
- Development/promotion of tourism service menus in collaboration with government has to be considered in the early stage in order to increase the visitors.
- Training of interpreters and running trail guide tours from the latter part of Phase I if possible
- Starting the sales of passport ticket which covers both the core museum and satellites from Phase II when the number of satellites becomes sufficient
- One Coin Trust
- Non-profit organization such as NGO/Trust which is responsible for museum operation will manage collection/ pooling/spending of the fund.

### (2) Effective utilization of SEM Fund

- Operation of SEM fund in collaboration with public funds
- Support for *restoration of historical buildings* and *landscaping projects* under which new buildings are constructed and/or existing non-traditional buildings are renovated in line with the stipulated guideline in order to maintain the traditional landscapes.
- Support to operation and management of core museum and satellites etc.
- Support to *community activities* related to Ecomuseum

### **(3) Establishment of new traffic system for Ecomuseum**

#### **Level 1**

- Regulate tourist traffic access to the heritage area by developing new tourist parking lots

#### **Level 2**

- Eliminate transit traffic through the city by constructing bypass within the wider area

#### **Level 3**

- Regulate daily traffic in the area by time etc
- Regulate traffic access to important discovery trails by time

### **(4) Setting guidelines for public space development**

Formulation of the following guidelines will be required:

- *Guidelines for development works for public spaces* such as historical roads and steps which preserve the authenticity of historical urban space with consideration for future registration of World Heritage
- *Conservation and utilization of important heritage* which has potential to be a satellite (example: archeological ruin excavated in the city core and center plaza development plan)



## Appendix 4 History of Hagi Machi-ju Museum

### 1. Brief history

- April, 2003: Setup Committee of Machi-ju Museum established  
>> Four working groups established
- October 29, 2003: - Machi-ju Museum Plan drawn  
- Setup Committee of Machi-ju Museum modified to Promotion Committee of Machi-ju Museum
- November, 2003: - Machi-ju Museum Symposium held  
- Hagi Museum completed as core facility
- April, 2004: - Machi-ju Museum Act enforced  
- Promotion Section of Machi-ju Museum established  
- Report by Committee of Planning Machi-ju Museum issued
- June, 2004: Nonprofit, Hagi Machi-ju Museum, established
- July, 2004: Promotion Section of Machi-ju Museum developed to Promotion Division of Machi-ju Museum
- October, 2004: - Website of Machi-ju Museum opened  
- Guidance of Machi-ju Museum issued  
- Guidebook of Machi-ju Museum issued  
- Machi-ju Museum Forum held
- November, 2004: Hagi Museum opened
- February, 2005: One Coin Trust movement started
- March, 2005: Basic and Action Plans of Machi-ju Museum drawn
- June, 2005: Machi-ju Museum notified to all citizens by city journal and handouts
- October, 2005: "Volunteer Messe 2005" held
- November, 2005: First "Certificate for Well-knowledge on Hagi" held (only "master" certificate)
- April, 2006: First heritage reconstructed with One Coin Trust (old residence gate)
- June, 2006: Discussion on unification of roles and responsibilities of volunteer guides and managers of heritage facilities
- October, 2006: Second heritage reconstructed with One Coin Trust (festival cart)
- November, 2006: Second "Certificate for Well-knowledge on Hagi" held ("master" & "doctor" certificates)
- December, 2006: - "Doctors" in "Certificate for Well-knowledge on Hagi" committed to guiding visitors  
- "Group of Master/Doctor of Knowledge on Hagi" established
- January, 2007: Nonprofit, Hagi Tourism Guide Association, established
- April, 2007: Hagi Heritage Protection Association joined One Coin Trust movement
- July, 2007: - Third heritage reconstructed with One Coin Trust (old tools)  
- Committee of Revival of Old Street Names established
- August 25 - 31, 2007: "Hagi Ishin Juku" held in commemoration of 150<sup>th</sup> anniversary of opening "Shokason Juku" (old private school around the end of Shogun Era that produced revolutionists and elites of the new government)
- October, 2007: Installation of signage of old streets started
- November, 2007: - Third "Certificate for well-knowledge on Hagi" held ("master" & "doctor" certificates)  
- Discovery walk on old street names and Old Street Name Symposium held
- June, 2008: Guidance on Hagi for children issued and distributed to high graders at primary school
- August, 2008: Canon, fifth remade heritage with One Coin Trust, returned from the U.K.

## 2. Machi-ju Museum as core of city revitalization

Machi-ju Museum is positioned as the core of revitalization of Hagi City and this concept is vigorously promoted:

- Drawing of “Machi-ju Museum Plan” (October, 2003)
- Enforcement of “Machi-ju Museum Act” (April, 2004)
- Drawing of “Basic and Action Plans of Machi-ju Museum” (March, 2007)

## 3. Promotion in collaboration with citizens

Machi-ju Museum is promoted hand-in-hand with Hagi citizens.

- “Nonprofit, Hagi Machi-ju Museum” (established in June, 2004)  
Hagi City and its citizens established the organization to promote Machi-ju Museum:  
Director – Mr. Takuzo KUBOTA  
No. of members - 150  
Office – Hagi Museum  
Activities -  
(1) Operation of Hagi Museum  
- Reception - Guidance - Cleaning - Guarding - Curator support  
- Production of exhibits - Running restaurant and shop  
(2) Promotion of Machi-ju Museum  
- Publication of English tourist brochure  
- Research of stone signage and great people’s graves  
- Opening website  
- Picture-story show of folklore  
- Promotion of One Coin Trust  
- Opening “Traditional Toy Plaza”  
- Holding “Volunteer Messe 2005”
- “Non-profit, Hagi Tourism Guide Association” (established in January 2007)  
Existing volunteer guide organizations established this association to promote hospitality toward visitors:  
Director – Mr. Akira KODAMA  
No. of members – 83  
Office – in old town  
Activities -  
(1) Management and guidance of seven heritage facilities  
(2) Guidance for visitors (core tourism sites - Shoin Shrine (shrine built in commemoration of YOSHODA Shoin, founder of Shokason Juku who influenced then revolutionists and new government elites who were his students - and around)  
(3) Holding “Hagi Tourism Seminar”  
(4) Opening “Hagi Tourism Information Center”

## 4. Building infrastructure

Infrastructure in Machi-ju Museum has been developed with support from the national and prefectural governments:

- (1) Developed by Hagi City
  - Hagi Museum
  - Heritage sites
  - Burying electric wires underground, beautification of roads, installation of signage, construction of walking trails/park/rest house, construction of ditches, installation of street lights
  - Restoration/repair of traditional buildings
  - Development/renovation of roads/streets/parking lots
  - Operation of tourist boats
- (2) Developed by national government  
Construction of roads
- (3) Developed by prefectural government

- Construction/renovation of roads/walking trails
- Development of beach

### **5. One Coin Trust movement (started in February, 2007)**

Support from people in other areas and countries (“one coin (JPY100) trust”) has enhanced restoration, renovation and utilization of Hagi City’s historical and natural environment:

#### (1) Renovated heritage

First case – Gate of residence of Mr. INOUE Masaru (great contributor to initiation and development of railway)

Second case – Festival cart

Third case – Old tools (soldiers’ lances, etc.)

#### (2) Total of trust fund

JPY24,160,497 (as of May 22, 2008)

### **6. Certificate for well-knowledge on Hagi**

This test is provided to give people opportunities to enjoy learning Hagi’s rich natural environment, history and cultural treasury and its related stories (“master” and “doctor” certificates). People with “doctor” certificate since 2006 are working as “Town Navigator”:

No. of “masters” (accumulation for three years): 378

No. of “doctors” (accumulation for two years): 55

### **7. Revival of old street names**

As it is told that you can stroll in Hagi with maps of Shogun Era (the landscape has not changed since then), reviving old street names was thought to remind local people of Hagi’s history and help give pride of being Hagi citizens as well as more strongly impress visitors:

#### (1) Installation of signage (since October, 2007)

Bronze plates with old street names and symbols were installed at 57 points on roads mainly in old town.

#### (2) Production of old street map (November, 2007)

Maps with the origin of old street names and their characteristics were produced

#### (3) Holding symposium and walking event (November, 2007)

### **8. Conservation of landscape**

Hagi City was certified as the tenth local landscape conservation government in Japan on March 3, 2005. “Hagi City Landscape Plans (Landscape Master Plan)” will be accordingly enforced in December 2008. “Regulation on Outside Advertisement” is also prepared.

### **9. Registration to World Heritage**

Hagi City is working on registration of “Old Town” and “Sites of Industrial Modernization” as World Heritage.

## Appendix 5 Overview of NGO ‘Hagi Machi-ju Museum’

### 1. Profile

- (1) Director: Mr. Takuzo KUBOTA
- (2) Address: 355 Horiuchi, Hagi
- (3) Establishment date: June 18, 2004
- (4) Date of nonprofit certification: September 16, 2004
- (5) No. of members: 151 (women: 73, men: 78) \*as of August 1, 2008
- (6) No. of board members: 10 (executives: 8, secretaries: 2)
- (7) No. of staff: 5 (manager: 1, staff: 4)
- (8) No. of teams: 14 (as in “3. Teams” below)

### 2. Activities

Citizens of Hagi City voluntarily established Hagi Machi-ju Museum on June 18, 2004 in order to protect urban heritage and hand it over to their next generations by rediscovery of urban heritage and management of the relevant information. We, in collaboration with Hagi City, promote “Hagi Machi-ju Museum”, the concept that the whole city is a roofless museum with traditional, historic treasures and the movement of revitalization of the city and its communities.

We operate and manage Hagi Museum as the core facility of Hagi Machi-ju Museum under consignment of Hagi City, hold events and exhibitions in heritage facilities to show visitors history and culture of Hagi, and provide information on Internet. We also actively collect and list traditional, historic treasures, promote “One Coin Trust movement”, which is a nationwide trusteeship for protection of uncertified heritage, and rediscover old street names.

In terms of operation and management of Hagi Museum we receive and guide visitors, guard and clean the museum and run the shop and the restaurant. This museum is a town museum run by ordinary citizens.

### 3. Teams (as of April 1, 2008)

- Paid teams
  - Guide Team - Guard/Maintenance Team - Reception/Shop Team
  - Restaurant Team - One Coin Trust Team
  - Astronomy Team (Curator Support Team)
- Unpaid teams
  - PR Team - Green Promotion Team - Information Team - Folklore Team
  - Training Team - Foreign Language Team - Event Team
  - Curator Support Team (marine/folklore/history/land creature)
  - Supporting members

## Appendix 6 ‘Hagi Machi-ju Museum’ NGO: Financial Report

### 1. Financial report for fiscal year 2007

#### <Revenue>

Item	Amount (JPY)	Remarks
Membership fee	414,000	-
Sales	36,924,550	- Sales from restaurant: 17,432,977 - Sales from shop: 19,491,573
Consignment fee	48,104,248	- Management/operation of museum :17,810,000 - Cleaning museum: 11,296,000 - Guarding museum: 2,885,298 - Exhibiting: 11,677,950 - Renovation of exhibition space: 4,435,000
Miscellaneous	941,730	-
Total	86,384,528	-

#### <Expenditure>

Item	Amount (JPY)	Remarks
Operation cost	38,024,874	- Restaurant: 7,276,202 - Shop: 14,635,722 - Exhibition: 16,112,950
Reward to members	21,382,015	-
Staff salary	7,292,000	-
Executive salary	1,860,000	-
Welfare	2,871,539	- Legal welfare: 861,303 - Voluntary welfare: 2,010,236
Activities	3,921,089	-
Transportation	388,895	-
Communication	718,212	-
Conference	45,550	-
Lease	1,545,924	-
Insurance	29,500	-
Utility	433,321	-
Vehicle	265,128	-
Supplies	749,753	-
Tax	2,021,572	-
Consignment fee	138,600	-
Depreciation	417,350	-
PR	386,506	-
Entertainment	532,186	-
Charge	1,438,000	-
Construction/renovation	1,515,150	-
Miscellaneous	348,876	-
Total	86,326,040	-

\*JPY86,384,528 – JPY86,326,040 = JPY58,488 (profit)

## 2. Budget for fiscal year 2008 (draft)

### <Revenue>

Item	Amount (JPY)	Remarks
Membership fee	400,000	-
Sales	35,000,000	- Sales from restaurant: 16,500,000 - Sales from shop: 18,500,000
Consignment fee	43,389,797	- Management/operation of museum 17,810,000 - Cleaning museum: 11,296,000 - Guarding museum: 2,885,298 - Exhibiting: 9,352,999 - Special exhibition: 2,045,500
Miscellaneous	800,000	-
Total	79,589,797	-

### <Expenditure>

Item	Amount (JPY)	Remarks
Operation cost	33,088,499	- Restaurant: 7,260,000 - Shop: 14,430,000 - Exhibition: 11,398,499
Reward to members	22,000,000	-
Staff salary	5,900,000	-
Executive salary	2,280,000	-
Welfare	2,860,000	-Legal welfare: 860,000 -Voluntary welfare: 2,000,000
Activities	4,000,000	-
Transportation	400,000	-
Communication	970,000	-
Conference	50,000	-
Lease	1,550,000	-
Insurance	30,000	-
Utility	450,000	-
Vehicle	200,000	-
Supplies	750,000	-
Tax	2,000,000	-
Consignment fee	650,000	-
Depreciation	192,950	-
PR	400,000	-
Entertainment	500,000	-
Charge	1,000,000	-
Miscellaneous	318,348	-
Total	79,589,797	-

## Appendix 7 Townscape Management in Hagi<sup>4</sup>

Category	Function	Details	
Works related to Conservation of historical buildings	Holding of advisory council meetings	Discussion on modifications of the conservation plan	
		Discussion on designation of buildings for conservation	
		Administrative procedures of public notice	
	Management of designated buildings	Study of candidate buildings and procedures for designation	
		Management of database for designated buildings	
	Approval of changes in existing structure	Consultation and instruction for changes	
		Appraisal of application for approval	
		Issue of permit for changes	
	Instructions for restoration works of designated buildings and landscaping works for non-designated buildings	Instructions to basic design for restoration and landscaping works	
		Instructions to implementation design and construction works for restoration and landscaping works	
Works related to infrastructure development in the conservation area	Townscape development	Covering electric wires under the soil	
		Improved road pavement	
		Establishment of signage system	
	Public satellite facility development	Formulation of satellite facility development plan	
		Formulation of satellite facility operation/management plan	
		Conservation and restoration of satellite facilities	
		Development of related facilities such as exhibition, power supply and drainage	
		Consensus building with private organizations on utilization of satellite facilities	
		Support for restoration/landscaping activities by private owners	Assistance for basic design
			Assistance for implementation design/ construction supervision
Assistance for construction works			
Support for the awareness campaigns on townscape management by private sector	Financial/ technical support to Hamasaki mini-expo		
	Financial/ technical support to visits to restored designated buildings and training programs for guides		
Support for operation of satellite facilities	Maintenance of the facilities		
	Financial/ technical support to opening/exhibit of the satellite facilities		

<sup>4</sup> Highlighted tasks involve close collaboration with local community.

## Appendix 8 Subsidies for restoration/modification in Hagi

(Example in Horiuchi-Hiyako preservation district in Hagi)

Type of object	Coverage of expense	Details of expense	Percentage subsidy/cost	Classification of object	Maximum amount of subsidy (unit: ten thousand yen)	Minimum amount of subsidy (unit: ten thousand)
Restoration of traditional buildings	External appearance, such as roof, external wall surface, eave, fixture (as for roof and e.w.s. including structural elements such as foundation etc.)	Construction cost and others which are admitted by mayor	less than 4/5	Buildings faced to public street (old street)	800	40
				Buildings behind public street (old street)	400	20
				Constructions (mud enclosure, stone wall etc.)	non	10
				Constructions (gate)	200	10
				Religious buildings and related constructions	800	40
		design and supervision cost	less than 4/5	Buildings with special need	60	6
Modification of exterior	Among the cases of newly built, rebuilt, extension, transfer and remodel, those which wholly meet criteria of "traditional style", external appearance such as roof, external wall surface, eave, fixture (as for roof and e.w.s. including structural elements such as foundation etc.)	Construction cost and others which are admitted by mayor	less than 3/5	Buildings faced to public street (old street)	400	40
				Buildings behind public street (old street)	200	20
				Constructions (mud enclosure, stone wall, gate, etc.)	100	10
				Religious buildings and related constructions	400	40
		design and supervision cost	less than 3/5	Buildings with special need	30	6
Restoration of environmental assets	Restoration work	Restoration cost	less than 4/5		100	10
Modification of environmental elements except environmental assets	Modification work	Modification cost	less than 4/5		50	5

\*JPY10,000 is about 70JD.



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*WE, Faisal Bin Al-Hussein, the Viceroy of H.M. the King, pursuant to Article (21) of the Constitution, and in accordance with the decision of the Houses of Representatives and Senate, hereby endorse the following law and ordain to enact and add it to the State Laws:*

**Law No. (5) of 2005**  
**Law on Protection of Architectural and Urban Heritage**

**Article 1**

This law shall be cited the (Law on Protection of Architectural and Urban Heritage of 2005) and shall come into force as of the date of publishing in the Official Gazette.

**Article 2**

The following words and expressions, wherever stated in this law, shall have the meanings indicated hereunder unless the context otherwise implies:

- The Ministry: Ministry of Tourism and Antiquity.
- The Minister: Minister of Tourism and Antiquity.
- The Committee: National Committee on the Protection of Cultural and Urban Heritage formed pursuant to the provisions of this law.
- The Fund: The Fund for the Protection of Architectural and Urban Heritage formed pursuant to the provisions of this law.
- Heritage Site: the building or site of heritage value in terms of building mode, or relation thereof to historical characters or significant national, transnational or religious events that had been erected after the year 1750, in a manner that does not conflict with the effective Antiquities Law No. (12) of 1988 in accordance with the provisions hereof; the same shall include the following:
  - Heritage Building: Building architectonic structures and items of architectural, historical or cultural characteristics that relate certain events.
  - Urban Site: the cultural texture, public courts, residential vicinities and sites coordination that represent the established values on which the population culture had been formed.

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- Regulatory Authorities: The Higher Organization Council, and district and local committees formed under the Law on Organization of Cities, Villages and Buildings in effect.

**Article 3**

This law aims at preserving, protecting and maintaining Jordanian heritage sites.

**The Committee****Article 4**

- a. A committee called (the National Committee for the Protection of the Architectural and Urban Heritage) shall be formed at the Ministry, chaired by the Minister with the following membership thereto:
    1. The Director General of the Public Antiquities Department as deputy chairman.
    2. The Director General of the Ministry of Tourism and Antiquities.
    3. The Director General of the General Corporation of Housing and Urban Development.
    4. A representative of the Ministry of Planning nominated by the minister thereof.
    5. A representative of the Ministry of Municipal Affairs nominated by the minister thereof.
    6. A representative of the Ministry of Environment nominated by the minister thereof.
    7. A representative of the Ministry of Finance nominated by the minister thereof.
    8. A representative of the Greater Amman Municipality nominated by the Mayor thereof.
    9. A representative of the Jordan Armed Forces nominated by the Chief of Joint Staff.
    10. Four persons of expertise and interest in the cultural heritage to be appointed by a decision of the Council of Ministers upon the recommendation of the Minister.
  - b. The degree of any of the members provided for in Items (4-8) of Clause (a) of this article must not be less than the first of the first category.
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**Article 5**

The Committee assumes the following duties and authorities:

- a. To draw up the principles and criteria for guaranteeing the preservation of the cultural and urban heritage and submit them to the Cabinet for endorsement and publishing in the Official Gazette.
  - b. To recommend to the Cabinet on approving heritage sites, documenting and incorporate them in the cultural and urban heritage registry following a study and evaluation thereof, and to prepare listings including the names and boundaries of heritage sites and publish them in the Official Gazette.
  - c. To work on securing the funds necessary for restoration works and reconstruction of heritage sites and the areas around them, and to present a fair compensation to the owners thereof in order to encourage them to preserve their buildings.
  - d. To follow up the restoration works by assigning specialists for this purpose in accordance with the established principles and criteria.
  - e. To document the cultural and urban heritage of Jerusalem City and to highlight the Arab and Islamic identity therein.
  - f. To follow up the implementation of the agreements and contracts entered into between the committee and any of the heritage buildings owners, engineering offices, or approved contractors in the area of field studies, architectural designs and execution works of heritage buildings.
  - g. To specify the types of professions that may be licensed within the heritage sites in addition to the determined utilization as per the organizational schemes of the heritage sites provided this does not affect the heritage value thereof.
  - h. To supervise the Fund and develop the resources thereof.
  - i. To participate in representing the Kingdom at Arab and international conferences on cultural and urban heritage.
  - j. To exchange expertise and information on the protection of cultural and urban heritage with Arab and international states.
  - k. To work towards spreading awareness at various levels to preserve the cultural and urban heritage using any of the following means:
    - To promote tourism in heritage sites which were restored and rehabilitated.
    - To hold local conferences, seminars and workshops, and prepare bulletins about the heritage sites.
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- To trigger voluntary public action in this area with the participation of private relevant institutions.
- l. To approve the public and private entities that may make submissions to the committee on the heritage sites to be evaluated.
- m. To form ad hoc technical committees to evaluate heritage sites and make recommendations to the committee for appropriate decision thereon.
- n. Any other matters related to the protection of cultural and urban heritage.

### **Article 6**

- a. The Committee shall hold its meetings upon the convocation of its chairman or his deputy, at his absence, once every month or whenever necessary. The legal quorum for the meetings thereof shall be achieved by the attendance of two thirds of the members thereof provided having the chairman or his deputy among them; where the decisions thereof shall be taken by at least the majority of its members.
- b. The chairman may invite any experts or concerned persons to attend the meetings of the committee to consult them on the presented matters without having the right to vote.

### **Article 7**

The administrative unit formed at the Ministry shall follow up all the procedures and decisions related to the Committee's duties and authorities and the duties of the technical committee to be formed by the Committee, where the head of the administrative unit shall be the rapporteur of the Committee and reports to its chairman.

## **The Fund**

### **Article 8**

A fund called (Fund for the Protection of Cultural and Urban Heritage) shall be established with the objective of securing the funding necessary to preserve the heritage sites under a regulation to be issued for this purpose.

### **Article 9**

The financial resources of the Fund shall be composed of the following:

- a. The appropriations in the budget of the Ministry.
  - b. Revenue generated from developing the Fund's properties.
  - c. Fines generated from violating the provisions of this law.
-

- d. Aids, grants and donations received from any entity on condition of obtaining the approval of the Cabinet in case they are of non-Jordanian origin.

**Article 10**

Disbursement by the Fund shall be made in accordance with the provisions of the Financial Regulation No. (3) of 1994 or any regulation to be issued for this purpose with the following objectives:

- a. Amounts necessary to acquire, restore or reconstruct any of the heritage sites.
- b. To compensate the owners of heritage sites subject to the organization areas, the heritage value of building, and costs of restoration or reconstruction works.
- c. To provide loans and financial aid to encourage the owners of heritage sites to execute restoration and reconstruction works.

**General Provisions****Article 11**

It is prohibited to destroy, damage, demolish, cause damage to, separate any part of, or post announcements on heritage sites. Occupant of a heritage site and regulatory authorities must maintain it free of any misuse or destruction that may cause damage to the components or surroundings thereof.

**Article 12**

Features of heritage sites may not be changed or added without obtaining the prior approval of the Committee in accordance with the established principles and criteria.

**Article 13**

Regulatory authorities must comply with the established principles and criteria upon studying architectural designs of heritage sites and the new buildings surrounding them with respect to the patterns, height, shapes, facades, construction materials, colors and uses thereof, and the harmony with the built environment surrounding them.

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**Article 14**

- a. Notwithstanding the provisions of any other legislation, the regulatory authorities shall have to license the heritage site as is and exempt it from any fines imposed for violations of the determined legal recessions, percentage, floor or size.
- b. Regulatory authorities must consider the heritage sites at planning, modifying or endorsing any structural or detailed organizational scheme, where the municipalities and any other entity must not affect the heritage site upon opening streets and roads within their jurisdiction.

**Article 15**

- a. An owner of a heritage site shall be granted the following incentives:
  1. Exemption from income tax, and tax on social services of utilizing the heritage site in a manner consistent with its description.
  2. Exemption from assignment fees at purchasing the heritage building for the purposes of restoring it for preservation thereof.
  3. Exemption of the constructional materials used in rehabilitation, restoration or preservation of the heritage site from the general sales tax and any other duties including the import duties.
- b. The incentive amounts indicated in Clause (a) of this article shall be redeemed in the event of violating the legal and contractual conditions on preserving the heritage site by the owner thereof.

**Article 16**

- a. Any person that posts any announcement or writing on a heritage site shall be subject to a fine that is not less than one hundred JD and not exceeding five hundred JD.
  - b. Any who commits the following shall be subject to a fine that is not less than two thousand JD and not exceeding five thousand JD:
    1. Destroys, misuses or deliberately contributes to the infliction of damage to any heritage site or part thereof.
    2. Makes any addition or change to the features of any heritage site without obtaining the prior approval of the Committee.
    3. Uses the heritage site in a manner contradictory to any use decided by the Committee.
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- c. Any person who destroys any heritage site or part thereof shall be subject to a fine that is not less than two thousand JD and not exceeding five thousand JD, imprisonment for a term not less than four months or by both penalties.
  - d. The violator shall remove the violation and restore the situation to its previous condition at his/ her own expense; in the event of refraining to do so, the Committee shall restore the situation to its previous condition at his/ her expense in addition to any penalty imposed upon him/ her pursuant to the provisions of this law.

**Article 17**

Heritage sites which are purchased from their owners shall be registered in accordance with the provisions of this law to the benefit of the Ministry in the name of the treasury. If the purchaser is a municipality, the registration shall be made in the name of the municipality.

**Article 18**

Remunerations of technical committees and specialists assigned to follow up the restoration works shall be disbursed by a decision of the Cabinet upon a submission of the Minister based on the recommendation of the Committee.

**Article 19**

The Cabinet of Ministers shall enact regulations to put the provisions of this law into effect.

**Article 20**

The Prime Minister and Ministers shall be entrusted with the enforcement of the provisions of this Law.

21/02/2005

*Faisal Bin Al-Hussein*

Minister of Foreign Affairs  
Dr. Hani Al-Molqi

Deputy Prime Minister and  
Minister of State for Prime  
Ministry Affairs & Public  
Performance Control  
Dr. Marwan Al-Moasher  
Minister of the Interior  
Eng. Samir Habashneh

Prime Minister and Minister of Defense  
Faisal Akef Al-Fayez

Minister of Education  
Dr. Khaled Touqan

Minister of Justice  
Dr. Salah Al-Bashir

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Minister of Finance Dr. Mohammed Abu Hammour	Minister of Water and Irrigation Dr. Hazem Al-Nasser	Minister of Awqaf and Islamic Affairs Dr. Ahmed Hlayyel
Minister of Energy and Mineral Resources Eng. Azmi Khreisat	Minister of Tourism and Antiquity Dr. alia Hatog Bouran	Minister of Labor Amjad Al-Majali
Minister of Higher Education and Scientific Research Dr. Essam Zaabalawi	Minister of Public Works and Housing Eng. Raed Abul-Saud	Minister of Social Development Riyadh Abu Karaki
Minister of Health Dr. Essam Zaabalawi	Minister of Culture and the Spokesman of the Government	Minister of Municipal Affairs Dr. Amal Hamad Farhan
Minister of Environment Dr. Yousef Al-Shreiqi	Minister of Industry and Trade Dr. Ahmed Thougan Al- Hindawi	Minister of State for Parliamentary Affairs Nayef Al-Hadeed
Minister of Transportation Saud Al-Nseirat	Minister of State for Legal Affairs Fahed Abul-Ethem Al-Nsour	Minister of Communication and IT Nadia Helmi Al-Said
Minister of Planning and International Cooperation Dr. Taysir Al-Smadi	Minister of Agriculture Sharari Kassab Al- Shakhanbeh	Minister of State for Public Sector Development Dr. Ahmad Khalaf Al-Masaadeh
Minister of Political Development Dr. Munther Al-Sharei		

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