TOR 3-3

To formulate an action plan for three fiscal years for opening, operation and management of the HOSM, considering Ecomuseum Concept

1. Overview of the Work

Through TDMAP, necessary items for the operation, management and activities of HOSM were prepared before November 2007. In addition to the items mentioned in TOR 3-1, including the museum concept, internal regulations, organization chart and staff job descriptions, the following items were prepared through TDMAP:

- Activity plan for the first two years after the opening (short- mid-term plan)
- Activity schedule for the first two years after the opening (short- mid-term plan)
- Activity plan for pre-opening preparation stage
- Budget plan for one year
- Staff training plan and program
- Exhibition concept

After the completion of TDMAP, the activity plan for the pre-opening stage shown below were revised several times by the HOSM director and the JBIC expert based on the progress and actual condition of preparation work.

- Soft Opening Activity Plan: Activity schedule until soft opening of HOSM.
- Grand Opening Activity Plan: Activity schedule until grand opening of HOSM.

Through SAPI, all of the above-mentioned items for the operation, management and activities of HOSM were reviewed and modified. In order to clarify the future direction of activities, the policy and strategy for core activities of HOSM were also formulated based on the implemented and on-going activities in each field.

The work has been carried out in the following steps:

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

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

Output of the work consists of the following components:

- Action Plan for Pre-Opening Stage
- Action Plan for Post-Opening stage (3 years: 2009-2011)
- Staff Training Plan
- Research, Collection Management and Conservation Policy
- Education and Local Community Involvement Activity Policy
- PR Strategy
- Operation Policy for Museum Café and Museum Shop (Guidelines for Museum Café and Museum Shop Operation)
- Financial plan for 3 years

The Action plan and activity policies are based on the museum concept of HOSM. As HOSM will open in 2009, the action plans and financial plans for the 3 years of the post-opening stage cover the years of 2009, 2010 and 2011.

2. Background information on output

1) Action Plan

There had been several “activity plans” of HOSM, which had been prepared before SAPI, as follows:

- Pre-opening activity plan
  Soft Open Activity Plan: Activity schedule until soft opening of HOSM.
  Grand Open Activity Plan: Activity schedule until grand opening of HOSM.

- Post-opening stage
  Annual Activity Plan: Post opening stage annual activity plan for two years.

Based on the actual conditions of preparation work and opening schedule of HOSM, annual activity plans were reviewed and modified as the “Action plan (schedule) for 3 years after the opening”. The grand opening activity plan was also reviewed and modified based on the current conditions of HOSM.
Opening schedule of HOSM is as follows:

- Target date of the soft opening: January 2009
- Target date of the grand opening: 25th of May (Independence Day of Jordan) 2009

Action plan (schedule) for 3 years consists of the following items:
- Action plan (schedule) for collection management, conservation and research
- Action plan (schedule) for exhibition
- Action plan (schedule) for education and community activities
- Action plan (schedule) for IT and Media
- Action plan (schedule) for library

The action plan aims to steadily develop the activities and functions of HOSM within 3 years after the opening. Targets of each year are as follows:

2009
- Trial operation/Grand opening
- Opening of museum shop and café: Late 2009, after the grand opening
- Establishment of museum operation management system and basic museum function
- Trial museum activity with local community

2010
- Enhancement of museum activities
- Enhancement of relationship between local Salt community and museum
- Enhancement of research function

2011
- Enhancement of core museum function
- Enhancement of tourism function

Based on the target number of visitors according to the Salt ecomuseum plan under TOR3-2, the target numbers of visitors to HOSM were set as follows:

Year	Target	Target Number of Visitors
2009	Local people of Salt	15,000
2010	Local people of Salt and other Jordanians	25,000
2011	Local people of Salt, other Jordanians, Foreigners	35,000

At first, the target group for HOSM is the local people of Salt, not tourists. Then, the target will gradually be expanded, as the activities develop.

2) Staff Training Plan

In order to develop and implement activities, training of staffs is indispensable. A training program which covers several fields related to museum management and activities was suggested through TDMAP. This program was reviewed and partially modified based on the current allocation of staffs. In addition, orientation guidance for newly appointed staffs and a security training program were formulated.

3) Research, Collection Management and Conservation Policy

Through the preparation work for the museum in the pre-opening stage, HOSM had already implemented activities in the field of collection management, conservation and research. Part of these activities was also technically supported by TDMAP. Based on the review of implemented activities, policy for research, collection management and conservation was formulated. The role of HOSM in the Salt ecomuseum plan as a research institute for cultural resources in Salt was also considered.
The most significant point of this policy is that HOSM will basically not collect cultural properties from the local people of Salt, unlike conventional folklore museums. Instead, HOSM will encourage local people to keep and conserve their own cultural properties in their original place. This is based on the ecomuseum idea.

4) Education and Local Community Involvement Activity Policy

As a museum in the local community of Salt, the involvement of the local community in the museum activities as well as support from local people are essential for the sustainable operation of HOSM. Therefore, HOSM has undertaken education and community activities such as issuing a newsletter and offering trial education activities up to now. Based on the experience and results from already implemented activities, a basic policy for education and local community involvement activities has been prepared. The purpose, target groups, partners and activities of education and community activities were clarified in the policy. The target groups were set as follows:
- First step: Local students of Salt
- Second step: Local people of Salt including adults

5) PR Strategy

Considering the character of HOSM as a community-based museum as well as a tourism destination in the future, a PR strategy was formulated. Target groups for PR, method and contents were clarified. The main target groups of PR were set as follows:

-The first step in the post opening stage (2009-2010): Local people of Salt, other Jordanians

-The second step (2011-): Regional and international tourists.

Before becoming a tourist destination, especially for foreign tourists, HOSM should be well recognized by and made familiar to the local people of Salt as a museum for the local Salt community. Therefore, the first target for PR should be the local people of Salt.

6) Operation Guidelines for Museum Café and Museum Shop

The operation of the museum café and the museum shop will be outsourced. However, since they are important components of the HOSM facilities, the operation and activities of the café and the shop should follow the concept and policy of HOSM. Therefore, operation guidelines for the café and the museum shop were formulated. The basic operation policy for the museum shop and the café is clarified in the guidelines. HOSM expects that the contract with the operator of the museum shop and the café should follow the guidelines.

7) Activities related to Ecomuseum

Based on the Salt ecomuseum action plan, the role and activities of HOSM for the Salt ecomuseum was examined. Activities related to cultural resources, such as research of cultural resources in Salt, will be implemented by HOSM.

8) Financial Plan

The budget plan drafted by TDMAP was reviewed. Based on this budget plan and the action plan for 3 years after the opening (2009-2011), the financial plan for 3 years (2009-2011) was formulated. Contents of the financial plans are as follows:

Expenditures
- Personnel Expenses (Salary for staffs)
- Activity Expenses
- Administrative Expenses (Utilities, Maintenance, General Expenses etc)

Revenues
- Operational Income (Admission Fee etc)
- Managerial Income (Rent, Sales etc)
- Supplementary Income (Subsidy, Fund etc)

The financial flow of HOSM was also examined. Since HOSM will be operated under MOTA, HOSM will not have an independent financial system, unlike independent museums such as the Jordan Museum. Revenues will go to the Ministry of Finance. Necessary expenses will be paid directly by MOTA. This financial system should be reconsidered after the trial operation of HOSM.

9) HOSM Fund

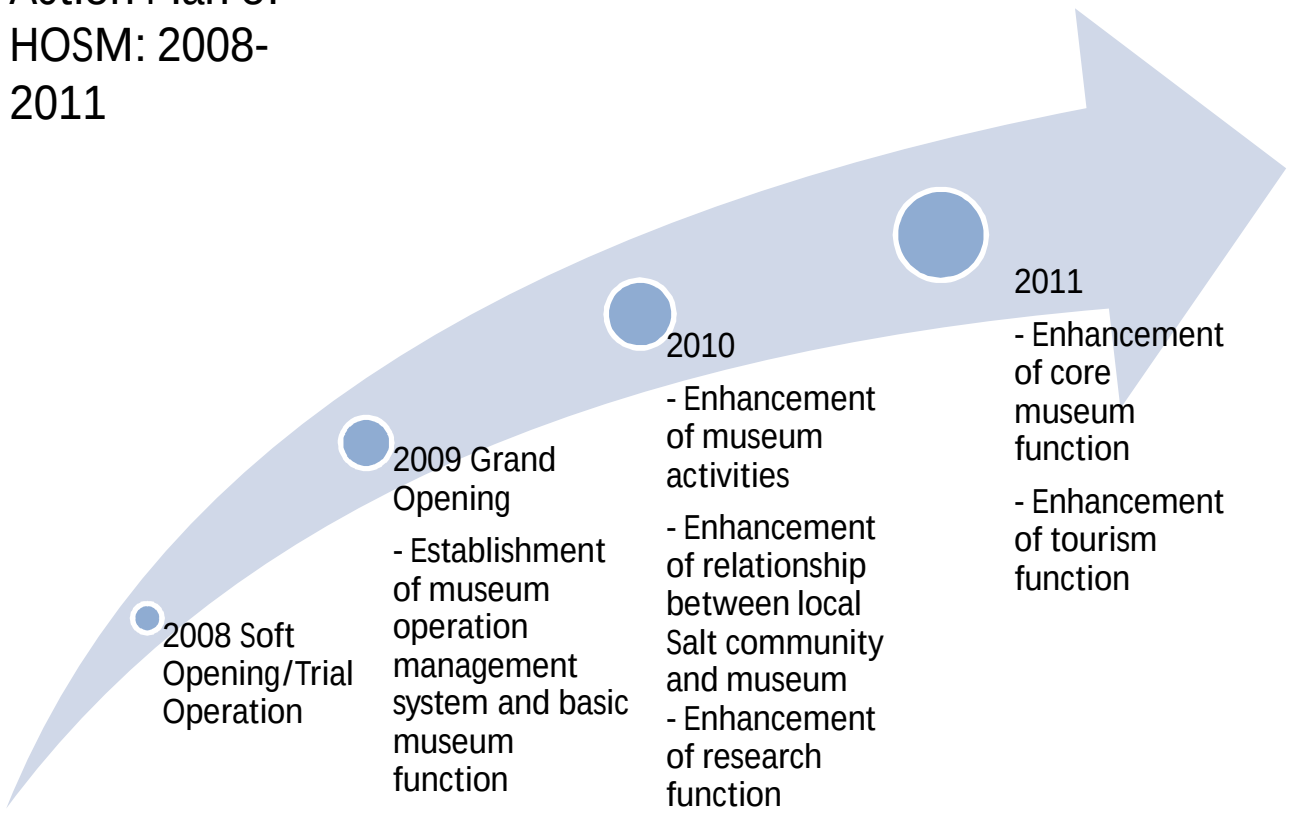
In order to support and enhance the activities of HOSM, the establishment of a fund for HOSM was suggested. The source of the fund will be mainly donations from individuals and the private sector. The fund will be used for activity expenses. Actual establishment of the fund should be done in the early stage of the post opening period.

3. List of outputs

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

3-3-1 HOSM Action Plan 2009-2011
3-3-2 Grand Opening Action Plan (Schedule)
3-3-3 Action Plan (Schedule) 2009-2011
3-3-4 HOSM Training Plan (Necessary Training Field)
3-3-5 Orientation Program for HOSM New Staff
3-3-6 Safety and Security Training Program for HOSM Staff
3-3-7 Basic Policy on Research, Collection Management and Conservation
3-3-8 Education and Local Community Involvement Activity Policy
3-3-9 PR Strategy
3-3-10 Guidelines for Operation of HOSM Café
3-3-11 Guidelines for Operation of HOSM Museum Shop
3-3-12 Financial Plan
3-3-13 HOSM Financial Flowchart
3-3-14 Plan for Activity Fund
3-3-15 Calculation Bases for Financial Plan of HOSM

Action Plan of HOSM: 2008-2011



Year	Target	Activity						Budget	Visitors	
		Research/Collection Management	Exhibition (Permanent & Temporary)	Education/Community activity	Library	Museum Café	Museum shop		Target number	Main Target
2009	- Trial operation/Grand Opening - Opening of museum shop, café, library (late 2009/after grand opening) - Establishment of museum operation management system and basic museum function - Trial museum activity with local community	- Research of cultural resource & museum collection - Cleaning and conservation of museum collection - Development of database - Set-up research space, storage room	-Exhibition set-up/visitor study -Seasonal exhibition - Opening Memorial exhibition & event : Let's re-discover cultural heritage in your home (for local people of Salt)	- Trial education activity - Volunteer organization set-up -Newsletter/website - Opening Memorial exhibition & event : Let's re-discover cultural heritage in your home (for local people of Salt)	- Preparation of library - Opening of Library (Target: Grand Opening of HOSM-May 2009)	-Operator selection/contract - Preparation of cafe - Opening of cafe (Late 2009)	-Operator selection/contract - Preparation of shop - Opening of shop (Late 2009) - Planning of museum goods	-Budget from PMU (Until May 2009) - Budget from MOTA - Support from private sector (in the form of material for activity or service)	-15,000	-Local people of Salt
2010	- Enhancement of museum activities - Enhancement of relationship between local Salt community and museum - Enhancement of research function	- Research of cultural resource & museum collection - Cleaning and conservation of museum collection - Open of museum database to public (in HOSM website and library) - Preparation of research report - Planning of research program with school/university	-Exhibition grade-up based on visitor study - Preparation of museum & trail course guidebook - Temporary exhibition (Salt Past and the Present) - Temporary exhibition by local people/organization	- Implementation of regular education activity - Activity of volunteer/General meeting - Community survey/workshop -Campaign event with local NGO & school - Trail tour by museum volunteer (as occasional event)	- Development of reference - Set-up library database - Open of museum database to public (in HOSM website and library)	-Implementation of café event program (Traditional music, Hakawati)	-Production of museum goods - Selling of museum goods	- Budget from MOTA - HOSM Activity Fund	-25,000	-Local people of Salt - Jordanian
2011	- Enhancement of core museum function - Enhancement of tourism function	-Research of cultural resources of Salt -Publication of research report - Implementation of research program with school/university	-Exhibition modification/additional section based on visitor study - Publication of museum & trail course guidebook - Temporary exhibition - Temporary exhibition by local people/organization	- Implementation of regular education activity - Activity of volunteer/General meeting - Community survey/workshop - Trail tour by museum volunteer (regular base)	- Development of reference - Development of library database	-Visitor study - Upgrade program, menu & event based on visitor study	-Visitor study - Upgrade museum goods based on visitor study	- Budget from MOTA - HOSM Activity Fund	-35,000	-Local people of Salt - Jordanian - Foreigners (Tourist)

Phased development of Salt Ecomuseum tourism management system (draft)

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	100 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		

Phased development of Salt Ecomuseum tourism management system (draft)

Phase		Core/Satellite/Trail system	Carrying Capacity	Operation Body	Financial System	Inputs of SEM Fund	Operation of SEM Fund	Other milestones
Phase I 2009-2011	First Half (2009-2010)	Opening of Core Museum	-Local 50 visitors/holiday -Domestic 30 visitors/holiday -Foreign 20 visitors/day Total 15,000 visitors/year	Start from the existing setup No separate operation body -HOSM -Salt Municipality -MOTA -SDC	Existing budgetary system Preparation for fund raising system	- Government budgetary support (including human resources) - Entrance fees of core museum (Proposal: Local 0.5JD, Foreigner 1JD) - revenues from tenants at core museum - Fund membership fees (donation from individuals/ companies)	-Saving funds	･Establishment of OM body ･Promotion of core museum ･Effective operation and PR of Cafeteria ･Promotion of Fund membership ･Training of tour guide/ Planning original tours ･Development of SEM original goods ･Development of one coin trust ･Formulation of Tourism Development Guidelines
	Second Half (2010-2011)	-Full operation of Core Museum -Start operating discovery trails	-Local 50 visitors/holiday -Domestic 100 visitors/holiday -Foreign 60 visitors/day Total 35,000 visitors/year			In addition to above mentioned revenues: - Earnings from discovery trail tour guides (proposal: max 10 persons/group, 10JD/3h/person) - Earnings from sales of SEM original goods (Books/guidebooks, sweats/T-shirts/handicrafts) - Donations collected at 'One coin trust'	The Fund will cover the following expenses: - Employment cost of guides - Expenses for production and printings of guidebooks and brochures - Development cost of SEM goods -Implementation cost of a pilot one coin trust project - Promotion cost for tourism products	･Establishment of operation and management of SEM fund ･Coordination with travel agents in collaboration with MOTA/JTB ･Promotion of SEM system/ original tours ･Development of the parking space for SEM visitors and design of fee collection system ･Establishment of Satellite ･Public announcement and PR of Tourism Development Guidelines
Phase II 2012-2013		Increasing number of satellites	-Local 40 visitors/day -Domestic 100 visitors/day -Foreign 200 visitors/day Total 84,000 visitors/year	Independent operation body (including the representative of local community)	Partial Operation of SEM Fund	In addition to the above mentioned revenues - Revenues from parking fees (Proposal：Private cars 3JD/day, Buses 10JD/day) -Revenues from passport tickets (Core +satellite) (Proposal：Local 2JD, Foreigner 5JD)	In addition to the above mentioned expenses: - A part or all of personnel cost of SEM employees - Expenses for employing staffs (volunteers) at the Satellites and Visitor parking - Financial support for private tourism business in line with the Guidelines	･Operation of the parking space for SEM visitors ･Full operation of Core museum/ Satellites/Discovery trail system -Start Application of guidelines for tourism development
PhaseIII 2014-onward		Full operation of Ecomuseum system	-Local 40 visitors/day -Domestic 100 visitors/day -Foreign 400 visitors/day Total 162,000 visitors/year	Independent operation body (including the representative of local community)	Full Operation of SEM Fund	In addition to the above mentioned revenues, - Revenues from the original tour packages which integrate the mechanism indicated above and are developed & marketed in collaboration with travel agents.	- Financial support for restoration/landscaping of private housings and commercial buildings - Operating the Fund as a integrated system to cover all the expenses mentioned above.	-Appropriate and continuous management of incoming visitors in consideration with carrying capacity

			Necessary Input						Jan-09				Feb				Mar					Apr				May					June			
Field	Activity	Action by	Personnel/assistant	Equipment	Budget	Target Deadline	Current Condition	Approval	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
Operation Management	Decision of museum open days and hours	MOTA, PMU, Director	MOTA, PMU	TBD	TBD	28-Feb-09	Draft prepared	MOTA																										
Operation Management	Decision of entrance fee	MOTA, PMU, Director	MOTA, PMU	TBD	TBD	28-Feb-09	Draft prepared	MOTA																										
Operation Management	Preparation of entrance ticket/printing	MOTA, PMU, Director	Designer	TBD	TBD	31-Mar-09		MOTA																										
Operation Management	Set-up of official e-mail & telephone	MOTA, PMU, Director	TBD	TBD	TBD	31-Mar-09		MOTA																										
Operation Management	Preparation of security guideline/emergency operation plan	MOTA, PMU, Director	Police, civil defense (collaboration)	Safety and security equipment	TBD	30-Apr-09		MOTA																										
Operation Management	Safety and security training (monitor TV, alarm system, emergency handling)	MOTA, PMU, Director	Police, civil defense (collaboration)	Safety and security equipment	TBD	31-Jan-09																												
Operation Management	Employee training (HOSM orientation, visitor service etc))	Director	TBD	TBD	TBD	15-May-09																												
Operation Management	Investigation of accessibility for handicapped	Director	Handicapped organization	TBD	TBD	30-Apr-09																												
Operation Management	Set-up of activity monitoring system (daily progress check sheet, report format	Director	TBD	TBD	TBD	28-Feb-08		MOTA																										
Operation Management	Museum logo mark design/approval	PMU, Director (Operation Body)	TBD	TBD	TBD	31-Mar-09	On going	MOTA																										
Operation Management	Preparation of uniform, business card, staff ID card	MOTA, PMU, Director	TBD	TBD	TBD	31-Mar-09		MOTA																										
Operation Management (Library)	Preparation of guideline/regulation for library	MOTA, PMU, Director	TBD	TBD	TBD	31-Mar-09	On going																											
Operation Management (Library)	Set-up of library additional furniture, device & tools	Administration staff, Librarian	TBD	Library equipment, furniture	TBD	30-Apr-09	On going																											
Operation Management	Installation of reference in library	Administration staff, Librarian	TBD	TBD	TBD	30-Apr-09	On going																											
Operation Management	Registration of reference in library	Administration staff, Librarian	TBD	TBD	TBD	25-May-09	On going																											
Operation Management	Library staff training	Administration staff, Librarian	TBD	TBD	TBD	25-May-09	On going																											
Operation Management	Opening of library	Administration staff, Librarian	TBD	TBD	TBD	25-May-09	On going																											
Operation Management (café)	Preparation and approval guideline for café	MOTA, PMU, Director	TBD	TBD	TBD	31-Jan-09	On going	MOTA																										

			Necessary Input						Jan-09				Feb				Mar					Apr				May					June			
Field	Activity	Action by	Personnel/assistant	Equipment	Budget	Target Deadline	Current Condition	Approval	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
Operation Management (café)	Survey of Salt local NGO and shop for candidate of café	MOTA, PMU, Director, Educator	TBD	TBD	TBD	31-Jan-09	On going																											
Operation Management (café)	Preparation of draft menu plan for café (menu relating with museum theme)	MOTA, PMU, Director	TBD	TBD	TBD	31-Jan-09	On going																											
Operation Management (café)	Preparation of event program (music) for	MOTA, PMU, Director	TBD	TBD	TBD	31-Jan-09	On going																											
Operation Management (café)	Preparation of selection document for café	MOTA, PMU, Director	TBD	TBD	TBD	31-Jan-09																												
Operation Management (museum shop)	Preparation of guideline for museum shop (policy, selling	PMU, Director	TBD	TBD	TBD	31-Jan-09	On going																											
Operation Management (museum shop)	Survey of Salt local NGO and shop for candidate of museum	MOTA, PMU, Director, Educator	TBD	TBD	TBD	31-Jan-09	On going																											
Operation Management	Planning/draft design of museum goods	PMU, Director	Designer	TBD	TBD	31-Mar-09																												
Operation Management (museum shop)	Preparation of selection document for museum shop	PMU, Director	TBD	TBD	TBD	31-Jan-09																												
Operation Management	Preparation of daily cleaning plan/check	Director, Administration staff	TBD	TBD	TBD	28-Feb-09																												
Operation	Training of cleaner	Administration staff	TBD	TBD	TBD	28-Feb-09																												
Parking	Museum parking preparation (traffic study, signage etc)	MOTA, PMU, Director, Administration staff	Salt Municipality	TBD	TBD	31-Mar-09		MOTA																										
Core museum	Set-up of core museum center space (furniture, equipment)	Administration staff	TBD	TBD	TBD	30-Apr-09																												
Core museum	Installation of trial material (brochure, map) and ecomuseum introduction material in core museum center space	Administration staff, Educator, reception	TBD	TBD	TBD	30-Apr-09																												
Temporary exhibition	Fund raising for temporary exhibition (Salt-past and the present)	Director	TBD	TBD	TBD	31-Mar-09		MOTA, PMU																										

			Necessary Input						Jan-09				Feb				Mar					Apr				May					June			
Field	Activity	Action by	Personnel/assistant	Equipment	Budget	Target Deadline	Current Condition	Approval	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
Documentation	Inventory Number allocation to object (Exhibition object)	Museum team (curator, administrative staff, IT)	Data input assistant	Computer, stationery	TBD	31-Mar-09	On going																											
Documentation	Photo studio set up	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	31-Jan-09																												
Documentation	Photo documentation of additional exhibition objects	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	31-Mar-09	On going																											
Documentation	Exhibition object data entry to database	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	31-Mar-09	On going																											
Collection management	Approval of museum collection by committee	Acquisition committee	TBD	TBD	TBD	31-Jan-09		Acquisition committee																										
Exhibition	Preparation of explanation text of exhibition contents for gallery staff	Curator, gallery guide	TBD	TBD	TBD	31-Mar-09	On going																											
Exhibition	Planning of exhibition course (long and short)	Curator, gallery guide	TBD	TBD	TBD	31-Mar-09	On going																											
Exhibition	Preparation/Installing additional exhibition objects	Museum team (curator, administrative staff, IT)	Worker	TBD	TBD	15-May-09																												
Exhibition	Preparation/Installing additional explanation/caption	Museum team (curator, administrative staff, IT)	Designer (company)	TBD	TBD	15-May-09																												
Exhibition (temporary exhibition)	Detail planning of temporary exhibition for grand opening	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	15-Jan-09	On going																											
Exhibition (temporary exhibition)	Research/Acquisition of historical photo (from Library of Congress-USA etc)	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	31-Mar-09	On going																											
Exhibition (temporary exhibition)	Design and production of graphic panel	Museum team (curator, administrative staff, IT)	Design company	TBD	TBD	31-May-09																												
Exhibition (temporary exhibition)	Preparation of exhibition sheet	Museum team (curator, administrative staff, IT)	TBD	TBD	TBD	31-May-09																												
Conservation	Cleaning/conservation treatment of exhibition object	Curator	Conservator (JM)	TBD	TBD	30-Apr-08																												

			Necessary Input						Jan-09				Feb				Mar					Apr				May					June			
Field	Activity	Action by	Personnel/assistant	Equipment	Budget	Target Deadline	Current Condition	Approval	4	11	18	25	1	8	15	22	1	8	15	22	29	5	12	19	26	3	10	17	24	31	7	14	21	28
Grand opening event	Grand open ceremony preparation (program, invitation list, card)	Educator	Assistant for card preparation	TBD	TBD	15-May-09	On going	MOTA																										
Grand opening event	Grand open event plannig/program set-up	Educator	TBD	TBD	TBD	15-May-09	On going																											
PR	Brochure production	IT sp.	Designer, Company	TBD	TBD	31-Mar-09	Draft ready																											
PR	Poster production/installation	IT sp.	Designer, Company	TBD	TBD	15-May-09	Draft ready																											
PR	Website planning & preparation (with Ecomuseum side)	IT sp.	Designer, Company	TBD	TBD	30-Apr-09	Draft ready																											
PR	Publish newsletter	Educator	Designer, Company	TBD	TBD	3/31/2009, 5/15/2009	Draft ready																											
Café	Study of local Hakawati and Rababa (for entertainment program in café)	Curator,Educator	TBD	TBD	TBD	28-Feb-08	Survey on going																											
Exhibition (temporary exhibition)	Planning and preparation of education event relating with	Educator	TBD	TBD	TBD	31-May-09																												
Exhibition (temporary exhibition)	Planning and coodination of opening ceremony of temporary	Director, Educator	TBD	TBD	TBD	31-May-09		MOTA																										
Exhibition (temporary exhibition)	Planning and preparation of lecture relating with temporary	Curator, educator	TBD	TBD	TBD	31-May-09																												
Exhibition (temporary exhibition)	Planning and preparation of café special menu relating with temporary	Curator, Educator, Café operator	Café	TBD	TBD	31-May-09																												
Exhibition (temporary exhibition)	Planning of special souvenir relating with temporary exhibition theme	Curator, Educator, shop operator	Museum shop	TBD	TBD	31-May-09																												
Education	Preparation of education program/Trial education event with school	Educator	Local school, museum	TBD	TBD	31-May-09																												
Education	Preparation of children room	Educator	Local school, museum	TBD	TBD	31-May-09																												

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2009											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Space set-up	Set-up of research work space and photo studio	Curator	500	Desk, stationery	→	→	→									
2	Research	Research for special exhibition 2010 (Study of historical photo and landscape of Salt)	Curator	500	Digital camera, reference					→	→	→	→	→	→	→	
3	Research	Research of seasonal event in Salt (religious, agriculture)	Curator	500	Digital camera, IC recorder, Video camera	⋯	⋯	⋯	Occasional								→
4	Research	Research on HOSM collection	Curator	500	Reference	→	→	→	→	→	→	→	→	→	→	→	→
5	Research	Presentation in conference (about research)	Curator														→
6	Research	Preparation of scientific research report	Curator											→	→	→	→
7	Collection Management	Cleaning of exhibition object	Curator	1,000	Cleaning tools, chemical	→	→	→	→	→	→	→					
8	Collection Management	Documentation of exhibition object	Curator		Digital camera												
9	Collection Management	Conservation guideline set-up (with NM conservation section)	Curator								→	→	→	→	→		
10	Collection Management	Data collecting of temperature/humidity/insect/light	Curator	1,000	Thermo hydro meter, insect trap								→	→	→		
11	Storage room	Storage room planning and set-up	Curator	2,000	Storage room furniture, box, thermo hydro meter	→	→	→	→	→	→						
12	Database	Development of database (collection of HOSM)	Curator		Database software	→	→	→	→	→	→	→	→	→	→	→	→
13	Acquisition	Acquisition of historic photographs relating with Salt	Curator	1,500									→	→	→	→	→
14	Acquisition	Acquisition of artifacts relating with Salt	Curator	1,000		→	→	→	→	→	→	→	→	→	→	→	→

HOSM Action Plan (Schedule)-Exhibition 2009

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2009 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Permanent Exhibition	Production of additional explanation	Curator	200	Colour printer, stationery				→	→	→	→	→	→	→	→	→
2	Permanent Exhibition	Cleaning and maintenance of exhibition	Curator, gallery	500	Lamp etc												→
3	Seasonal exhibition	Planning and preparation of seasonal exhibition (agriculture)	Curator	500	Exhibition device (panel stand etc)				→	→			→	→		→	→
4	Seasonal exhibition	Implementation of seasonal exhibition	Curator, gallery staff								summer →	→	→	→	Autumn →	→	
5	Exhibition guide	Production of exhibition explanation sheet	Curator	100	Printer				→	→	→	→	→	→	→	→	→
6	Exhibition guide	Planning and data collection of exhibition guide book (including explanation of discovery trail and satellite)	Curator		Digital camera, design software				→	→	→	→	→	→	→	→	→
7	Temporary exhibition	Planning and preparation of temporary exhibition (Salt: Past and the Present)	Curator, Educator, Gallery staff	2,000	Temporary exhibition furniture (panel stand), printer	→	→	→	→	→	→	→					
8	Temporary exhibition	Production of guide and PR material for temporary exhibition (brochure, explanation sheet, poster etc)	Curator, gallery staff	100	Colour printer			→	→	→	→	→					
9	Temporary exhibition	Implementation of temporary exhibition and event	Curator, gallery staff	500	Colour printer								→				
10	Visitor study	Visitor study (questionnaire etc)	Curator, Educator, Gallery staff					→	→	→	→	→	→	→	→	→	→

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2009											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Regular education activities	Preparation of education program (school visit, lecture, trail walk etc)	Educator, curator		Colour printer												
2	Regular education	Planning/Preparation of education space	Educator	1,000													
3	Regular education activities	Preparation of education material	Educator	500	Colour printer, stationery												
4	Regular education activities	Implementation of education activities	Educator	500	Colour printer, stationery												
5	Regular education activities	Study of participants opinion on education activities (Questionnaire)	Educator	100	Colour printer, stationery												
6	Newsletter	Issue of Newsletter	Educator	600	Digital camera, design software												
7	Temporary exhibition	Survey/coordination with local collaborator for temporary exhibition	Educator														
8	Volunteer organization	Planning of volunteer organization	Educator														
9	Volunteer organization	Establishment of volunteer organization	Educator														
10	Volunteer organization	Recruiting of volunteer	Educator														
11	Volunteer organization	Trial volunteer activity	Educator														
12	Local souvenir	Survey of local material and NGO in Salt	Educator														
13	Local souvenir	Planning of local souvenir	Educator														

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2009											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Network	LAN system set-up	IT sp.	2,000	LAN equipment	→	→	→									
2	Website	Website planning and production	IT sp., Educator	1,000	Web design software	→	→	→	→								
3	Website	Open of website	IT sp.		domain (sub domain of MOTA space)					→	→	→	→	→	→	→	→
4	Website	Periodical upgrade of website	IT sp.								→	→	→	→	→	→	→
5	Website	Study of comments of website visitors/Modification of website based on comments	IT sp.										→	→	→	→	→
6	Data storage system	Planning & preparation of museum data storage system (hard disk, CD etc)/Preparation of data backup	IT sp.	1,000	Hard disk, CD			→	→	→	→	→	→	→	→	→	→
7	IT security	Preparation of IT security system (antivirus, firewall, password system etc)	IT sp.	500	software	→	→	→									
8	AV	Arrangement of video & audio data	Curator, IT sp.	200	CD etc			→	→	→	→	→	→	→	→	→	→
9	AV	Planning of AV media contents for exhibition room & video room (video etc)	Curator, educator, IT sp.				→	→	→								
10	AV	Production of AV media contents for exhibition room & video room (video etc)	IT sp.	500	Video editing software				→	→	→	→	→				

HOSM Action Plan (Schedule)-Library 2009

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2009											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Operation Plan	Preparation/revision of operation plan of library	Director, Educator			→	→	→									
2	Regulation	Preparation of regulation for library	Director, Administration			→	→	→	→								
3	Logistic	Set-up of library additional furniture, device & tools	Administration. IT sp.	500	Computer, database software, copy machine, scanner	→	→			→	→	→	→	→	→	→	→
4	Reference	Installation of reference in library	Administration staff					→	→	→							
5	Reference	Registration of reference in library	Administration, Librarian	200	Computer, database software				→	→							
6	Training	Library staff training	Director. Administration						→	→							
7	Opening	Opening of library	Director								→						
8	Operation	Operation of library	Librarian								→	→	→	→	→	→	→
9	User study	Preparation of questionnaire for library user study	Librarian									→	→	→			

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2010											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Research	Research for special exhibition 2010	Curator		Digital camera, reference	→	→	→	→	→							
2	Research	Research of cultural resource in Salt (seasonal event, religious, agriculture)	Curator	1,000	Digital camera, IC recorder, Video camera	→	→	→	→	→	→	→	→	→	→	→	→
3	Research	Research on HOSM collection	Curator	500	Reference	→	→	→	→	→	→	→	→	→	→	→	→
4	Research	Research for special exhibition 2011	Curator		Digital camera, reference								→	→	→	→	→
5	Research	Presentation in conference (about research)	Curator														→
6	Research	Preparation of scientific research report	Curator			→	→	→	→	→	→	→	→	→	→		
7	Research	Publication of scientific research report (by Pdf file/CD-ROM)	Curator	100												→	→
8	Research	Planning of research program with school/university	Curator, Educator						→	→	→	→	→	→	→	→	→
9	Collection Management	Cleaning of collection	Curator	500	Cleaning tools, chemical						→	→	→	→	→	→	→
10	Collection Management	Documentation of collection	Curator		Digital camera	→	→	→	→	→	→	→	→	→	→	→	→
11	Collection Management	Data collecting of temperature/humidity/insect/light	Curator	500	Thermo hydro meter, insect trap	→	→	→	→	→	→	→	→	→	→	→	→
12	Database	Development of database (collection of HOSM)	Curator		Database software	→	→	→	→	→	→	→	→	→	→	→	→
13	Database	Open of database to public (website)	Curator, IT specialist	500	Database software, computer							→	→	→	→	→	→
14	Acquisition	Acquisition of artifacts relating with Salt	Curator	1,000		→	→	→	→	→	→	→	→	→	→	→	→

HOSM Action Plan (Schedule)-Exhibition 2010

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2010 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Permanent Exhibition	Modification of exhibition based on results of visitor study (additional explanation etc)	Curator	200	Colour printer, stationery	→	→	→	→	→	→	→	→	→			
2	Permanent Exhibition	Cleaning and maintenance of exhibition	Curator, gallery	1,000	Illumination lamp etc											→	→
3	Seasonal exhibition	Preparation of seasonal exhibition (agriculture, seasonal ceremony)	Curator	500	Exhibition device (panel stand etc)		→	→		→	→		→	→			→
4	Seasonal exhibition	Implementation of seasonal exhibition	Curator, gallery staff			winter →		spring →		→	summer →		→		Autumn →	→	
5	Exhibition guide	Production of exhibition explanation sheet	Curator	100	Printer	→	→	→	→	→	→	→	→	→			
6	Exhibition guide	Preparation of exhibition guide book (including explanation of discovery trail and satellite)	Curator		Digital camera, design software	→	→	→	→	→	→	→	→	→	→	→	→
7	Temporary exhibition	Preparation of temporary exhibition (Salt: Past and the Present)	Curator, Educator, Gallery staff	1,000	Temporary exhibition furniture (panel stand), printer	→	→	→	→	→	→	→	→				
8	Temporary exhibition	Production of guide and PR material for temporary exhibition (brochure, explanation sheet, poster etc)/Implementation of PR	Curator, gallery staff	100	Colour printer				→	→	→	→	→				
9	Temporary exhibition	Implementation of temporary exhibition	Curator, gallery staff	500	Colour printer									→	→		
10	Visitor study	Visitor study (questionnaire etc)	Curator, Educator, Gallery staff					→	→	→	→	→	→	→	→	→	→

HOSM Action Plan (Schedule)-Education Community 2010

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2010 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Regular education activities	Planning/modification of education program based on results of questionnaire (school visit, lecture, trail walk etc)	Educator, curator			→	→	→									
2	Regular education activities	Implementation of education activities	Educator, volunteer group	1,200	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
3	Regular education activities	Implementation of trail walk	Educator, volunteer group	500	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
4	Regular education activities	Study of participants opinion on education activities (Questionnaire)	Educator, volunteer group	100	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
5	Newsletter	Issue of Newsletter	Educator	600	Digital camera, design software	→			→			→			→		
6	Volunteer organization	Implementation of volunteer activity	Educator, volunteer group			→	→	→	→	→	→	→	→	→	→	→	→
7	Volunteer organization	General meeting of volunteer organization	Director, Educator, volunteer group	100				→							→		
8	Local souvenir	Planning/design of local souvenir	Educator, JOCV (designer)			→	→	→	→	→	→						
9	Local souvenir	Production of local souvenir	Educator, JOCV (designer), local NGO				→	→	→	→	→	→					
10	Workshop	Implementation of community workshop	Director, Educator, volunteer	300								→					

HOSM Action Plan (Schedule)-IT Media-2010

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2010											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Website	Periodical upgrade of website	IT sp.		domain (sub domain of MOTA space)						→	→	→	→	→	→	→
2	Website	Study of comments of website visitors/Modification of website based on comments	IT sp.										→	→	→	→	→
3	Data storage system	Planning & preparation of museum data storage system (hard disk, CD etc)/Preparation of data backup	IT sp.	500	Hard disk, CD			→	→	→	→	→	→	→	→	→	→
4	IT security	Update of IT security system (antivirus, firewall, password system etc)	IT sp.	500	software	→	→	→									
5	AV	Arrangement of video & audio data	Curator, IT sp.	200	CD, DVD etc	→	→	→	→	→	→	→	→	→	→	→	→
6	AV	Maintenance of AV device/check contents	Curator, educator, IT sp.			→	→	→									

HOSM Action Plan (Schedule)-Library 2010

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2010											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Reference	Development of reference in library	Administration, Librarian	500	Computer, database software				→	→	→	→	→	→			
2	Training	Preparation of library database	Librarian, IT specialist						→	→							
3	Website	Preparation of library website page	Librarian, IT specialist							→							

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2011											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Research	Research for special exhibition 2011	Curator		Digital camera, reference	→	→	→	→	→							
2	Research	Research of cultural resource in Salt (seasonal event, religious, agriculture)	Curator	1,000	Digital camera, IC recorder, Video camera	→	→	→	→	→	→	→	→	→	→	→	→
3	Research	Research on HOSM collection	Curator	500	Reference	→	→	→	→	→	→	→	→	→	→	→	→
4	Research	Research for special exhibition 2012	Curator		Digital camera, reference								→	→	→	→	→
5	Research	Presentation in conference (about research)	Curator														→
6	Research	Preparation of scientific research report	Curator			→	→	→	→	→	→	→	→	→	→		
7	Research	Publication of scientific research report (by pdf file/CD-ROM)	Curator	100												→	→
8	Research	Implementation of research program with school/university	Curator, Educator	500					→	→	→	→	→	→	→	→	→
9	Collection Management	Cleaning of collection	Curator	500	Cleaning tools, chemical	→	→	→	→	→	→	→	→	→	→	→	→
10	Collection Management	Documentation of collection	Curator		Digital camera	→	→	→	→	→	→	→	→	→	→	→	→
11	Database	Update of database (collection of HOSM)	Curator		Database software	→	→	→	→	→	→	→	→	→	→	→	→
12	Acquisition	Acquisition of artifacts relating with Salt	Curator	1,000		→	→	→	→	→	→	→	→	→	→	→	→

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2011											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Permanent Exhibition	Modification of exhibition based on results of visitor study (additional explanation etc)	Curator	200	Colour printer, stationery												
2	Permanent Exhibition	Cleaning and maintenance of exhibition	Curator, gallery	1,000	Illumination lamp etc												
3	Seasonal exhibition	Preparation of seasonal exhibition (agriculture, seasonal ceremony)	Curator	500	Exhibition device (panel stand etc)												
4	Seasonal exhibition	Implementation of seasonal exhibition	Curator, gallery staff			winter		spring		summer					Autumn		
5	Exhibition guide	Production of exhibition explanation sheet	Curator	100	Printer												
6	Exhibition guide	Preparation/Publication of exhibition guide book (including explanation of discovery trail and satellite)	Curator	1,000	Digital camera, design software												
7	Temporary exhibition	Preparation of temporary exhibition	Curator, Educator, Gallery staff	1,000	Temporary exhibition furniture (panel stand), printer												
8	Temporary exhibition	Production of guide and PR material for temporary exhibition (brochure, explanation sheet, poster etc)/Implementation of PR	Curator, gallery staff	100	Colour printer												
9	Temporary exhibition	Implementation of temporary exhibition	Curator, gallery staff	500	Colour printer												
10	Visitor study	Visitor study (questionnaire etc)	Curator, Educator, Gallery staff														

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2011 Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Regular education activities	Planning/modification of education program based on results of questionnaire (school visit, lecture, trail walk etc)	Educator, curator			→	→	→									
2	Regular education activities	Implementation of education activities	Educator, volunteer group	1,200	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
3	Regular education activities	Implementation of trail walk	Educator, volunteer group	500	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
4	Regular education activities	Study of participants opinion on education activities (Questionnaire)	Educator, volunteer group	100	Colour printer, stationery	→	→	→	→	→	→	→	→	→	→	→	→
5	Newsletter	Issue of Newsletter	Educator	600	Digital camera, design software	→			→			→			→		
6	Volunteer organization	Implementation of volunteer activity	Educator, volunteer group			→	→	→	→	→	→	→	→	→	→	→	→
7	Volunteer organization	General meeting of volunteer organization	Director, Educator, volunteer group	100				→							→		
8	Local souvenir	Planning/design of local souvenir	Educator, JOCV (designer)			→	→	→	→	→							
9	Local souvenir	Production of local souvenir	Educator, JOCV (designer), local NGO				→	→	→	→	→	→					
10	Workshop	Implementation of community workshop	Director, Educator, volunteer	300								→					

HOSM Action Plan (Schedule)-IT Media-2011

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2011											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Website	Periodical upgrade of website	IT sp.		domain (sub domain of MOTA space)						→	→	→	→	→	→	→
2	Website	Study of comments of website visitors/Modification of website based on comments	IT sp.										→	→	→	→	→
3	IT security	Update of IT security system (antivirus, firewall, password system etc)	IT sp.	500	software	→	→	→									
4	AV	Arrangement of video & audio data	Curator, IT sp.	200	CD, DVD etc	→	→	→	→	→	→	→	→	→	→	→	→
5	AV	Maintenance of AV device/check contents	Curator, educator, IT sp.			→	→	→									

HOSM Action Plan (Schedule)-Library 2011

No.	Category	Activity	Personnel	Budget	Furniture/Equipment	2011											
						Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Reference	Development of reference in library	Administration, Librarian	500	Computer, database software				→	→	→	→	→	→			
2	Training	Preparation of library database	Librarian, IT specialist						→	→							
3	Website	Preparation of library website page	Librarian, IT specialist							→							

3-3-4: HOSM Training Plan (Necessary Training Field)

Training Field	General	Research & Exhibition Unit	Education & Culture Unit		Administration Unit				
	Director	Curator (including Assistant)	Educator (including Assistant)	Gallery Guide	Administration & Accountant	Receptionist	IT and Media specialist	Guard	Cleaner
Museology	O	O	O	O	O	O	O		
Business Administration	O				O				
Conservation of museum collection		O							
History (Methodology)		O	O	O					
Cultural Anthropology	O	O	O						
Social Survey		O	O						
Database & Archiving Service		O	O						
Exhibition Technique		O	O						
Audio-Visual Technology		O	O				O		
Event Production		O	O						
Pedagogy		O	O						
Child Psychology		O	O				O		
Physiology & Rehabilitation		O	O						
Project Management	O	O			O				
Accounting					O	O			
Marketing	O				O		O		
Public Relations	O				O		O		
Safety Engineering								O	
IC Technology & Computer Science		O	O				O		
Security and Emergency Control	O	O	O	O	O	O		O	O
First Aid	O	O	O	O	O	O		O	O
Cleaning									O
Entertainment Business	O			O		O			
English						O		O	O
Other foreign language		O		O		O		O	O

Orientation Program for HOSM New Staff
(Internal self-training system)

1st Day

1. Introduction of HOSM (Lecture by HOSM director)
- Museum policy and concept of HOSM
- History of HOSM (Movement of establishment-JICA project etc)
- Future target of HOSM
- Ecomuseum and core museum concept
- Logo mark

2. Introduction of HOSM operation management system (Lecture by HOSM director)
- Organization
- Internal regulation/related regulation and guideline
- Organization chart (Staff, committee and advisor)
- Daily activity (based on Job description)
- Staff working rule (including reporting system etc)
- Meeting system (weekly meeting etc)
- Activity monitoring system

3. General introduction of HOSM facilities (Tour inside museum by director/administration staff)

2nd Day

1. Introduction of research activity of HOSM (Lecture by director/curator)
- Research policy
- Previous research done by HOSM and future research plan

2. Introduction of collection of HOSM (Lecture by curator)
- Collection and conservation policy
- Type of collection
- Database of HOSM collection

3. Introduction of exhibition (On-site lecture by director & curator/exhibition tour)
- Permanent exhibition
- Temporary exhibition (including plan)
- Seasonal exhibition
- Hands-on type exhibition (Khalaqa etc)

3rd Day

1. Introduction of education and community activity (Lecture by director & educator)
- Education and community participation policy of HOSM
- Education activity (including International Museum Day)
- Newsletter
- Volunteer system (SEM supporters)
- Collaboration with NGO
- Children room tour

4th Day

1. IT (Lecture by IT specialist)
- Computer and Internet (ADSL)
- HOSM LAN system
- HOSM website/e-mail
- Security of computer (Firewall/virus/spyware) etc
- Software (Adobe)-general introduction
- Pdf file

- Computer data management-CD, DVD, Hard disk, Memory stick etc
- Google search

5th Day

1. Salt Ecomuseum (Lecture by Director)
- General introduction of SEM
- Introduction of Core museum center and free zone (Site tour)
- SEM supporters
- Satellite and discovery trail (Site tour)

6th Day

1. Museum shop and Museum Café (Lecture and site tour by Director and operator)
- Role and concept of museum shop and café
- Museum café event program
- Museum café menu (Tasting)
- Museum shop goods (site tour)

7th Day

1. History and culture of Salt 1 (Lecture by Director, Curator or Advisor)
- Introduction of Geography of Salt
- Introduction of History of Salt
- Introduction of Traditional industry and handicraft of Salt
- Exhibition tour/Related site tour

8th Day

1. History and culture of Salt 2 (Lecture by Director, Curator or Advisor, Salt Municipality)
- Introduction of heritage building of Salt
- Conservation of heritage building (Project)
- Site tour

Safety and Security Training Program for HOSM Staff

1. Target:
All HOSM staffs

2. Collaborated organization
Fire authority, police

3. Program

1st Day (by museum director)

1) Usage of alarm system
2) Usage of monitoring TV
3) Usage of metal detector
4) Check of rock system
5) Showcase
6) Safety Box
7) Emergency contact process (internal contact process/police)

2nd Day (by museum director with fire authority)

1) Check of evacuation route/emergency exit
2) Evacuation method of visitor/staff
3) Check of fire extinguisher (Training of fire extinguisher)
4) Protection of museum collection and data in case of fire
5) Coordination for emergency contact process to fire authority

3rd Day (with police)

1) Protection of museum from crime (lecture by police)
2) Security check of museum building by police
3) Current condition of security in Salt
4) Coordination for emergency contact process to police
5) Museum site check

Basic Policy on Research, Collection Management and Conservation

1. Purpose of Research

- As an academic organization in Salt as well as core museum of Salt ecomuseum, research is a core activity of HOSM. It is a duty of HOSM to study, document and conserve cultural resources of Salt area, and to inherit it to the next generation.
- "Salt study" is a final goal of research by HOSM. Through the study of cultural resource in Salt, local character of Salt should be clarified.
- HOSM will not implement all kind of research on cultural resources in Salt by HOSM alone, but through research network including research institute, universities, schools, governmental bodies and NGO as well as researchers. HOSM should be core of research network on Salt.
- Based on the accumulation of research and information about Salt, it is expected for HOSM to be research and information center of cultural resources in Salt, or "Salt study research center".

2. Local community and research of HOSM

- Research of HOSM is for local people of Salt, not for researcher or academics. Local people should not be dealt by HOSM merely as informant or owner of cultural property. Instead, HOSM should promote local people to study cultural resources of Salt by themselves through participation of HOSM research program.
- In order to promote awareness and ownership of local people for local cultural resources, output of research should give back to local people through HOSM activities such as publication, exhibition, lecture or education program.
- HOSM should promote local people to find their history and culture, and its uniqueness, by themselves. Therefore, participation to HOSM program through museum volunteer system (part of SEM supporters) is essential.

3. Acquisition/collection

- Based on the principle of ecomuseum, HOSM should keep local cultural resources in its original place as much as possible. Cultural properties owned by local Salt people should be basically also kept in owners' hand. HOSM will implement study and documentation of such kind of objects as well as consulting for conservation, however, will not acquire it.
- In case that object will be disposal or be sold, it is recommended to HOSM to acquire object from owner
- HOSM should acquire objects which are considered as part of cultural resources of Salt but exist or outside of Salt, such as historic photo of Salt existing in foreign countries.
- Archaeological objects dating before 1750 AD and protected under the Antiquity Law should be out of target of HOSM acquisition.

4. Collection Management and Conservation

- In order to inherit local cultural resources of Salt to next generation, collection management and conservation of cultural resource in international-level scientific manner is an essential activity of HOSM.
- All kind of museum collection should be managed by inventory numbering system and record in database.
- Type of conservation activity of HOSM is as follows;

  A) Conservation of museum collection (in museum)

B) Consultation of conservation of cultural properties owned by local people (Outside of museum)

- Conservation activity of HOSM will be implemented with cooperation of local/international university, Jordan Museum and foreign cultural organization.

Education and Local Community Involvement Activity Policy of HOSM

1. Purpose of education and community involvement of HOSM

- To promote community awareness and sense of ownership for local cultural resources of Salt, and to inherit it to the next generation.
- To make HOSM be a kind of community center for local people of Salt. It should be open to all local people in Salt with friendly space and staff.
- To involve local people to museum activities as well as ecomuseum movement
- To accommodate access by local and other people for sustainability of HOSM

2. Target

Target of education and community activity of HOSM

1) First step target: Local students of Salt
2) Second step target: Local people of Salt (Adult)

3. Partners

In order to enhance involvement of local community as well as develop education and community activity, HOSM collaborate following organizations in Salt

1) Local school
2) Local NGO
3) Salt/Balqa Municipality
4) Governmental sector in Salt (Youth center of Ministry of Youth, Ministry of Culture, Ministry of Awquf, etc)
5) Local private sector
6) Foreign NGO in Salt

4. Activity

As already implemented by HOSM team in pre-opening stage, HOSM will implement following activities

- Education activity with school
- Workshop for community awareness of cultural resource in Salt
- Coordination for conservation of local cultural resource
- Research program with local school
- Publication of newsletter (Quarterly)
- Website (Arabic)

5. Involvement of local people to museum activities

HOSM should deal with local Salt people not only as visitor to museum but also collaborator and producer of museum activities.

Type of involvement of local people to museum activities

1) Museum Volunteer (Part of Salt Ecomuseum Supporters/Membership)
   - To support several activities of HOSM, such as education event, gallery guide, data input, research etc (based on the experience and background of volunteer)
   - Ranging from young students to aged/retired persons
   - Voluntary activities without wage/payment (except transportation fee), not obligation
   - Previous guidance required
   - International volunteer acceptable based on the situation
   - Membership privilege: Museum free of charge, free gift of museum goods (T-shirt, etc), free coffee break/lunch in cafeteria

2) "Old Salt Story Teller" group (Part of Salt Ecomuseum Supporters)
   - Aged persons who know history and traditional culture of Salt as his or her experience, not from books (kind of informants)
   - Guest speaker/teacher of education event of HOSM focusing on traditional culture/history of Salt (will be implemented in HOSM children section/hands-on activity section)
   - Advisor for folklore object exhibition/reconstruction of daily life (local-participated style exhibition)
   - Can be "honored" staff of HOSM or member of "SEM supporters"
   - Reward: to be considered in case of guest speaker/teacher (but should not be paid just as providing historical/cultural information to HOSM)

3) Professional artist for event of HOSM (Local music player, Hakawati etc)
   - Professional local story-teller of folklore tale (Hakawati) or local Salti traditional music player (Rababa etc)
   - Play as show-event in Hakawati coffee shop
   - From Salt local people. If it is difficult, Amman people possible (but originally from Salt family)
   - Reward to be paid for show-event

PR Strategy of HOSM

1. Purpose of PR for Historic Old Salt Museum

- To promote awareness for Historic Old Salt Museum by local people and foreigners
- To present museum concept and activity
- To increase the number of visitors
- To obtain support to museum from local people, governmental and non- governmental body, and private sector
- To develop HOSM, as well as Salt and Salt ecomuseum, as tourist destination

2. PR Target

1st Step (2009-2010)

- Local people of Salt
- Jordanian

2nd Step (2011-)

- Regional tourists (Arab/Middle East)
- International tourists
- Travel agency

3. PR and marketing media

HOSM will implement PR and marketing through several methods as follows;

1) Printing material produced by HOSM
   - Poster of HOSM (To be distributed inside Salt city, school etc)
   - Small PR card (To be put in hotel)
   - Brochure (HOSM, Salt ecomuseum, general introduction brochure of Salt by JTB)
   - Newsletter of HOSM and Salt ecomuseum (also downloadable in museum website)

2) Presentation by HOSM staff
   - Presentation in local school and organization
   - Presentation in conference, ceremony etc

3) Mass media
   - Newspaper article about HOSM activity
   - TV and radio program about Salt and HOSM
   - Mobile phone message

4) Article in Magazine
   - Article in PR magazine (such as JOJO, Royal Wing, Jordan Today, Jordan First etc)
   - Article in tourism magazine

5) Travel Guidebook
   - Article in travel guidebook (such as Lonely Planet, Blue Guide, Le)

6) Internet
   - Travel guide website
   - Tourist blog
   - Tourist web forum board
   - Governmental website (MOTA, Visit Jordan etc)
   - SEM and HOSM own website

- Google search (museum name and website should be appeared)
- Google map (location of museum)
- Newsletter service by e-mail

4. PR contents

- Museum concept: What is HOSM
- Museum name & logomark
- Introduction of SEM and role of core museum
- Exhibition contents
- General background history of Salt and HOSM
- Access to museum/location (by public transportation, by car/from Airport, from Amman, from focal tourist points like Aqaba or Petra)
- Opening hour
- Contact information (Telephone, fax, e-mail)
- Event information (temporary exhibition, music event etc/schedule, booking)
- Information for participation to museum activity (volunteer)

Guidelines for Operation of HOSM Café

1. Basic operation policy of HOSM café

1) As part of museum experience of HOSM, and also part of Salt ecomuseum experience for tourists, in particular as experience of Salti "hospitality", Café of HOSM should be operated according to the concept of museum shop.
2) HOSM Café is not only place of rest for visitors but also the place to have experience of Salti culture through drinking, eating and also listening Salti traditional music in Café event.
3) HOSM café should be profitable for local community of Salt. It is preferable that operator and staff are from local community of Salt.

2. Name and logo of café

1) Name and logo mark of café should adapt to the museum concept.

3. Opening hour of café

1) Opening hour of café is the same as that of HOSM.
2) In case that special event program is taken place in museum café, it can be opened even in the closing time of HOSM, with the permission of HOSM.

4. Uniform of café

1) Design concept of uniform of café should adapt to the museum concept

5. Consideration of local community

1) The price of café should be acceptable for local community

6. Consideration of collection conservation

1) Operation of café should avoid negative effect on museum collection. Curator of HOSM should consult and advise café operation concerning effect on collection.

7. Cafeteria menu and museum theme

1) Menu of café should adapt to the museum theme and concept.
2) In addition to the normal café menu, it is recommended for café to serve traditional meal of Salt

8. Collaboration with HOSM activity

1) HOSM has a priority to use café for museum activity.
2) In case that HOSM will have event such as temporary exhibition, and need collaboration of menu, museum café should collaborate with HOSM activity.

9. Consideration of environmental issue

1) Operation of cafe should follow environmental friendly
2) Recycle of waste and use of recycle paper is recommended for museum cafe

10. Contract between HOSM and museum cafe operator

1) Operation contract between HOSM and museum cafe operator should follow the contents of this guideline.

11. Guideline of HOSM museum café

1) Operator of HOSM museum shop should follow this guideline of HOSM cafe.

12. Monitoring of museum cafe operation

1) Operation of museum cafe should be monitored by HOSM.
2) Staff of museum cafe should have operation management meeting with HOSM.

Guidelines for Operation of HOSM Museum Shop

1. Basic operation policy of HOSM museum shop

1) As part of museum facilities, HOSM museum shop should be operated according to the concept of HOSM.
2) Operator of museum shop should consider the point that museum shop is part of total museum experience for HOSM visitors.

2. Name and logo of museum shop

1) Name of museum shop should be fit with museum concept
2) Since HOSM has its own logo mark, it should be avoided for museum shop to have its own logo mark

3. Opening hour of museum shop

1) Opening hour of museum shop will be the same as opening hour of museum.

4. Uniform of museum shop

1) Design concept of uniform of museum shop should be fit with museum concept.

5. Museum goods

1) Museum shop should deal with museum goods designed by HOSM.
2) Museum shop has a right to sell museum goods.
3) Logo mark and name of HOSM can be used for museum goods.

6. Consideration of local community

1) The price of goods in museum shop should be acceptable for local community.
2) It is recommended for museum shop operator to collaborate with local organizations, including local NGO, to plan and produce museum goods.
3) It is recommended for museum shop operator to let local people obtain benefit from museum shop.

7. Selling items

1) Museum shop should avoid to deal with items as follows;
   - Items which conflict with copyright (which has illegal part of copy of photos or text)
   - Items which conflict with patent, trademark and brand
   - Items which conflict with the Washington Convention (CITES)
   - Original heritage collection, including heritage object dating after 1750 AD (Objects which are not subject to the Antiquity Law)
   - Items which will tell people wrong idea about traditional culture of Salt
   - Items which is harmful to human body
   - Items which cannot be acceptable from ethical and religious point of view
2) All kind of selling items in museum shop should be judged and approved by HOSM.

8. Consideration of environmental issue

1) Operation of museum shop should follow environmental friendly
2) Recycle of waste and use of recycle paper is recommended for museum shop

9. Contract between HOSM and museum shop operator

1) Operation contract between HOSM and museum shop operator should follow the contents of this guideline.

10. Guideline of HOSM museum shop

1) Operator of HOSM museum shop should follow this guideline of HOSM museum shop.

11. Monitoring of museum shop operation

1) Operation of museum shop should be monitored by HOSM.
2) Staff of museum shop should have operation management meeting with HOSM.

Expenditure - Historical Old Salt Museum 2009

Major Items	Sub Items	Ratio	Details					JD per Year
			Positions	Number	Monthly Payment	Month	JD per Year	
Personnel Expenses	Proper Personnel		Director	1	1200	12	14,400	14,400
			Curator	1	790	11	8,690	8,690
			Assistant Curator	1	400	5	2,000	2,000
			Educator	1	800	12	9,600	9,600
			Gallery Guide	2	250	11	2,750	5,500
			Administration & Accountant	1	350	12	4,200	4,200
			Receptionist	1	200	11	2,200	2,200
			IT Specialist	1	700	12	8,400	8,400
			Librarian	1	350	5	1,750	1,750
			Cleaning & Service staff	2	150	11	1,650	3,300
	Outsourcing Personnel		Guard	3	250	11	2,750	8,250
Sub Total		**67.5%**						**68,290**
Activity Expenses	General affairs/administration		Stationery etc					1,500
	Permanent Exhibitions		Additional explanation etc					1,300
	Temporary Exhibitions		Device and panel for temporary exhibition etc					2,600
	Research		Reference etc					2,000
	Collection management		Storage room setup, cleaning of object					4,000
	Acquisition		Historic photo etc					2,500
	Education and community activity		Regular activity, newsletter					2,200
	IT&Media		LAN, website etc					5,200
	Library		Library set-up					700
Sub Total		**21.7%**						**22,000**
Administrative Expenses	Utilities		Electricity Water Sewage				8,100 790 430	9,320
	Maintenance		Elevator Alarm system Air conditioner ADSL					600
	General		Telephone, Fax & Post mail				1,000	1,000
Sub Total		**10.8%**						**10,920**
Total								**101,210**

Revenue - Historical Old Salt Museum 2009

Major Items	Sub Items	Ratio	Details				JD per Year
			Exhibitions/Events	Visitor	JD	Number of visitors per Year (charged)	
Operational Income	Admission Fee		Permanent Exhibitions	Foreigner Adult	2.00	3,350	6,700
				Foreigner Child	1.00	150	150
				Jordanian (Adult and child)	0.25	2,000	500
			Temporary Exhibitions	Intl. Adult			
				Intl. Child			
				Local Adult			
				Local Child			
	Sub Total	**78.6%**				**5,500**	**7,350**
	Guide tour						**2,000**
	Sub Total	**21.4%**					**2,000**
Sub Total		**9.2%**					**9,350**
Managerial Income	Rent		Shop		400	12	4,800
			Restaurant		400	12	4,800
			Gallery				500
			External Spaces				
	Sales		Publication				0
			Museum souvenir				2,000
			Part of café sales				1,000
	Event		Music event in café				3,000
Sub Total		**15.9%**					**16,100**
Complement Income	Subsidy		Government				65,760
	Fund		Donation etc				10,000
Sub Total		**74.9%**					**75,760**
Total							**101,210**

Expenditure - Historical Old Salt Museum-2010

Major Items	Sub Items	Ratio	Details					JD per Year
			Positions	Number	Monthly Payment	Month	JD per Year	
Personnel Expenses	Proper Personnel		Director	1	1200	12	14,400	14,400
			Curator	1	790	11	8,690	8,690
			Assistant Curator	1	400	12	4,800	4,800
			Educator	1	800	12	9,600	9,600
			Gallery Guide	2	250	12	3,000	6,000
			Administration & Accountant	1	350	12	4,200	4,200
			Receptionist	1	200	12	2,400	2,400
			IT Specialist	1	700	12	8,400	8,400
			Librarian	1	350	12	4,200	4,200
			Cleaning & Service staff	2	150	12	1,800	3,600
	Outsourcing Personnel		Guard	3	250	12	3,000	9,000
Sub Total		**75.1%**						**75,290**
Activity Expenses	General affairs/administration		Stationery etc					1,500
	Permanent Exhibitions		Additional explanation etc					1,900
	Temporary Exhibitions		Device and panel for temporary exhibition etc					2,100
	Research		Reference etc					1,600
	Collection management		Cleaning of object, database					1,500
	Acquisition		Historic photo etc					1,000
	Education and community activity		Regular activity, newsletter					2,800
	IT&Media		Website etc					1,200
	Library		Reference etc					500
Sub Total		**14.1%**						**14,100**
Administrative Expenses	Utilities		Electricity				8,100	9,320
			Water				790	
			Sewage				430	
	Maintenance		Elevator Alarm system Air conditioner ADSL					600
	General		Telephone, Fax & Post mail				1,000	1,000
Sub Total		**10.9%**						**10,920**
Total								**100,310**

Revenue - Historical Old Salt Museum 2010

Major Items	Sub Items	Ratio	Details				JD per Year
			Exhibitions/Events	Visitor	JD	Number of visitors per Year (charged)	
Operational Income	Admission Fee		Permanent Exhibitions	Foreigner Adult	2.00	12,800	25,600
				Foreigner Child	1.00	700	700
				Jordanian (Adult and child)	0.25	9,000	2,250
			Temporary Exhibitions	Intl. Adult			
				Intl. Child			
				Local Adult			
				Local Child			
	Sub Total	**93.5%**				**22,500**	**28,550**
	Guide tour						**2,000**
	Sub Total	**6.5%**					**2,000**
Sub Total		**30.5%**					**30,550**
Managerial Income	Rent		Shop		400	12	4,800
			Restaurant		400	12	4,800
			Gallery				500
			External Spaces				
	Sales		Publication				0
			Museum souvenir				5,000
			Part of café sales				5,000
	Event		Music event in café				3,000
Sub Total		**23.0%**					**23,100**
Complement Income	Subsidy		Government				36,660
	Fund		Donation etc				10,000
Sub Total		**46.5%**					**46,660**
Total							**100,310**

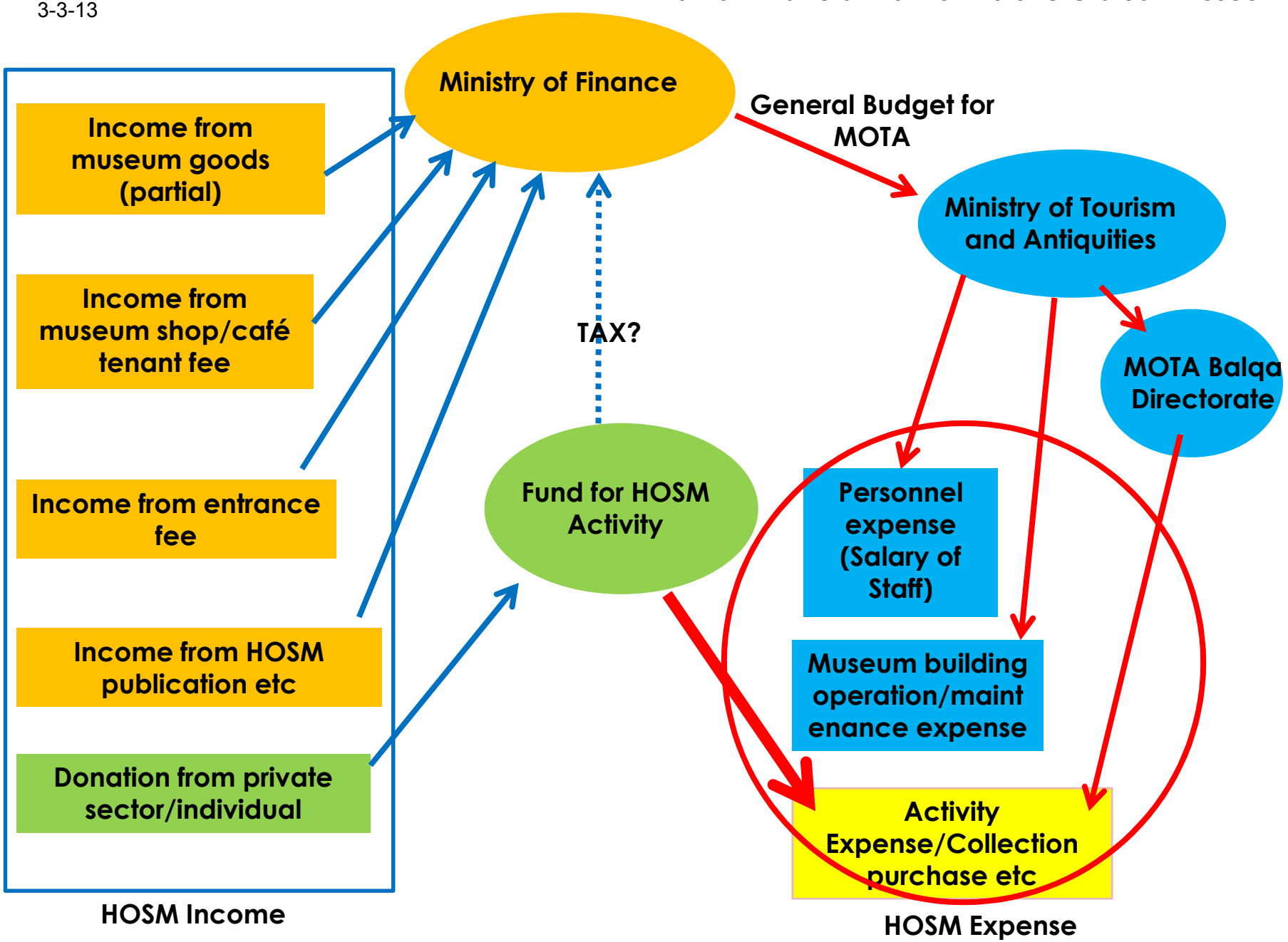
Expenditure - Historical Old Salt Museum-2011

Major Items	Sub Items	Ratio	Details					JD per Year
			Positions	Number	Monthly Payment	Month	JD per Year	
Personnel Expenses	Proper Personnel		Director	1	1200	12	14,400	14,400
			Curator	1	790	11	8,690	8,690
			Assistant Curator	1	400	12	4,800	4,800
			Educator	1	800	12	9,600	9,600
			Gallery Guide	2	250	12	3,000	6,000
			Administration & Accountant	1	350	12	4,200	4,200
			Receptionist	1	200	12	2,400	2,400
			IT Specialist	1	700	12	8,400	8,400
			Librarian	1	350	12	4,200	4,200
			Cleaning & Service staff	2	150	12	1,800	3,600
	Outsourcing Personnel		Guard	3	250	12	3,000	9,000
Sub Total		**75.4%**						**75,290**
Activity Expenses	General affairs/administration		Stationery etc					1,500
	Permanent Exhibitions		Publication of exhibition guidebook,Additional explanation etc					2,800
	Temporary Exhibitions		Device and panel for temporary exhibition etc					1,600
	Research		Reference etc					2,100
	Collection management		Cleaning of object, database					500
	Acquisition		Historic photo etc					1,000
	Education and community activity		Regular activity, newsletter					2,800
	IT&Media		Website etc					800
	Library		Reference etc					500
Sub Total		**13.6%**						**13,600**
Administrative Expenses	Utilities		Electricity Water Sewage				8,100 790 430	9,320
	Maintenance		Elevator Alarm system Air conditioner ADSL					600
	General		Telephone, Fax & Post mail				1,000	1,000
Sub Total		**10.9%**						**10,920**
Total								**99,810**

Revenue - Historical Old Salt Museum 2011

Major Items	Sub Items	Ratio	Details				JD per Year
			Exhibitions/Events	Visitor	JD	Number of visitors per Year (charged)	
Operational Income	Admission Fee		Permanent Exhibitions	Foreigner Adult	2.00	19,000	38,000
				Foreigner Child	1.00	1,000	1,000
				Jordanian (Adult and child)	0.25	12,500	3,125
			Temporary Exhibitions	Intl. Adult			
				Intl. Child			
				Local Adult			
				Local Child			
	Sub Total	**95.5%**				**32,500**	**42,125**
	Guide tour						**2,000**
	Sub Total	**4.5%**					**2,000**
Sub Total		**44.2%**					**44,125**
Managerial Income	Rent		Shop		400	12	4,800
			Restaurant		400	12	4,800
			Gallery				500
			External Spaces				
	Sales		Publication				5,000
			Museum souvenir				8,000
			Part of café sales				7,000
	Event		Music event in café				3,000
Sub Total		**33.2%**					**33,100**
Complement Income	Subsidy		Government				12,585
	Fund		Donation etc				10,000
Sub Total		**22.6%**					**22,585**
Total							**99,810**

Plan of Financial Flow of Historic Old Salt Museum



Historic Old Salt Museum

Plan of Activity Fund

1. Purpose of Fund

- To be used for regular activity expense of HOSM including
  Expense for education/community activity (event, workshop etc)
  Expense for free publication of HOSM such as newsletter

2. System of fund

- Source of fund: Donation from private sector, individual and organization
- Usage of fund: Based on annual activity plan and financial plan/Monitored by **monitoring committee**
- Annual report of fund: To be reported to MOTA and donor
- Management of fund: by HOSM administration staff
- To be controlled by "**HOSM fund regulation**"
- Bank account: special account for fund

3. Privilege of donor

- Privilege of donor should be considered (Preferential treatment of tax etc)
- Minimum privilege of donor: Entrance free (annual or permanent), sending HOSM publication, etc
- Indication of name of donor in museum and related publication (In case of private sector, logo mark should be also indicated)

4. Fund establishment process

2009

- Preparation of fund regulation
- Investigation of proposed system and regulation by Jordanian legal/financial specialist
- Approval by government (MOTA, Cabinet)

Until establishment of fund, activity expense will be covered by general budget of HOSM (from MOTA) or donation of necessary material/service from private sector

2010

- Implementation of fund

2013-

- Unified to Salt ecomuseum fund

Calculation Bases for Financial Plan of HOSM

The Financial Plan is calculated on the basis of the following conditions:

1. General

Through TDMAP, the draft budget plan of HOSM for one fiscal year in the post-opening stag was formulated. Under SAPI, this budget plan was reviewed, then modified to the Financial Plan of HOSM.
The Financial Plan is for 3 years from 2009 to 2011. It is based on the Action Plan of HOSM for the first 3 years of the post-opening stage, from 2009 to 2011. Annual financial plan for each year was prepared.
The Financial Plan consists of the following components;

Expenditure
- Personnel Expenses (Salary for staffs)
- Activity Expenses
- Administrative Expenses (Utilities, Maintenance, General Expense etc)

Revenue
- Operational Income (Admission Fee etc)
- Managerial Income (Rent, Sales etc)
- Complement Income (Subsidy, Fund etc)

2. Expenditures

1) Personnel Expense

Personnel Expense consists of the followings;
- Proper personnel expense
- Outsourcing personnel expense

Based on the Organization Chart of HOSM, the proper personnel are as follows;

	Number of personnel
-Director	1
-Curator	1
- Assistant Curator	1
-Educator	1
-Gallery Guide	2
-Administration and Accountant	1
-IT and Media Specialist	1
-Receptionist	2
-Librarian	1
-Cleaning and Service Staff	2

Based on the Staff Recruitment Schedule of HOSM, Curator, Assistant Curator, Gallery Guide, Receptionist, Librarian and Cleaning & Service Staff are planned to be recruited during 2009. The working month of these staffs in 2009 are as follows;

-Curator: 11 months
- Assistant Curator: 5 months
- Gallery Guide: 11 months
- Receptionist: 11 months
- Librarian: 11 months

- Cleaning and Service Staff: 11 months

Based on the number of staffs, the working months and the estimated monthly payment, the personnel expense was calculated. Working months after 2010 is 12 months in all positions.

2) Activities Expenses

Based the Action Plan for 3 years, the Activities Expenses consists of the following items;
- Permanent Exhibition
- Temporary Exhibition
- Research
- Collection Management
- Acquisition
- Education and Community Activity
- IT & Media
- Library

In addition to these fields of activities, expense for “General Affairs and Administration” was added as part of activity expense.
Expense of each fields mentioned in the Financial Plan is minimum required expense for implementation of activities in the relevant fields.

3) Administrative Expense

Administrative expense consists of the followings;
-Utilities expense including electricity, water and swage
-Maintenance expense including elevator, alarm system, air conditioner and ADSL
- General expense including telephone, fax and postal mail

Utilities expanse and maintenance expense is the same as that of budget plan formulated through TDMAP, since it was based on the cost estimation of HOSM building construction side.

3. Revenue

1) Operational Income

The operational income consists of admission fee and guide tour.

Income from admission fee was calculated based on the following estimation;

-Admission Fees

- International Visitors to Permanent Exhibitions
  It is planned as JD 2.0 for adult and JD 1.0 for children. Until the grand opening, entrance fee will be free.
  Only the permanent exhibition will be charged. Temporary exhibition will be basically free of charge, considering the small scale of temporary exhibition room.

- Local Visitors to Permanent/Temporary Exhibitions
  It is planned as JD 0.25 for adult and children

-Number of Visitors

Through SAPI, number of visitors to Salt Ecomuseum was calculated as follows;

Phase 1 (2009-2011)
-First half (2009-2010): 15,000 visitors/year
Local: 50 visitors/holiday
Domestic: 30 visitors/holiday
Foreigner: 20 visitors/day

-Second half (2010-2011): 35,000 visitors/year
Local: 50 visitors/holiday
Domestic: 100 visitors/holiday
Foreigner: 60 visitors/day

Based on this calculation, and also holidays in Jordan which is around 110 days per year, the number of local, domestic and foreigner per year can be calculated as follows;

-First half (2009-2010):15,000 visitors/year
Local: ca. 5,000 visitors/year
Domestic: ca.3,000 visitors/year
Foreigner: ca.7,000 visitors/year

-Second half (2010-2011): 35,000 visitors/year
Local: ca.5,000 visitors/year
Domestic: ca.10,000 visitors/year
Foreigner: ca.20,000 visitors/year

It can be assumed that number of visitors to Salt ecomuseum will be the same as that of HOSM, because HOSM will be the core of Salt ecomuseum. Therefore, the number of visitors to HOSM was estimated as follows;

1st year (2009): 15,000
(Local-5,000/Domestic-3,000/Foeigners-7,000)

2nd year (2010): 25,000
(Local-5,000/Domestic-6,500/Foeigners-13,500)

3rd year (2011): 35,000
(Local-5,000/Domestic-10,000/Foeigners-20,000)

For the year 2010, the number of visitors was calculated as intermediate value between 2009 and 2011 except the number of local visitors.

It is also expected that HOSM will receive many “free” visitors, in particular local school students group by official visit. Therefore, it was assumed that 50 % of local visitors were free visitors.
It was also assumed that almost half of visitors in 2009 will be free, because it will not be charged until the grand opening which will be the end of May 2009.

It can be estimated that the number of visitors of foreign children will be small number, because majority of foreign visitors are expected to be adult. Therefore, it was assumed that around 5 % of total visitors are children.

Considering issues mentioned above, the numbers of foreigner and Jordanian (local and domestic) visitors to be charged were estimated as follows;

Year 2009 (After the Grand Opening):
-Foreigner Adult: 3,350
- Foreigner Children: 150
- Jordanian: 2,000

Year 2010
-Foreigner Adult: 12,800
- Foreigner Children: 700
- Jordanian: 9,000

Year 2011
-Foreigner Adult: 19,000
- Foreigner Children: 1,000
- Jordanian: 12,500

The income from guide tour is roughly calculated expectations. As part of HOSM activity, guide tour inside the old city of Salt will be implemented.

2) Managerial Income

The managerial income consists of rent, sales and event.
The rent consists of the following items;
- Shop
- Cafe
- Gallery

The rent of shop and cafe is expectations. The average rate of shop and cafe in Salt were considered.

The sales consists of the following items;

- Sales from HOSM publication
- Sales from the museum souvenir
- Sales from the part of cafe sales

The sales are expectations only.

Regarding income from the event, music event in HOSM cafe can be charged.

3) Complementary Income

Complementary income consists of subsidy from the government and fund by donation. As for fund, it is planned to establish HOSM fund to support expense of HOSM activity.

TOR 3-4

To evaluate the historical buildings as the Satellites of Ecomuseum, and to create the signboards on Satellites and Discovery Trails

1. Overview of the Work

Finalizing the contract with a design company to design and produce signage consumed the first three weeks due to difficulties in obtaining the appropriate quotations and changes in TORs. On 2 November, the contract was signed between the SAPI team and Untitled Studios. Although the original TOR calls for the installation of signage, it was found out that it was not feasible to plan, design, produce and install the signage within the study period since numerous procedures and processes are required if the signage is installed in Salt. After consultation with JICA HQ, the installation of signage in Salt was dropped from the study TOR. The signage was produced on a temporary basis. It was fixed in Salt only on the day of a workshop planned under TOR3-6 held on 1 December 2008. In order to examine the effectiveness of the signage plan, the questionnaires were distributed to participants of the workshop and the results were analyzed.

2. Background information on outputs

1) Location of signage

The locations of signage and a rough design for signage were discussed with Jordanian counterparts after two survey walks along the pilot trail. The locations of signage were decided as follows:

No	Location	Type of signage
1	Abu Jaber House (HOSM)	Core museum signage
2	Saha al-Ain	Satellite signage
3	Daud Triangle	Satellite signage
4	Corner of Saha al-Ain	Route indication
5	Staircase to Qaqish House	Route indication
6	West corner of Qaqish House	Route indication
7	Qaqish House	Satellite signage
8	East of Qaqish House (down to staircase)	Route indication
9	Road crossing	Route indication
10	Small Mosque	Satellite signage
11	Suq al-Hammam	Satellite signage
12	Suq al-Hammam	Route indication

2) Overview of questionnaire survey

Date	1 December 2008
Sample	Participants (Students and others) of the workshop titled As-Salt Rediscovery Day
Number of samples	Students: 10 Other participants: 9
Questions asked	For students, 1. The number of signage found 2. Opinions on its usefulness For other participants, 1. Overall evaluation of signage and map system 2.Evaluation of Signage

However since the survey was conducted at the workshop where participants were guided by the museum staffs through a pilot trail and did not have to rely on the signage and map to explore the trail, the purpose of the questionnaire was not fully achieved.

It should be noted that the same questionnaire was applied both for the signage and tourist map developed under TOR3-5. The outcome of the questionnaire survey is described below:

3) Results of Questionnaire on Signs
After the trial walk, the participants were given the questionnaire survey. Questions and results of the questionnaire are as follows (only sign-related questions are shown):

a) Questionnaire to students
Total answer: 10 persons

- *How many signs did you find?*
  1) Signs for direction

Number of signs	Number of answers
-1	2
-2	4
-3	3
-4	1
-5	0
-6	0

  2) Signs for explanation on heritage

Number of signs	Number of answers
-1	0
-2	4
-3	2
-4	2
-5	2
-6	0

- *Did you find it easy to follow the signs?*

	Number
-Very easy	8
-Easy	2
-Not easy	0

- *Was the explanation on the signs useful?*

	Number
-Very useful	6
-Useful	4
-Not useful	0

b) Questionnaire to other participants
Total answers: 9 persons (school teachers and other participants)

- *Are you a resident of Salt ?*

	Number
-Yes	4
-No	5

- *Have you visited those historical sites introduced in the trail ?*

	Number
-Yes, I have visited all the sites	5
- Yes, I have visited some of the sites	0
- No, it is my first time to visit those sites	2

- *Did you enjoy the feeling of "the Golden Age of Salt" by walking the trail?*

	Number
-Very much	4
-It was satisfactory	3
-Not really	1
-Not at all	0
- No answer	1

Comments

It was satisfactory -As for the buildings, the Khatib house area seems to fit more to this term "Golden Age", if the conservation work is conducted.
It was satisfactory –Qaqish house was in better condition than I expected.
Not really- the trail needs a cleaner environment along with awareness programs for neighboring residents.

- *Were the signage and the map effective to explore the trail?*

	Number
-Very much	2
-It was satisfactory	3
-Not really	4
-Not at all	0

Comments

Very much-It's a historical trail that expresses the history and authenticity of Salt.
Signages were not clear enough because of size, colors and locations.
Not really-Signage works only with map
Not really-Signage did not work effectively for people to indentify.
Not really-Small size, colors are not clear and not attractive (sign)

- *What do you think of the system where the visitors first visit the museum to obtain a tourist map and necessary information on the trail and then walk along the trail guided by the signage and tourist map?*

	Number
-Very good	7
-Good	2
-Not good	0
-Bad	0

Comments

Very good-Accompanied with changing signage
Good- I agree, because visitor center doesn't work well

- *What do you think of the style of trail which fixes the direction and route for the tour by the signage?*

	Number
-Very good	5
-Good	4
-Not good	0
-Bad	0

Comments
Very good-Especially for a town like Salt, it is better for tourists to be shown the way to see it, otherwise tourist cannot find the spots.
Good- But I feel it needs more attractions to motivate people to walk the trail. May it change when core museum is completed?

- *Did the design/layout of signage express the image of the Golden Age of Salt?*

	Number
-Very well	0
-It was satisfactory	8
-Not really	1
-Not at all	0

- *Were the locations of signage appropriate to guide you to explore the trail?*

	Number
-Very good	0
-Good	6
-Not good	3
-Bad	0

Comments
Good-except for the entrance of Al Khader Street.
Good-bigger or clearer is better
Not good-A sign or map indicating “You are here” could be included.

Other comments
- The trail was not very clean, and this should be taken into consideration.
- The idea is very useful for increasing the number of tourists.

c) Analysis
Results of questionnaire are summarized as follows:
- The trail tour route system which guides visitors by signage is effective. Tourists can enjoy the theme of the trail.
- Signage itself has room for improvement in terms of design, size and location. Signs used in the trial tour were difficult to find during tour.

Based on the results of the questionnaire, as well as internal discussion within the Study Team after the walk, the signs require the following modifications and improvement in the future implementation stage:

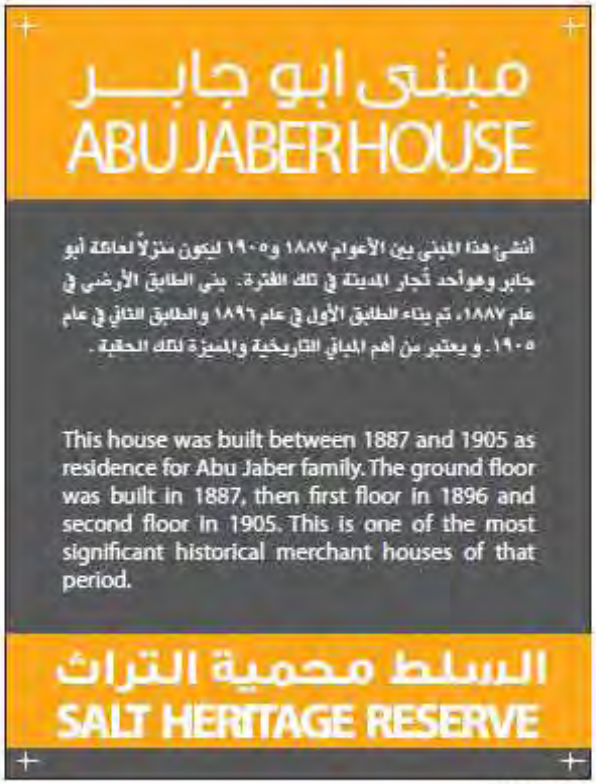
- Design, size and color should be revised. Bigger-sized signs and more eye-catching color and design are required. On the other hand, harmony with the heritage landscape should also be kept in mind as well.
- Using symbol marks and numbering will also be effective for better presentation of signage. In the future, the symbol mark of the Salt ecomuseum should be used in signage
- In addition to route indication signage and heritage explanation sign, a map sign indicating “You are here” is also desirable.

In addition to comments on signage, there were several comments concerning the condition of the trail itself, particularly the cleanliness of the trail. In the actual implementation stage of the trail, cleaning of routes and sites will also be required before the installation of signage.

3. List of Outputs

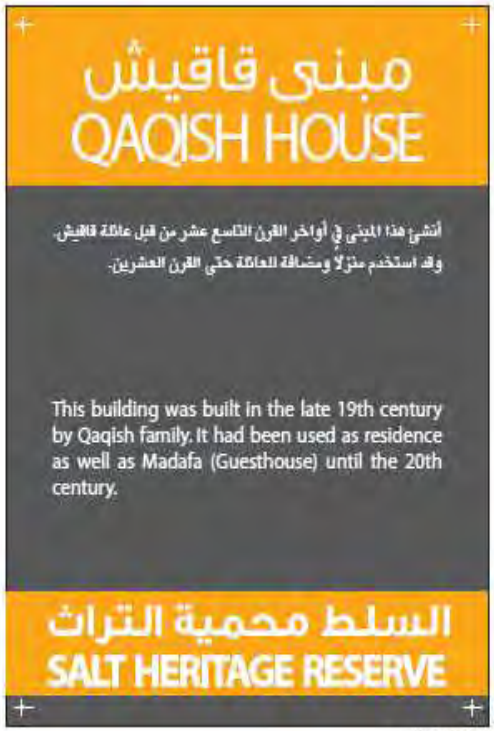
The list of outputs regarding TOR 3-4 is as follows:

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



W300×H400

W300×H400



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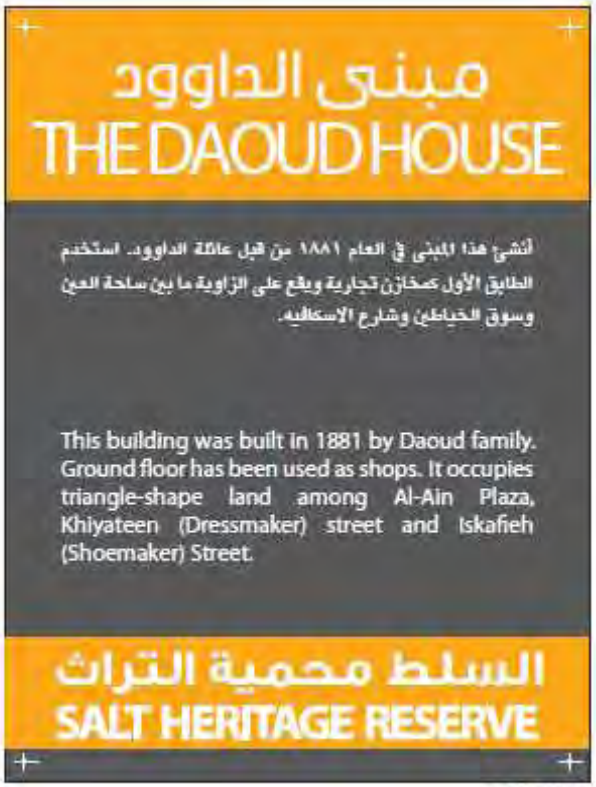
W300×H400

Qty = 3



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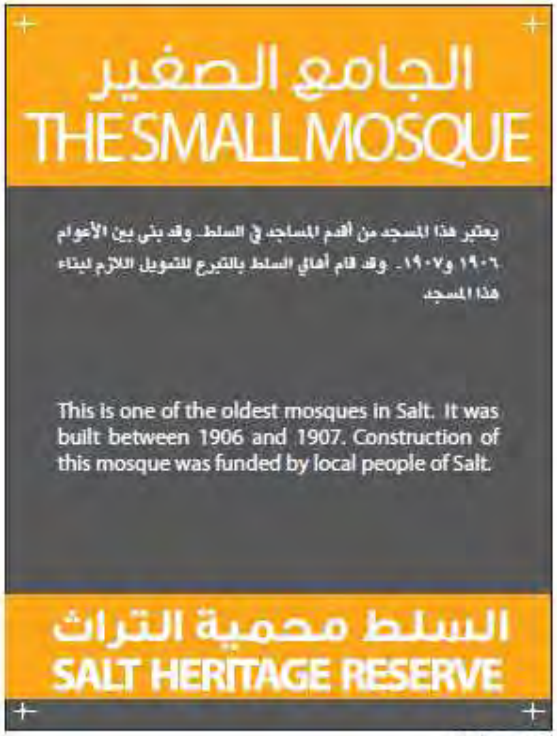


W300×H400

1. Abu Jaber House (HOSM)

2. Saha al-Ain

3. Daud Triangle

4. Corner of Saha al-Ain

5. Staircase to Qaqish House

6. West corner of Qaqish House

7. Qaqish House

8. East of Qaqish House (down to staircase)

9. Road crossing

10. Small Mosque

11. Suq al-Hammam

12. Suq al-Hammam

TOR 3-5

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

1. Overview of the Work

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

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

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

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

Because the Ecomuseum plan had not been approved by the Jordanian Government yet, and also some voices from the Jordanian side recommending avoiding the use of the term of "ecomuseum" in Salt, the map and the website were produced without using the term "Salt ecomuseum". Instead, the phrase "Salt Heritage Reserve" was used, the definition of which is the same as for the Salt ecomuseum.

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

2. Background Information on Outputs

1) Golden Age Trail

Based on the review of trail plans drafted by the JOCV team, the "Golden Age" trail was selected as a trial for SAPI. This trail, which focuses on the history and architecture of the so-called "Golden Age of Salt" between the late 19th century and early 20th century, is a kind of digest version of the "History" and "Building" trails suggested by the JOCV team. Satellites of the "Golden Age" include important heritage architectural and historical sites, which are primary tourism resources of Salt. The satellites selected for the "Golden Age" trail are as follows;

1) Abu Jaber House: Core museum/Starting point of trail tour
2) Al-Ain Plaza: Social and historical place of old Salt city
3) The Daoud House: Heritage architectural site built in 1881
4) Qaqish House: Heritage architectural site built in late 19th century
5) The small mosque: Historical mosque built between 1906 and 1907
6) Hammam Street: Old commercial street since 19th century

2) Policy and strategy for website, map, signage and brochure

As shown in the chart "Basic Policy of Website, Tourist Map and Signage", the policy and strategy for the website, map and signage were planned as follows;

- Before visiting Salt, tourists will obtain information about Salt ecomuseum through several tourism information media. One of them is websites on the Internet, including the website of the Salt ecomuseum itself and other tourism information websites, such as the "Visit Jordan" website, which also introduces the Salt ecomuseum. The website of HOSM itself, which is currently under preparation, will also provide information to tourists. In the future, a mobile phone website of the Salt ecomuseum should also be prepared in order for tourists to obtain information on the Salt ecomuseum through mobile phones from any place in Jordan.
- In HOSM, tourists can obtain a trail map for the trail tour, and also purchase a guidebook for the Salt ecomuseum, which will be prepared in the future stage.
- On the trail tour, tourists can obtain information on the satellites through signage, explanation by trail tour guides as well as the Salt ecomuseum guidebook.

As shown in the chart "Salt Ecomuseum Brochure and Map Strategy", the following brochure and map introducing the Salt ecomuseum and HOSM should be prepared by the Salt ecomuseum and HOSM

- General introduction brochure of the Salt ecomuseum: To be distributed at visitor centers in all tourist sites in Jordan, and also tourist gateways to Jordan such as airports. This is to motivate tourists to visit the Salt ecomuseum. Same purpose as Salt ecomuseum website
- Discovery trail brochure (map): Introduction and map of a discovery trail. To be distributed at core museum center at HOSM. Each discovery trail will have its own brochure (map). This type of brochure (map) was produced in SAPI.
- Satellite brochure: Introduction of satellites. To be distributed at core museum center in HOSM or satellite site. Draft of this kind of brochure was also produced by JOCV team.
- HOSM brochure: Introduction of HOSM with floor plan. To be distributed at HOSM. This is currently under preparation by HOSM team.

3) Map

Draft map of discovery trail course had been prepared by JOCV team before SAPI. This draft map was reviewed and modified to be the map of "The Golden Age Discovery Trail". This map is a brochure type, of A-4 paper size, which is to be folded in thirds and printed on both sides. Contents of the map are as follows:

- Introduction of the theme of "The Golden Age Discovery Trail"
- Map of discovery trail, indicating satellites, heritage buildings as well as lookout constructed by TSDP.

- Information on discovery trail tour
- Access map to HOSM

Map was prepared both in English and in Arabic.

Colour coding for the map is based on the yellowish colour of heritage buildings in Salt. The same colour coding is used for the website. Since the map, website and signage are co-related items, they adopt the same design motif.

4) Website

The website of the Salt ecomuseum was newly produced in SAPI. The purpose of the website is to introduce the Salt ecomuseum and to motivate tourists to visit Salt. The main target of the website is tourists, in particular foreign tourists. Contents of the website are as follows:

- Welcome message/General introduction of Salt
- Introduction of Salt ecomuseum (Salt Heritage Reserve)
- Introduction of HOSM and Abu Jaber House
- Introduction of the Discovery Trails
- Introduction of "The Golden Age Discovery Trail" with interactive map and tour information. Map can be downloaded.
- Project information (TSDP)
- Access Information (Access to HOSM)
- Tips for Tourists (Mannering)
- Newsletter (can be downloaded)
- Photo gallery
- News and events
- Information on contact address
- Links

Language of the website is English and Arabic**.** Publications of the Salt ecomuseum, such as the Newsletter and map, can be downloaded from the website.

This website will be managed by MOTA with support of the local consultant. It should be linked with other tourism-related websites and search engines.

5) Trial Walk

Trial walk of "The Golden Age Discovery Trail" was conducted on the 1st of December as part of the participatory workshop under TOR 3-6. In the trial walk, the map was distributed to participants in order to examine the effectiveness of the map in combination with signage installed at satellite sites.

6) Results of Questionnaire and recommendations for the future

a) Tourist map

In the trial walk, the questionnaire survey was conducted. Questions and results of the questionnaire are summarized in output 3-5-6.

There were several comments about revision of the signage, but overall, it can be said that most of the participants were satisfied with the layout and design of the map. Regarding the information in the map, there were several comments that more information such as the location of toilets and shops should be included.

The main purpose of the trial walk in SAPI was, however, to test the system of the Salt ecomuseum trail, not the production of the complete map and signage. In this system, visitors will first visit the museum to obtain a tourist map and necessary information on the trail, and then walk along the trail guided by the signage and tourist map. Based on the results of the questionnaire, it can be said that this system itself was well accepted by visitors.

Based on the results of the questionnaire, as well as internal discussions within the Study team after the walk, the following points regarding the map require modification and improvement in the future;

- More information should be added to the map, particularly regarding facilities such as shops and toilets as they become available in the future.
- In order for tourists to find the characteristic topography and landscape of Salt, viewpoints should also be indicated in the map. Outlooks in Salt which were constructed under TSDP are already mentioned in the map, but they need more information.

b) Website

The questionnaire survey was conducted to the same stakeholders in the tourism sector as that for the pilot website developed under TOR4-1. There were total eleven replies collected and analyzed. The outcome of the survey is shown in output 3-5-7. Based on the analysis of the outcome, the following measures to improve the effectiveness of the site are recommended:

i) Linkage to the Salt cultural resource database

It may be a good idea to link the concerned site to the Salt cultural resource database which is planned to be developed under the proposed Salt Ecomuseum Plan so that the information on various cultural resources in Salt including not only historical buildings but also traditional life styles, rituals and foods will widely be available through the website. In addition, the overviews of cultural resources in Salt should be added to the site, while the basic information of Salt such as its nature, geography and history in the site will be more elaborated.

ii) More information on tourism in Salt

The information on tourism in Salt and its surrounding areas should be added to the site. The linkage of the site with other ecomuseum related sites of relevant institutions and forums especially those in Middle East and Europe should be strengthened in order for the site to be a part of the global network of ecomuseums. In additions, more detailed explanation on the ecomuseum concept will be added to the site.

Moreover establishing the network with other cities such as Safranbolu in Turkey which promote the conservation of historical townscape and tourism should be considered by having links with their websites.

iii) Ensure regular update of the information

In order for the site to be regularly updated, the timing, information to be updated including as photographs and staffs in charge with update should be decided.

iv) Project Information

More detailed explanation of Historic Old Salt Development component of TSDP should be added to the site including the photographs showing before and after the project implementation

v) Improvement of design

In order for the front page to be more attractive to the tourists, more visual materials such as photographs should be utilized. The size of font and colour code shall be reconsidered based on the comments of users.

vi) Alt text for the photographs

Alt texts should be added to all the photographs and logos on the site in order for the visitors to understand the contents.

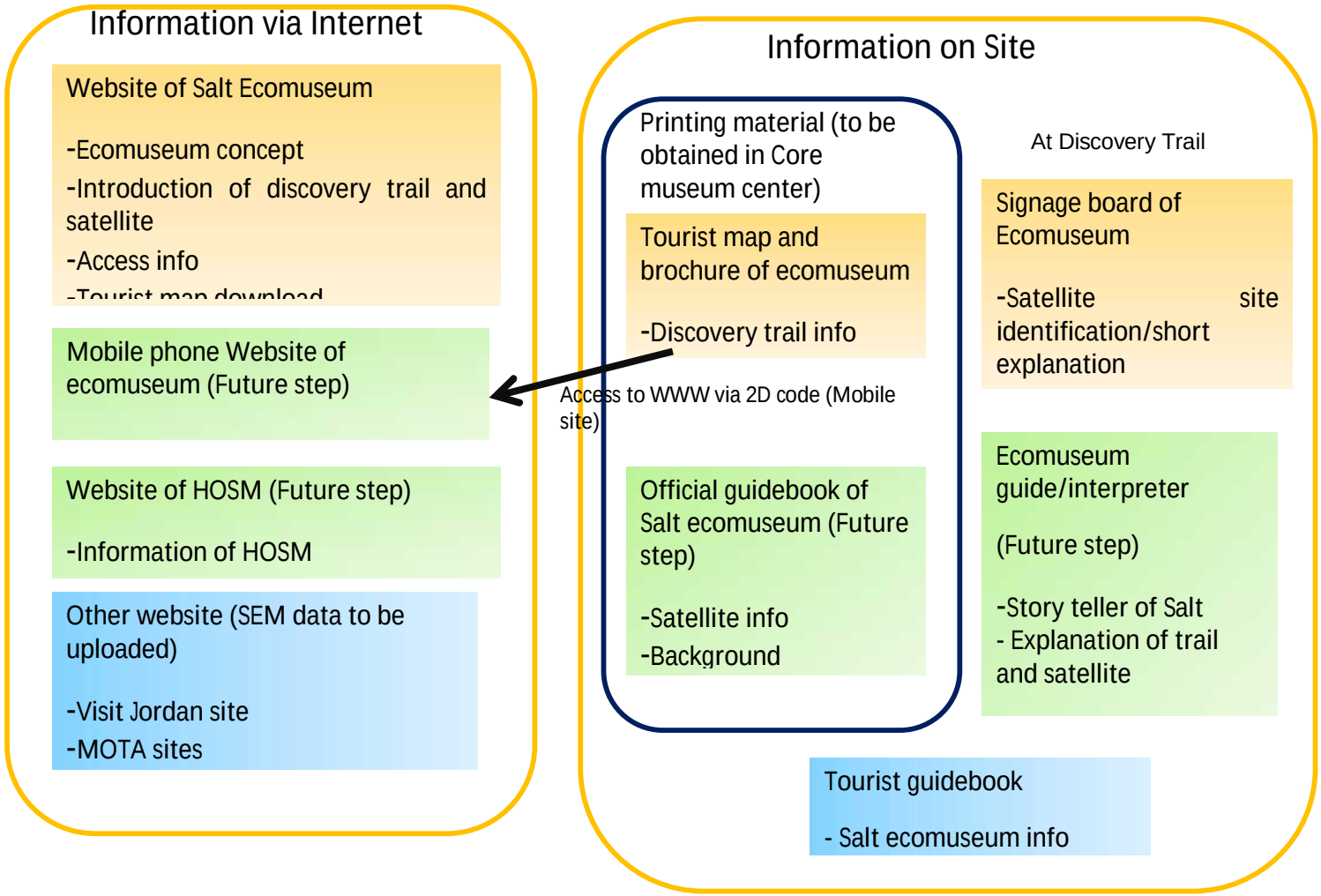
vii) Multilingual website

In addition to Arabic and English, translation to other languages should be considered in future depending on the trend of visitors to Salt.

3. List of outputs

The list of outputs regarding TOR 3-5 is as follows:

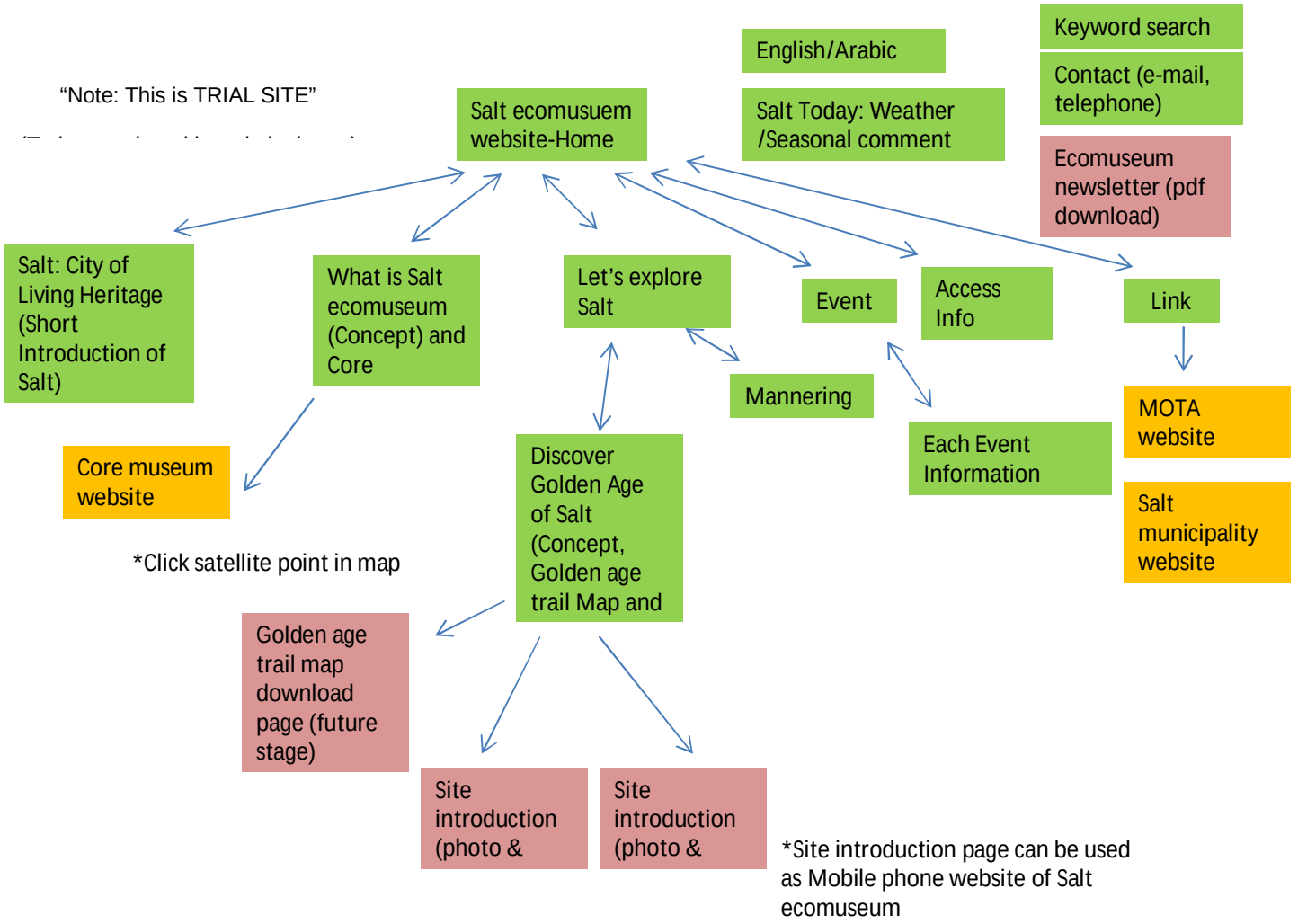
3-5-1 Website, tourist map and signage policy
3-5-2 SEM website flowchart
3-5-3 SEM brochure and map strategy
3-5-4 SEM website
Please directly access the following link:
http://www.untitledstudios.com/salt-site/
3-5-5 SEM map
3-5-6 Outcome of the questionnaire survey on the tourist map
3-5-7 Outcome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

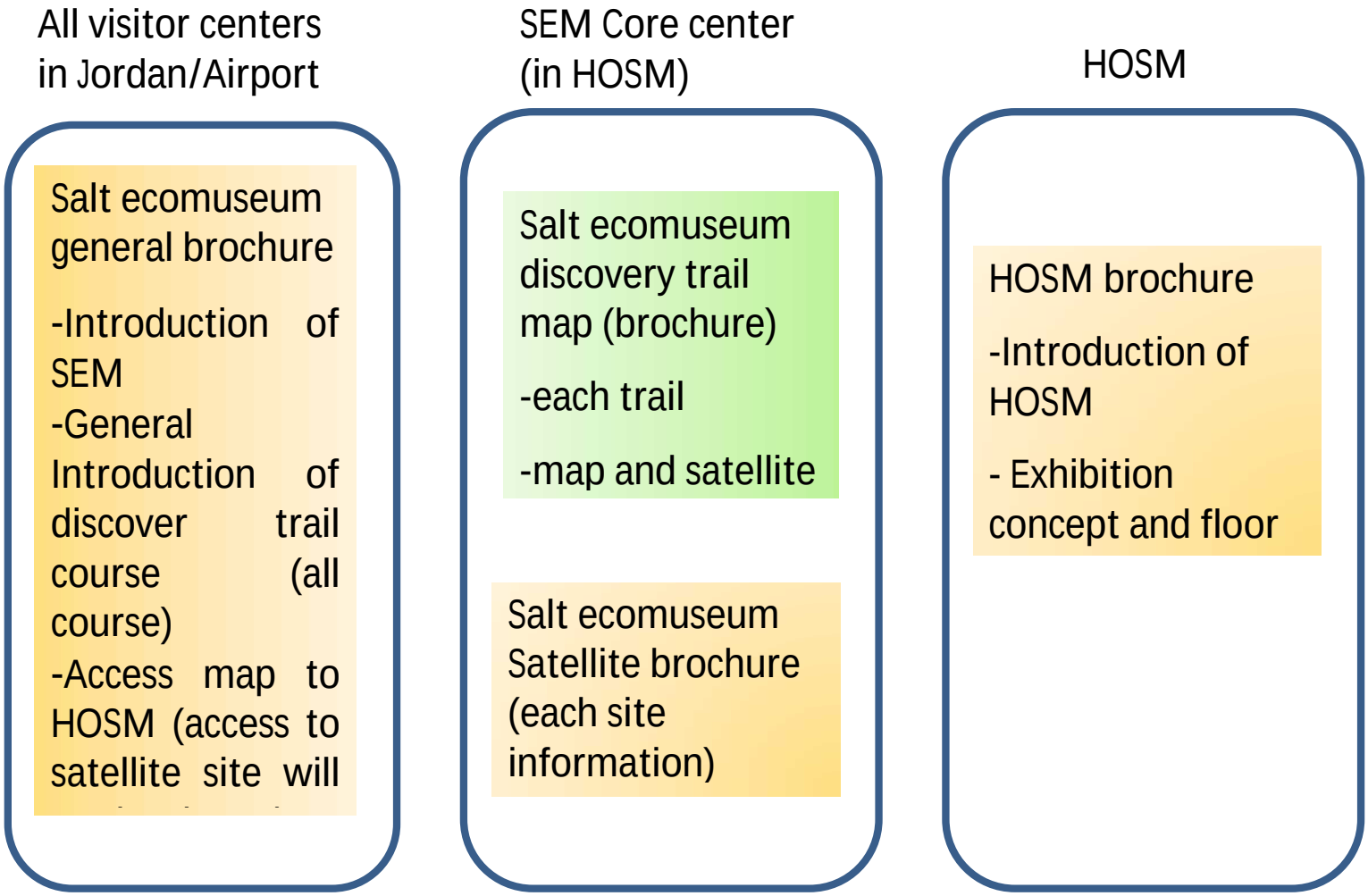


How to obtain information of Salt ecomuseum-Basic policy of website, tourist map and signage

Salt Ecomuseum website flowchart

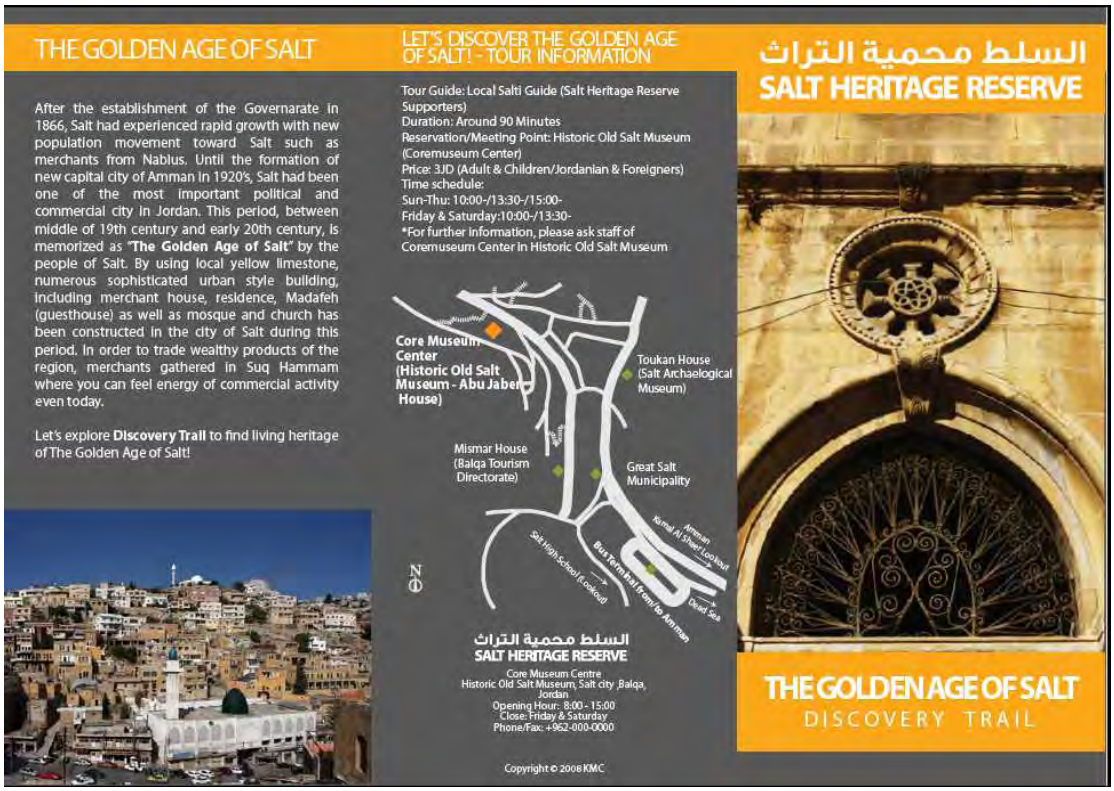
SAPI-Oyama

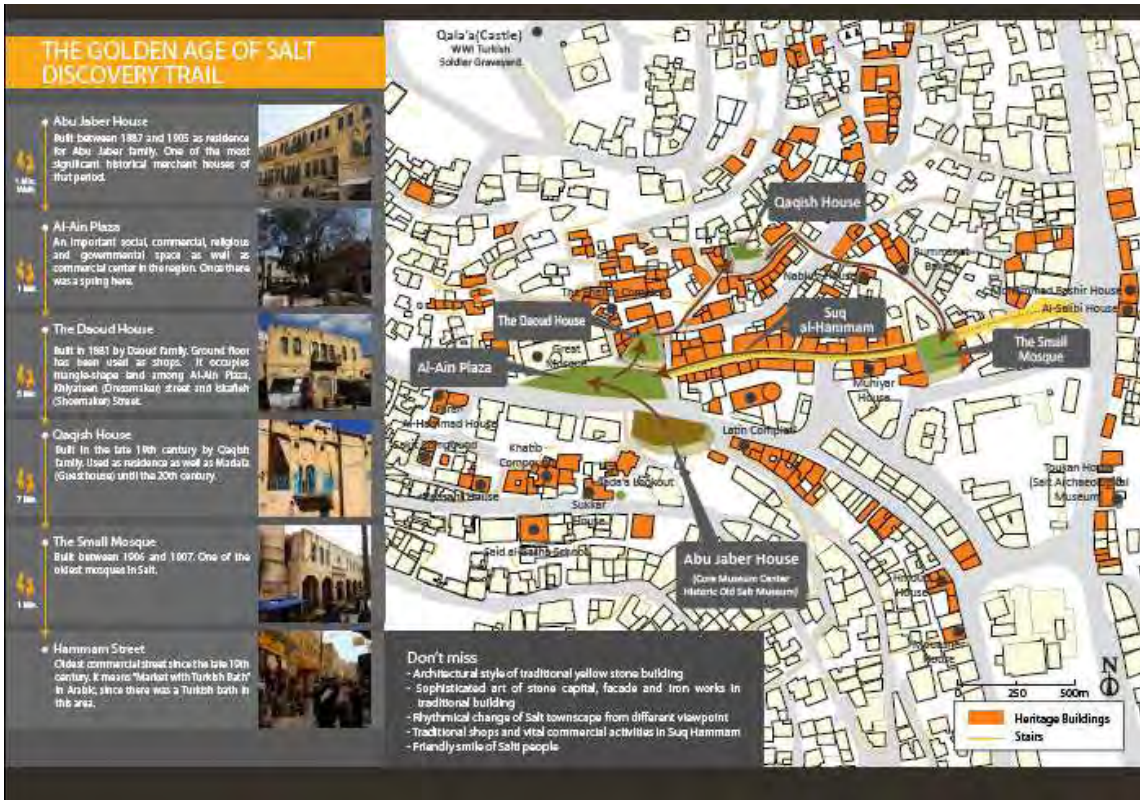




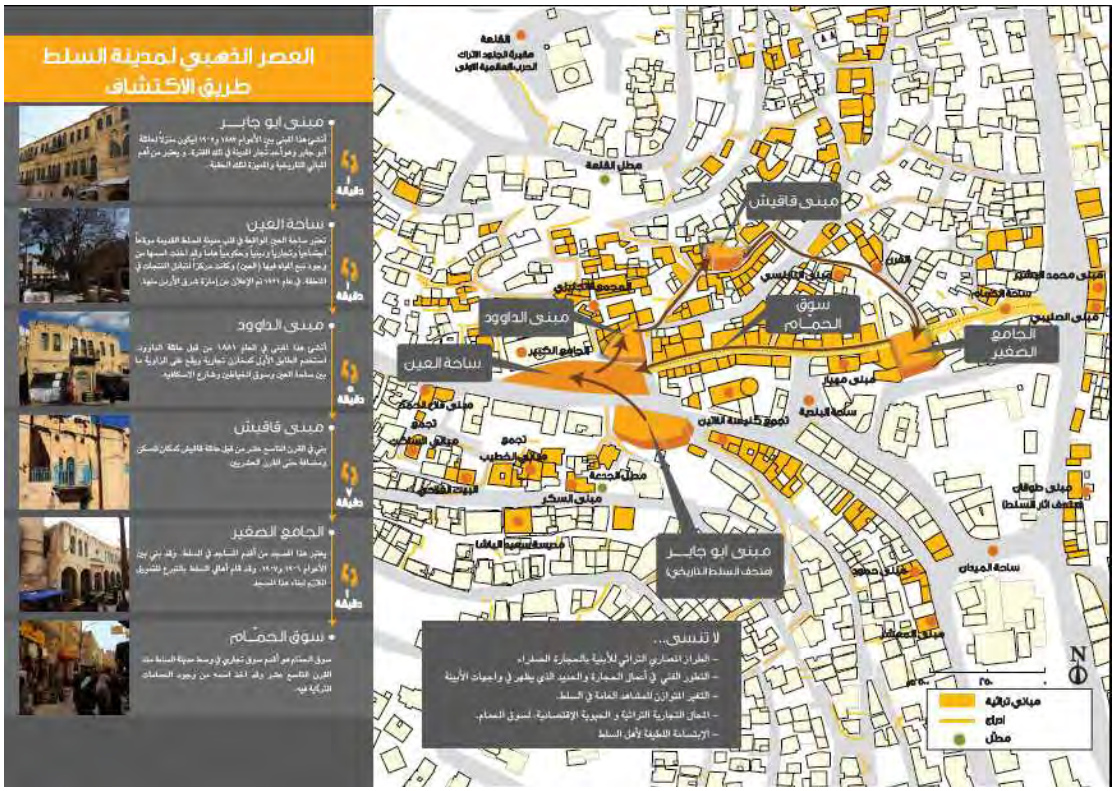
Salt Ecomuseum Brochure and Map Strategy

SEM Map <English Version>





＜Arabic Version＞



Outcome of the questionnaire survey on the tourist map

1) Questionnaire to students

Total answer: 10 persons

(1) *Did you find the map easy to follow?*

	Number
-Very easy	10
-Easy	0
-Not easy	0

(2) *Was the explanation on the map useful?*

	Number
-Very useful	9
-Useful	1
-Not useful	0

2) Questionnaire to other participants

Total answer: 9 persons (school teachers and other participants)

(1) *Were the signage and the map effective to explore the trail?*

	Number
-Very much	2
-It was satisfactory	3
-Not really	4
-Not at all	0

<Comments>

Very much-It's a historical trail which expresses the history and authentic of Salt.

Not really-Signage works only with map

(2) *What do you think of the system where the visitors first visit the museum to obtain a tourist map and necessary information of the trail and then walk along the trail guided by the signage and tourist map?*

	Number
-Very good	7

-Good	2
-Not good	0
-Bad	0

<Comments>

Very good-Accompanied with changing signage

Good- I agree, because visitor center doesn't work well

(3) Did the design/layout of map express the image of the Golden Age of Salt?

	Number
-Very well	2
-It was satisfactory	6
-Not really	2
-Not at all	0

<Comments>

Very well-It is clear to see

Not really-because there are another important places not included in the map.

(4) Information contained in the map

	Number
-There is sufficient information	4
-The map lacks necessary information	3
- No answer	2

<Comments>

Explanation about theme (golden age of Salt) is required

(Note: In the trial tour, only the map was distributed to the participants. However, the final "Map" output will also include explanation of discovery trail theme.)

Stairs (steep) to be shown

In the future, facilities (such as shops, toilette) to be shown

Outcome of the Questionnaire survey on the pilot website

1. The profile of respondents

Are you a resident in Salt? Yes (2) No (9)

Have you visited Salt before, if you are not a resident in Salt?

- ☐ Yes, I have visited Salt (6)
- ☐ No, I have never visited Salt.(1)

2. Does the design/layout of website express the image of the ancient town of Salt?

Answer	No	Comments
Very well	5	- The layout is very clear and the design is comfortable - This is the only image you can see - I would use a different colour for the background. Beige may be. Not grey.
It was satisfactory	3	
Not really	0	
Not at all	1	

General	▪ Attractive, neat design, some think grey background too dark ▪ As a part of the Jordan tourism infrastructure, the site should be aligned with the Jordan brand in appearance.
Layout	▪ Suggest more symmetrical layout of the sections on the homepage – currently it is a bit chaotic. For example, bottom of 'tips for tourists' box not aligned with 'access info' and 'gallery' boxes. Width of intro section should be greater than width of events section for more effective presentation of information. ▪ Adobe and contact links do not need to be so prominent – the space can be better used for more important links
Font	▪ Font is too small and cluttered in some places
Photos	▪ Extensive use of good quality photographs is good.

3. Are there any technical difficulties such as deformed characters in seeing the website?

Answer	No.	Comments

Yes	3	- There is no possibility to communicate (opinion & comments) - The image in the gallery does not have a brief such as date and the name of the image - Some of the photos very old and don't reflect the reality of As Salt city - There are no subtitles - It takes a long time relatively to open - I would enlarge the map a bit as the font is very tiny.
No	6	- It is easy. - The Arabic version does not seem to work, here we may expect deformation, if any - But some of the language needs editing

General	▪	Generally good and easy to use
Search	▪	Search not working, and some links not functional (e.g. golden age of salt discovery trail link on inside pages)
Maps	▪	Trail maps are good and easy to use. May benefit from a zoom function and a print function.
Links	▪	Will event on front page be clickable to link to more info?

4. Do you understand the contents of website clearly?

Answer	No	Comments
Very well	7	The content is comprehensive
It was satisfactory	1	
Not at all	0	

5. Do you understand the concept of Salt Heritage Reserve from the website? Please indicate the points you do not understand well.

Answer	No	Comments
Very well	4	
It was satisfactory	4	- the context contains expression more than ideas - needs more explanation about living heritage
Not at all	1	- This issue is a major one because Salt is not actually a

		Heritage Reserve. This inaccurate at all and could create a lot of problem with all relevant entities

6. What do you think it necessary to make the website more appealing to the tourists?

- To show them more secrets from Salt, not only architectural views.
- Probably giving a short idea of the history of ecomuseum, examples from other countries and how does Salt compare to them.
- Enlarge font and make spaces between paragraphs
- 1. videos, 2. suggested sites for panorama, 3. museum contents in detail
- The website should be always updated, active and well promoted
- Providing more attractive images that illustrate the tourism development projects accomplished there so far and what is in process also. Providing more material to explain the status of the museum before and after renovation etc…
- Have more languages
- I suggest reconsidering the choice of pictures on the home page or the ones shown inside the gallery especially concerning the angle of each picture was taken from (clear and a complete shot). and enclose a short headline under each picture.
- I recommended adding picture about the daily life that reflect the continually of the Golden Age of salt weather for the inhabitants or the herbs, fashion Old Souqes. add pictures for religious building such as old Church and Mosques.
- Add video clips about the weddings, the traditional food and the folklore.
- -Add pictures about the vivid life that includes humans and nature.
- -Add pictures for reconstructed old building that is still being used until now.
- I recommend adding the governmental Jordanian Logo next to JICA on the project information page.

7. Do you think that the website can attract tourists to Salt?

Answer	No	Comments
Very well	4	If it is promoted well, it has the potential to attract visitors to Salt If it is properly marketed and linked
Somehow	5	-Tourists need full day programs - The site could be more attracting by providing more information that illustrates the uniqueness of the town in terms of architecture and traditional techniques

Not at all	0	

8. What kind of information other than existing one is necessary for the said site?

- local heritage (traditional life style, customs and habits) not only architecture heritage, 2. its location related Jordan, 3. general description of the city: climate, population etc.
- Archaeology of Salt, environment of Salt
- Generally the content is informative, but it lacks tourism information needed to attract visitors, how to get there, where it is, etc.
- The introduction to Salt on the homepage can be more captivating to interest people in visiting Salt.
- Can include more interesting tips for tourists, like visiting certain areas, suggesting souvenirs to take home, interacting with the friendly locals, etc.
- There should be something on salt heritage fund that will be established through the third tourism project in full coordination with salt municipality and the heritage law (managed by MoTA)
- Entry fees, a list of sites that are close to Salt
- The history of Salt before 19th century

9. Do you want to download the files such as newsletters from the site?

Answer	No.	Comments
Yes	8	- I actually did, but it is dated June 2007 - Because it is important for the interested - Love to be updated with more activities in Salt
No	0	

10. Do you want to receive the newsletters of ecomuseum regularly?

Answer	No.	Comments
Yes	8	- It is a kind of promotion
No	1	

Please write any specific comments on the said website.

- The title “Salt Heritage Reserve” looks odd need to be lift up.
- Website is good but need more information about the history of Salt and need more trails.
- The website of GSM is www.Assult.org
- The culture city 2008 website is off now
- There is no multimedia
- Add a new icon telling about As Sult City now
- As Sult city is written as ASsult
- Mention more heritage sites or buildings
- English language is good, but many typos – needs proofreading. However, style is quite straightforward and informative, but not ideal for engaging visitors and tourists and attracting them to visit Salt.
- Style of Arabic is also a bit stiff and needs greater creativity.
- In general, the site is good, and with some modification and fine tuning, as explained before, it will be fine.
- Easy to use, attractive, informative

TOR 3-6

To hold the workshops among stakeholders in Salt for mutual understanding and awareness raising about heritage conservation and participation in Eco-museum activities

1. Overview of the Work

The first purpose of the TOR, implementing a participatory workshop was, in a few ways, altered or re-directed according to the situation found in the targeted community, Salt.

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

i) Preliminary study on the society in Salt in general and the potential for community involvement in the HOSM through the study of relevant documents, interviews, etc.

ii) Planning and preparation of the workshop together with the responsible counterparts

iii) Pre-Opening Workshop with high school students on 1 December, 2008.

iv) Participatory Evaluation of the Workshop.

As discussed in the following subsection 2 (2), the alterations were meaningful for not only for the study, but also for the further development of the HOSM activities.

2. Background information on outputs

(1) Activities conducted

The following were the activities conducted under TOR 3-6.

1) Information collection for basic socio-economic survey by Local Consultant

Prior to the dispatch of the responsible expert, the local consultant started the collection of information on socio-economic aspects of Salt.

The difficulties found in conducting this activity were: i) limitation of available information on socio-economic aspects in relation to expected Ecomuseum activities, and ii) relatively short time allocated due to the delay in contracting of a local consultant (noted in the ItR).

However the outcomes of participatory survey for the local community in Salt, which was conducted by Amman Institute for Urban Development (AIUD, an NGO), which is formulating the master plan of Salt in collaboration with the Great Salt Municipality (hereinafter, GSM) and the Ministry of Municipal Affairs (MMA), suggests that the Ecomuseum concept will be well received by the local community.

According to the said survey, the local community of Salt assesses its strengths, weaknesses, opportunities and threats as follows:

Strength: natural resources (including water & diversity of vegetation), touristic resources,(heritage, and location led to the Dead Sea) Social Bond, Public Services (training centres, high schools, electricity station, etc).

Weakness: unemployment, transportation, trans-pressured on agriculture, carelessness on heritages, and poverty.

Opportunity: investment in infrastructures, improving agriculture, rehabilitation of Down Town, availabilities of yellow stones for buildings

Threat: jobless of most youth, (unequal?) distribution of services, Raw material, immigration of people

It was found that the local people in Salt recognized the heritage as strength and thought its erosion problematic. This suggests the high possibility for the local community to accept the ecomuseum concept which aims to conserve the heritage.

In addition, the preliminary vision formulated based on the survey confirms the appropriateness of ecomuseum concept to be promoted in Salt. The vision states as follows:

Salt People in 2030 are proud of the city,

- Are living in harmony of traditions and religions,
- Are Managing population growth, and
  Keep and maintain the valuing history, heritages, diversity of environment, religious harmony and architecture.

Vision on Touristic Aspects in 2030,

- Equipped with Parks, gardens, heritages, horse-riding club, spa, etc.
- Attracts tourists form inter-country and internationally,
- The Zai park properly utilised as a national park.
- Heritage and Cultures to be maintained., and
- Good balance with other sectors for development, while agriculture is encouraged.

The points mentioned above are mostly same as the goals of the Ecomuseum concept. Therefore it can be said that the concept will be able to obtain the support from the community if it is explained properly.

2) Presentation and discussion on Workshop Plan with the Schedule of Participatory Survey Activities

The Detailed Work Plan with the Schedule of Participatory Survey and Workshop Activities was presented at a meeting with the responsible parties in the PMU on the first day at the PMU office. The basic structure of the Work Plan was accepted by the participants of the meeting.

3) Courtesy Call and interviews with key personnel and organisations in Salt

The next table summarises the interviews undertaken within this activity.

Table 3-6-1: Record of Interviews and Other Visits During the Study

	Date	Personnel / Organisation	Note
1	12 Nov, 2008	Mr. Maher Abu Al-Samel, former Mayor of Salt	CC & Intv
2	13 Nov, 2008	Dr. Abudulla Nsur, member of Board of Trustees of the University of Zaytouneh and former Vice President of same	CC & Intv
3	16 Nov, 2008	Jordan Society for Heritage Protection	Intv

4	16 Nov, 2008	Women's Union	Intv
5	17 Nov, 2008	Women Youth Centre	Intv
6	17 Nov, 2008	Jordan Legacy House Association	Intv
7	18 Nov, 2008	Brother Andrew	CC & Intv
8	19 Nov, 2008	Sheikh Kilani	CC & Intv
9	22 Nov, 2008	Workshop held by GSM, MMA & AIUD	At/WS

Note: CC=Courtesy Call, Intv = Interview, At/WS= Attendance at Workshop

The purpose of the interviews was basically to

- Ensure entry points for community participation in the museum activities,
- Acquire basic but important information on community awareness about heritage conservation,
- Examine approaches to community participation in the Ecomuseum.

Also it should be noted that the planning, implementation and record-keeping for the interviews were part of the Technical Transfer to Counterpart (hereinafter, TTC).

Table 3-6-2 shows the outcomes of the interviews with key personnels in Salt.

Table 3-6-2: Summary of Interview outcomes

Topic	Summary of opinions
Views on Ecomuseum	- The concept was perceived as if it treats people as 'objects'. - The similar concept was promoted in the late 1990s and therefore optimistic for the success - The term 'ecomusem' may give a chance of misunderstanding. - Need marketing - Tourist should be educated about local culture and customs
Views on local community	- Generally Japanese are trusted in Salt - People are open-minded and well-educated - People are not so much interested in volunteer works
Views on development projects by donors	- Different international organizations have carried out many projects in Salt and never involved community and Salti people. - Development projects should not change the identity of the city and have restoration activities.
How to involve local community	- 1) meeting with organizations such as NGOs, 2) meeting with people along the proposed trail, 3) feedback the collected opinions and data to the people, 4) workshops to neighbors and general public, 5) involve municipality - inviting people for Mansaf or talking people in the town having coffee with them - involving students to a pilot trail - People may misunderstand that Ecomuseum can provide people direct benefits. Therefore the trail has to be designed by specialists not by local people.

The importance of valuing local culture and involving the local communities was stressed in various occasions and the risk of misunderstanding the concept was indicated.

Based on the outcome, using the term 'Ecomuseum' was avoided in the planned workshop.

4) Technical Transfer to CPs (TTC)

In response to the request made by the Management, Technical Transfer to Counterparts (TTC) in terms of Participatory Approaches was emphasised in the framework of the TOR.

TTC during the study period involved the following elements (some outputs over-lap other aspects of the TOR):

i. internal meetings using practical methods of participatory approaches (photos, <Output 3-6-1>),
ii. provision of basic materials on participatory approaches,
iii. involvement of counterparts in the participatory surveys (mainly for interviews, as noted above),
iv. studying from Hagi's Case,
v. planning and preparation of the workshop using draft manuals for each session of the workshop (manuals, <Output 3-6-4>)
vi. participatory evaluation of workshop (with observers' evaluation, <Output 3-6-7>).

5) Studying from Hagi's Case

Mr. Shimizu, the Chief Curator of the Hagi Museum, was invited to the counterparts' meetings before and after the workshop. These opportunities allowed the responsible counterparts to gain direct and impressive information about the successes and lessons learnt from the Hagi case. The presentation slides used are included as <Output 3-6-2>.

6) Planning and Preparation of a Participatory Workshop

In order to make the TTC for planning and preparation of a workshop practical and applicable for future activities, the study team prepared draft manuals of each session of the workshop <Output 3-6-4>.

Each draft manual sheet consists of i) educational part, and ii) TTC part. Each part has common and/or independent objectives. During the workshop planning, the draft manuals were used for ensuring effective discussion. Other information (time allocation, staff allocation, material preparation, and others) in the TTC section is used for guiding the staff who are responsible for preparation. The attached manuals are still in the draft stage, and need to modified and improved through further practice in planning, implementation and evaluation.

7) Implementation of a Participatory Workshop

The workshop was implemented in almost the same way as planned and prepared. Below is a brief summary of the workshop.

Table 3-6-3: Brief Summary of Workshop

Date and Time	1 December, 2008, 09:00 to 13:50
Place	The HOSM, including a short trial walk in the town of Salt
Title of the workshop	As-Salt Re-Discovery Day
Organiser & Implementer	The HOSM with the aid of the PMU
Participants	Twenty students of King Abdullah Secondary School of the Distinguished
Observers	GSM officers, MOTA directors and officers, NGOs, officers from the JICA office, and other invitees.
Advisory Group	The SAPI Study Team

<Output 3-6-5> lists the activities during each session. The issues altered or modified intentionally or unintentionally during the workshop were discussed during the evaluation meetings after the workshop <Output 3-6-7>.

8) Participatory evaluation of workshop

The evaluation of the workshop was divided into three layers as summarised in the following table.

Table 3-6-4: Structure Workshop Evaluation

Target of Evaluation	Counterparts' meeting for evaluation	Observers/ Advisory Group
1) Session in general	Rating and Discussion	Wiring into each activity memo
2) Objectives	Effectiveness (Yes or Not) of the Objectives proposed in the manuals, and Discussion.	
3) Achievement	Rating and Discussion	

Due to time limitations, there was no discussion on the indicators for evaluation. Therefore, the objectives in the draft manuals for each session were used for evaluation as already noted. The result of the evaluation can be found in <Output 3-6-7>.

(2) Efficiency of Educational Activities at the HOSM as the first step to Community Participatory Development

As can be seen in the previous subsections, the TOR was altered to focus on educational activities.

This redirection was, literally and in the most dignified ways of explanation [????], made through the process of the study, not only by the study team alone, but also with its counterparts, i.e. the director and members of the HOSM as well as the PMU.

The main aspects of the changes or redirection fall into the three parts: i) concentrated focus on education activities at the HOSM, ii) the targeted participants of the workshop, and iii) more emphasis on capacity development of counterparts.

i) Instead of holding a workshop involving multiple sectors in the city, the study team and counterparts found it is more feasible and effective to focus on **education activities as the first step forward** taken by the museum.

ii) In relation to the above-mentioned alteration, the study team and counterparts **focused on high school students** as the first participants of the workshop within this framework of education activities of the museum.

iii) In expectation of the further development of education activities at the museum, the study team and counterparts paid attention to the needs for **capacity development of counterparts**. Therefore each step of workshop planning, preparation, implementation, and evaluation involved the relevant counterparts.

On this issue of alteration, the HOSM, the study team and the PMU had detailed discussions, spending the first two weeks after the arrival of the responsible expert for them. As the result of the discussions and the evaluation of the workshop implemented, which can also be seen in the relevant Sections 3-2 and 3-3, all agreed that the alteration makes sense as a good solution for the difficulty found in involving the Salt community at the first step.

The education activities can be used as the gateway to the further steps, serving for the counterparts' capacity development, awareness raising through micro-level information dissemination through intimate communication from the base; i.e. family, and openness to macro-level involving the related personnel, organisational and institutional resources. Recommendation on Community Participation (in Section 5) explains the steps to be taken in order to achieve this.

In other words, within this TOR 3-6 the study served as the incubation period for the further activities of the museum, which will definitely fulfil the initial purpose of the TOR. The function of the incubation will be evaluated when the museum starts its own activities; however, this incubation has already suggested a successful outcome, as can be seen in the section on the outputs.

3. List of Outputs

The list of outputs regarding TOR 3-6 is as follows:

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

Output 3-6-1: Record of Internal Workshop Meetings with Counterparts

Session 1: Ecomuseum: The initial thinking of counterparts

1. Plan of the workshop meeting

as of 9 Nov, 2008

Activity Plan 1: Day 2 Morning (proposal)

I. Summary of the Activities with this session

Title:	**Ecomuseum: The initial thinking of counterparts**
Date:	Mon 10 Nov 2008
Time:	11:00 to 12:00 (1.5 H)
Place:	Office of PMU Exective Manager
Objectives:	Gaining Basic idea of Relevant Counterparts on Ecomuseum
Participants:	Mr Ashraf.dabbas (responsible IT, the HOSM) Mr. Feras Halaseh (responsible Museum Education, Assistant Curator, the HOSM) Ms. Falasteen Awad (Local Consultant)
Methods:	same with (3) and (4) of TTC
Result to be:	Reflected into the Ecomuseum Discussion
Technical Transfer to CPs:(TTC)	(1) concept of visualisation used in participatory approaches. (2) concept of moderation used in participatory approaches. (3) Card Use in Participatory Workshop (4) Scoring
Relation with the Session in Salt:	Methods can be used in the session of PA on Wed 19 NOV and Thu 20 NOV.
Language	English

II.Possible Pogramme of the session (tentative, can be altered)

No	Activities	time allocation			TTC		Note
		start	end	time	No.		(after the InternalWS)
1	Introduction	11:00	11:10	10	(1) (2)		
2	Interests/problem	11:10	11:20	10	(3) (4)		
3	Own Activities & Ecomuseum	11:20	11:40	20	(3)		Took more time (30)
4	Free Discussion	11:40	11:55	15			
5	Reflection & Close	11:55	12:00	5			

2. Summary

- Time management was done almost all as planned, except the third activity, discussion and explanation on relationship between Ecomuseum and their own daily activities.

- During the session the two counterparts were given opportunities to practice the methods as indicated in the above plan.

3. Outputs of the Workshop Meeting

(1) Photos

- During the session, there was no chance of taking photos of activity.

- The result of this workshop (found as Photo 1 and in the next subsection) was presented at the next session (Session 2, from 13:00 on the day) as Photo 2.

Photo 1

Photo 2

(2) Result Record

Introductory Hearing on Ecomuseum and Participation

This column shows the questions addressed.	Then, in these two columns the answers written on cards by the counterparts during the workshop session are indicated.	
	Feras	**Ashraf**
Interested in Ecomuseum?	5: (Very much Interested)	5: (Very much Interested)
Participation: Any Difficulty?	1: not at all	3: think so.
Problems of Participation	No problom to talk to people	Some people would think it is kind of occupation (political, cultural)
Then, the counterparts discussed on the issue of difficulty to be expected for introduction of ecomuseum.		
To solve the problem of misunderstanding what should we do?	We should explain to locals our believes	- We can make newsletters focusing on local people - TV show
Relation with your work?	(not answered)	(not answered)

Session 2: Problem Analysis on Participation of People in Ecomuseum

1. Plan of the workshop meeting

as of 9 Nov, 2008

Activity Plan 1: Day 2 Afternoon (proposal)

I. Summary of the Activities with this session

Title:	**Problem Analysis on Participation of People in Ecomuseum**
Date:	Mon 10 Nov 2008
Time:	13:00 to 14:30 (1.5 H)
Place:	Office of PMU Exective Manager
Objectives:	Gaining Basic idea of participants on the difficulty of people's participation into Eco-museum
Participants:	Ms Lotus , PMU Exective Manager Ms. Huda, The HOSM Director, Mr Ashraf.dabbas (responsible IT, the HOSM) Mr. Feras Halaseh (responsible Museum Education, Assistant Curator, the HOSM) Ms. Falasteen Awad (Local Consultant)
Methods:	Problem Analysis (using the formulation of problem trees)
Result to be:	reflected into the planning of Information Collection, Participatory Survey & Problem A nalysis with the local residents.
Technical Transfer to CPs:(TTC)	(1) problem analysis used in PCM method. (2) concept of visualisation used in participatory approaches. (3) concept of moderation used in PCM.
Relation with the Session in Salt:	Methods can be used in the session of PA on Wed 19 NOV and Thu 20 NOV.
Language	English

II.Possible Pogramme of the session (tentative, can be altered)

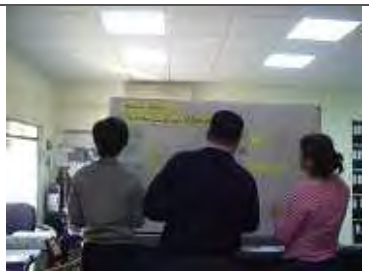
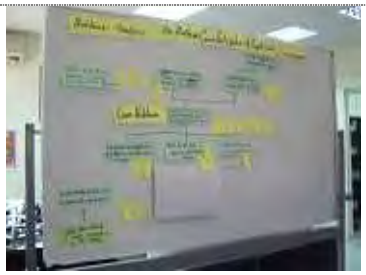
No	Activities	time allocation			TTC		Note
		start	end	time	No.		
1	Introduction	13:00	13:15	15	(1) (2)		Presentation of Session 1
2	Card Rule	13:15	13:20	5	(1) (3)		
3	Problem Analysis	13:20	14:00	40	(1)		
4	Reviewing the session	14:00	14:20	20	(3)		

2. Summary

- The counterparts were asked to think about the problems expected for the introduction of Ecomuseum to Salt community, especially in relation to community participation.

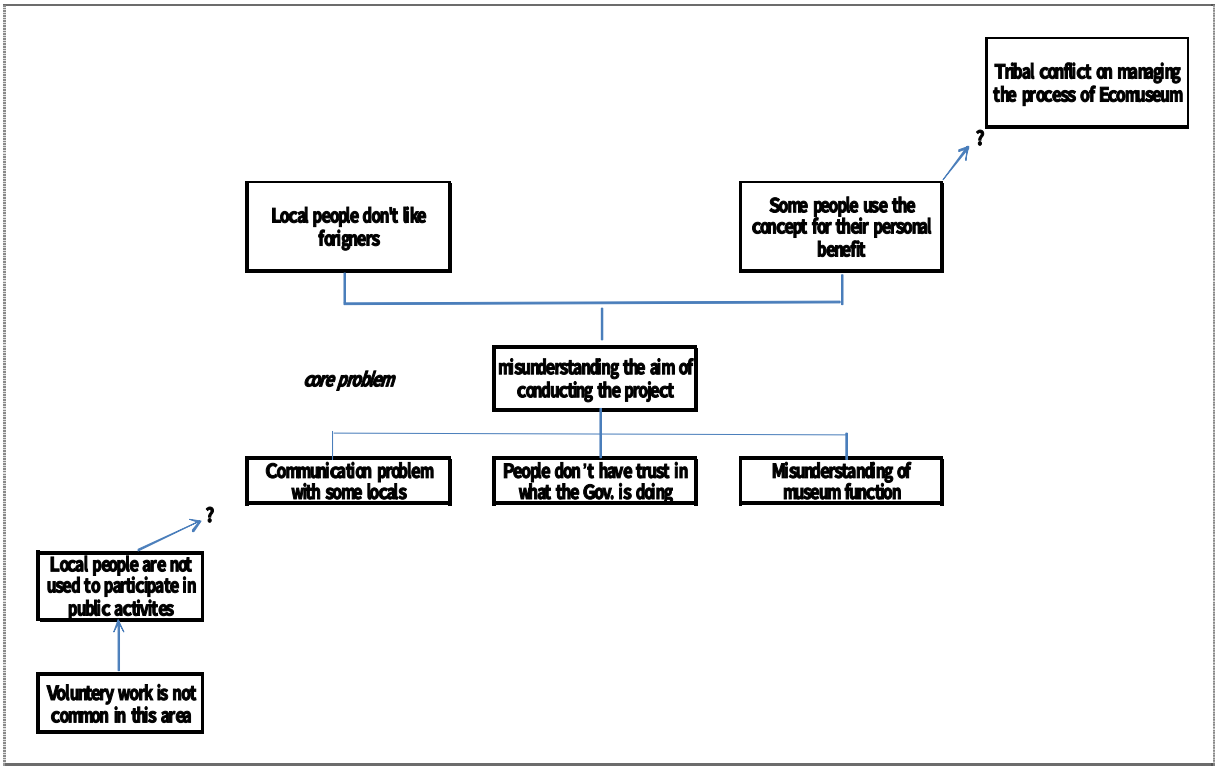
3. Outputs of the Workshop Meeting

(1) Photos

Photo 1: Identifing Core Problem	Photo 2:Problem Tree produced
	

(2) Result Record

Problem Tree produced: Problems expected in relation to Community Participation for Ecomuseum Introduction



Session 3: Planning a Workshop for Community Participation

1. Plan of the workshop meeting

as of 9 Nov, 2008

Activity Plan 1:

I. Summary of the Activities with this session

Title:	**Workshop Planning and Preparation**
Date:	Mon 18 Nov 2008
Time:	13:00 to 14:30 (1.5 H)
Place:	Office of PMU , Education Officers Room
Objectives:	To plan a workshop for introducing Ecomuseum to Salt community.
Participants:	Ms. Huda, The HOSM Director, Mr Ashraf.dabbas (responsible IT, the HOSM) Mr. Feras Halaseh (responsible Museum Education, Assistant Curator, the HOSM) Ms. Falasteen Awad (Local Consultant) Mr. Oyama, JICA Study Expert Mr. Shimizu, JICA Study Expert
Methods:	Participatory Discussion with Cards and Scoreing
Result to be:	reflected into the planning of the workshop expected
Technical Transfer to CPs:(TTC)	(1) Participatory Discussion with Cards and Scoreing
Relation with the Session in Salt:	The final Workshop
Language	English

2. Summary

- This workshop meeting was held before it was decided that the study team and its counterparts focused only on school students for the workshop implemented.
- The counterparts were asked to plan a workshop for introducing Ecomuseum to Salt community.
- The Study Team Experts, Mr. Oyama and Mr. Shimizu also attended for guiding and suggesting the counterparts, although they played as participants of workshop meeting.
- The workshop meeting proposed 1) Invitees, and 2) Programme of the planned workshop.

3. Outputs of the Workshop Meeting

(1) Result Record

(1) Invitees proposed

Schools
Taxi/bus drivers
Owners of traditional houses (living in Amman)
Religious leaders
Local NGO's (men and women)
Municipality
DoA & MoTA
Neighbors People from Sahet Al Ain Shop owners

(2) Programme proposed

Greetings	15 min
Introduction of HOSM	15 min
Introduction of Ecomuseum	15 min
Hagi's case 1(by Mr. Otsuki)	15 min
Hagi's case 2 (by Mr. Shimizu)	15 min
Coffee break	15 min
Experience Shared	15 min
Participatory planning of Action's participants Using some Participatory Methods	30 min
Conclusions	15 min

Output 3-6-2: Hagi's Case (Presentation Documents prepared by Mr. Shimizu)

Let's create museum together

Hagi Museum
Mitsuyuki Shimizu

1

A large museum without roof

- Hagi is a city like a large museum without roof.
- It has a rich history and culture as Salt.

2

Hagi Museum has opened in 2004.

- The core museum ,"Hagi Museum", has opened on November, 2004.

3

Hagi Museum has opened in 2004.

- Hagi Museum aims to be an institution for Hagi citizens to rediscover Hagi.

4

Workshops for the preparation of the museum.

- During the pre-opening stage, we , the museum and school children , made several workshops exploring Hagi together for three years.

5

Workshops for rediscovering the town

- Workshops were conducted in order to rediscover the town where we live.

6

Rediscovery through old photographs.

・Children walked through the town with old photographs taken before 30 years and looked for the places where they were taken.

7

Rediscovery through old photographs.

・The children discovered many things by comparing old photographs with present townscapes.

8

Collecting information.

・Participants shared the information of rediscovered items and discussed each other over them.
・Then, they discovered what are the distinctive features of Hagi .

9

What appeared after comparing the old and the new....

・Participants rediscovered the features of the town which have changed and the charms which have not changed.

10

Rediscovery from "what has not changed".

・Participants got interested in the foundation stones of clay- enclosure, which show no traces of change from the old times.

11

Two kinds of stone.

・Participants got interested in two kinds of foundation stone and their different use. Then, they got more wish for studying this subject.

12

Workshop how to distinguish stones.

・Then, Museum invited a specialist of Petrology and made a workshop to distinguish different stones .

13

Exploring a quarry.

・Children made exploration for the quarry where once people were cutting stones from.

14

Survey for the distribution of stones.

・Participants of the workshop made another survey , which identify the geographical distribution of two kinds of stones.

15

Distribution map

・The survey result was completed as a distribution map and the information was shared with each other.

16

Unexpected discovery which grown-ups were not recognized before.

・When they transferred the result of the survey to the old map, they noticed this was a big discovery, which nobody expected.
・There is a specific way of usage for each kind.

17

This big discovery became a display material!

・This big discovery, which was made by participants of workshop, became one of the display objects at the museum.

18

Rediscovery became one of the common properties.

・This discovery became a common property for all citizens since it is displayed at the museum.

19

The big discovery was published in the guide book.

・This big discovery was chosen to be published in the guide book, which introduced all the cultural sources in the town.

20

Rediscovered items became citizens common properties

・The rediscovered items became citizens common properties after published as one of the articles in the guide book.

21

Discovered items increase the charm of the town.

・Discovered items are now being shared by a lot of people.
・Through "rediscovery walking tour", these discoveries are being informed to tour participants and more rediscoveries are being encouraged.

22

Hands-on display [BOX with everything]

・At Hagi museum there is a hands-on display, "box with everything", which everybody can take out contents and touch them.

23

What is inside of [Box with everything]?

・「Box with everything」consists of the material which everybody can touch and explanation sheets.

24

Cooperation work by students of primary school and Junior high school, Hagi.

・[Box with everything] was made based on the theme which was suggested by primary and junior high school students. For the actual work, we, the museum, students both primary and junior high schools, their parents, cooperated each other.

25

Material from different area

・The primary and junior high schools , located in an island, expressed their wish to introduce marine products and they sent material to the museum.

26

Material from different area

・Both are the same kind of shell. One on the right hand shows a standard size and the left, which is big, is a special kind from this area.

27

Information sheet

・The museum made a information sheet concerning the reason why these big marine products exist in this area and kept it in the "box with everything" with real material.

28

Tuna caught near the island.

・They wanted to introduce the big tuna which is familiar near the island. Therefore, we discussed each other how to feel this "life size".

29

Balloon of a huge tuna

・This is a balloon of a huge tuna, which was made by sewing sheets together. When we keep it in the box, we take the air out.

30

We are proud of this work clothes

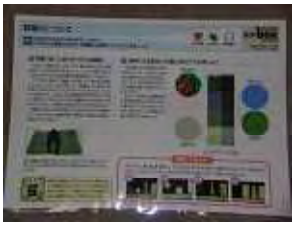
・A primary school from the area famous for the agriculture, want to introduce the working clothes which was in use for long time and people who have been working hard.

31

Process of producing thread and cloth

・The working clothes were once being made by hand in each family.
・This is a material which shows the process of producing thread and cloth.

32



Information sheet

・It shows how thread and cloth are produced and then how they become working clothes.

33

Workshop

・A workshop for weaving cloth was conducted in the school which suggested the theme for "BOX".

34

Result of workshop

・All participants could weave the cloth which was similar to that of the working clothes.

35

Displaying the result

・The result of the workshop was kept in the "box" with explanation sheet.

36

The pride of the area is citizens common property

- At present, box contains 25 theme and more than 50 box are there!
- When the students thought about their own theme, each school rediscovered the distinct features of the area.

37

The pride of the area is citizens common property

- The visitors who realized the pride of the area is promoting more rediscovery.
- The pride of the area becomes citizens common property.

38

The pride of the area is citizens common property

- It is very important to rediscover anything related to your own area.
- Let's participate in activities to create the museum through the rediscovery of the area.

39

Output 3-6-3: Schedule of the Workshop

as of 25 Nov, 2008

As-Salt Re-Discovery Day
by the Students of King Abdullah Secondary School of the Distinguished
at the Historic Old Salt Museum (HOSM)

Group 1							Group 2						
No	Activities	time allocation			Place	Note	No	Activities	time allocation			Place	Note
		start	end	time					start	end	time		
1	Moving from School to HOSM	8:30	9:00	30	N/A				8:30	9:00	30	N/A	
2	Greeting	9:00	9:10	10	HOSM	Att.1		Greeting	9:00	9:10	10	HOSM	
3	**I. What do you know about our Heritage?**	9:10	9:50	40	HOSM			**I. What do you think about Salt?**	9:10	9:50	20	HOSM	
4	short break	9:50	10:10	20	HOSM			short break	9:50	10:10	10	HOSM	
5	Introduction of activity	10:10	10:20	10	HOSM	Att.2	21	Introduction of the activity	10:10	10:20	10	HOSM	Att. 3
6	**Let's re-discover our Heritage in Town!**	10:20	11:20	60	Town		22	**What would you like to display in the museum?**	10:20	11:00	40	HOSM	
7	Participants' comment and evaluation on the trail	11:20	11:30	10	HOSM		23	Explanation on the HOSM by Walking	11:00	11:30	30	HOSM	
8	Preparation for Presentation	11:30	12:00	30	HOSM		24	Preparation for Presentation	11:30	12:00	30	HOSM	
9	break	12:00	12:20	20	HOSM		25	break	12:00	12:20	20	HOSM	
10	**Our Rediscovery of Salt (Presentation, Q & A)**	12:30	13:10	40	HOSM	Att.4		**Our Rediscovery of Salt (Presentation, Q & A)**	12:30	13:10	40		
11	Rediscovery Report from Japan	13:10	13:30	20	HOSM			Rediscovery Report from Japan	13:10	13:30	20	HOSM	
12	Closing	13:30	13:40	10	HOSM			Closing	13:30	13:40	10	HOSM	
13	Moving from HOSM to School	13:40	**14:10**	30	N/A			Moving from HOSM to School	13:40	**14:10**	30	N/A	
	Total Time (minutes)			330	min.			Total Time (minutes)			300	min.	

The following part is only for counterparts use.

Group 1	
Male students	Female Students
1	1
2	2
3	3
4	4
	5
	6

School Teachers	HOSM / GSM	Study Team
Mr. (director of the school)	Mr. Ashraf	Prof. Nishiyama
Mr. (maths teacher)	Ms. Lotus	Mr. Otsuki
	Ms. Lina	Mr. Oyama
		Ms. Yamazaki
		Mr. Shimizu

Group 2	
Male students	Female Students
1	1
2	2
3	3
4	4
	5
	6

School Teachers	HOSM Staff	Study Team
Ms. (school activity & history teacher)	Mr. Feras	Mr. Nakajima
	Ms. Huda	Ms. Akabane
		Ms. Falasteen

Mr. Mohamad is going to take photos in both activities.

Output 3-6-4: Manual Sheets for Participatory Workshops Planning and Preparation

1. Manual Sheets for Workshop Activities

Session 1: What do you know about our Heritage?

(1) For School

Attachment 1 25 Nov, 2008

(for School)

Activities in this session

Title:	**I. What do you know about our Heritage?**	
Time:	**9:00 to 9:50**	
Group:	**1 & 2**	(20 students)
Place:	HOSM (Hall)	
Summary	Students are asked what they value about Salt. Using some	
Objectives (Education): (1 or 2 can be chosen according to academic backgrounds and time allocated.)	To give a chance of 're-discovery' of the Town. To encourage them to respect their own culture.	
Language	Arabic	

(2) Additional Part for Counterparts

30 Nov, 2008
(for HOSM)

Methods:	Participatory Activities using Scoring and Ranking Methods
Technical Transfer to CPs: --->TTC	(1) partial moderation of Participatory Survey activities
Objectives:	To assess the awareness of Salt community on the following issues: 1) tourism 2) the values of Salt 3) the important factors indispensable for sustaining the values of Salt.
Cap's Task	**(1) Greeting : Ms Huda Kilani** **(2) Moderation : Mr. Feras** **(3) Moderation assistance: Ms. Falasteen** **(4) Coordination /Time keeping: Mr. Ashraf**
Result to be:	Reflected into the planning of Participatory Workshop for Salt Eco-Museum Plan, and the Community Participation Framework
Reference	qualitative and quantative data, participatory survey

No		Activities	time allocation (plan)			time allocation (result)		
			start	end	time	start	end	time
2		Greeting	**9:00**		10			
3		Introduction	**9:10**		2			
		Rule / Guidance			2			
		Question 1			2			
		Question 2			2			
		Question 3			6			
		Closing		**9:50**	1			
		time total		50	**25**			

Question Candidates (by Mr. Feras (To be Chosen on Wed 26Nov,2008

A What do you think of the importance of Salt?

B what you are proud of?

C What do you think of the old historic buildings, heritage, traditional living,old songs, old stories,etc.?

D How tourists see salt? what do they like? what do they want to see or to hear?

E How could we protect our heritage in a sustainable way?

Session 2: Let's re-discover our Heritage in Town!

(1) For School

Attachment 2 25 Nov, 2008 (for School)

Activities in this session

Title:	**Let's re-discover our Heritage in Town!**
Time:	**10:10 to 12:00**
Place:	starting form Abu Jaber HOSM, walking on Building / History Discovery Trail, backing yo the HOSM.
	Room in the HOSM :
Group	**1** (ten students)
Summary	Students walk town with education staff of the museum to
Objectives (Education): (1 or 2 can be chosen according to academic backgrounds and time allocated.)	To give a chance of 're-discovery' of inherited property of the town. To understand the history of the town through heritage buildings. To analyse the historical development of the town.
Participants No.:	**Female: _____, Male: _____.**
Material prepared by the HOSM	1) Pamphlets with a map (temporal) of of the Trail. 2) Participatory Survey Set, Drawing Paper, and Craft Paper
Note	Map and Sign Boards are to be available in Arabic.
Language	Arabic except materials given.

(2) Additional Part for Counterparts

(for HOSM) 30 Nov, 2008

Methods:	**Trial walk on the pilot discovery trail with Students**
Technical Transfer to CPs:--->TTC	(1) moderation of PLA using trial walk on discovery trail.
Objectives:	To gain Basic idea of participants on the Discovery Trail.
Cap's Task *can be altered*	**(1) Moderation : Mr. Ashraf** **(2) Moderation assistance: .** **(3) Coordination /Time keeping: .**
Result to be:	reflected to the discovery trial trail planning or modification.

Material						check
1) Pamphlets with a map (temporal) of of the Trail. 2) Participatory Survey Set, Drawing Paper, and Craft Paper 3) A few slides						

II. Possible Programme of the session (tentative, can be altered)

This time plan is for longer version in the morning.
Allocated time remains to same for the afternoon.

No	Activities	time allocation (plan)			time allocation (result)		
		start	end	time	start	end	time
5	Introduction of Activity	10:10	10:20	10			
6	**Let's re-discover our Heritage in Town!**	10:20	11:20	60			
7	Participants' comment and evaluation on the trail	11:20	11:30	10			
8	Preparation for Presentati	11:30	12:00	30			
				110			

Session 3: What would you like to display in the museum?

(1) For School

Attachment 3 25 Nov, 2008 (for School)

Activities in this session

Title:	**What would you like to display in the museum?**
Time:	**10:10 12:00**
Group:	**2**
Place:	HOSM ( )
Summmary	Students propose an object on a plan of the HOSM. The HOSM as the centre of Salti cultural resources is introduced.
Objectives (Education): (1 or 2 can be chosen according to academic backgrounds and time allocated.)	To give a chance of 're-discovery' of cultural resource . To give a clue to peek into the modern history through cultural resources. To encourage them to respect their own culture.
Participants No.:	**Female: _____, Male: _____.**
Language	Arabic

(2) Additional Part for Counterparts

30 Nov, 2008 (for HOSM)

Methods:	Participatory Activities using Scoring and Ranking Methods
Technical Transfer to CPs:--->TTC	(1) partial moderation of Participatory Survey activities
Objectives:	To assess the awareness of of students on thecultural resources To introduce the HOSM
Cap's Task	(1) Moderation : Mr. Feras (2) Moderation assistance: Ms. Falasteen, (3) Coordination /Time keeping: Mr. Ashraf
Result to be:	Reflected into the planning of Participatory Workshop for Salt Eco-Museum Plan, and the Community Participation Framework
Material prepared by the HOSM	1) Explanation sheet on definition of 'cultural resources' 2) Explanation Sheets on each objects 3) Participatory Survey Set, Drawing Paper, and Craft Paper

II. Possible Programme of the session (tentative, can be altered)

This time plan is for longer version in the morning.
Allocated time remains to same for the afternoon.

No	Activities	time allocation (plan)			time allocation (result)		
		start	end	time	start	end	time
21	Introduction	10:10	10:20	10			
22	Presentation of each finding ona plan of the HOSM. Sharing Idea.	10:20	11:00	40			
23	Explanation on the HOSM by Walking	11:00	11:30	30			
24	Preparation for Presentation	11:30	12:00	30			

Session 4: Our Rediscovery of Salt, Presentation and Q & A

(1) For School

Attachment 4 25 Nov, 2008 (for School)

Activities in this session

Title:	**Our Rediscovery of Salt**
Time:	**12:30** to **13:40**
Group:	**1** & **2** (20 students)
Place:	HOSM (Hall)
Summary	Students share their experience through presentation. Japanese case is also presented.
Objectives: (Educational)	To Appreciate students' 're-discovery' by sharing different experiences. To motivate the students to think of their own actions through showing the Japanese cases. .
Language	Arabic

(2) Additional Part for Counterparts

30 Nov, 2008
(for HOSM)

Methods:	Participatory Learning and Action
TTC	(1) partial moderation ofPLA
Objectives:	To motivate the students to thin of their own actions through showing the Hagi's cases. .
Cap's Task	(1) Moderation : Mr. Feras (2) Moderation assistance: Mr. Ashraf (3) Coordination / Time keeping: Ms. Falasteen (4) Closing Remarks; Ms. Huda, or Mr. Feras
Result to be:	Reflected into the planning of Participatory Workshop for Salt Ecomuseum Plan, and the Community Participation Framework

	Activities	time allocation (plan)			time allocation (result)		
		start	end	time	start	end	time
10	**Our Rediscovery of Salt**	12:30	13:10	40			
11	Rediscovery Report from Japan	13:10	13:30	20			
12	Closing	13:30	13:40	10			

(within 12, if time allows, let the students write their actions.)

2. Check Sheets used for Preparation of the Workshop

(For HOSM) 28 Nov, 2008

Check Sheet

In general

	Check to be		Responsible		Check Date	done
1	**Transportation**					
	for school children		Ms. Lotus	Mr. Nakajima	Sun 30 Nov.	
	driver arrangement		Mr. Nakajima		Sun 30 Nov	
2	**HOSM Building Facility**					
	Entrance		Ms Huda		Sun 30 Nov.	
	Toilet male / female		Ms. Huda		Sun 30 Nov.	
	Hall		Ms. Huda	Mr. Feras	Sun 30 Nov.	
	Room 1 (library) Arrangement		Ms. Huda	Mr. Ashraf	Sun 30 Nov.	
	Room 2 ( )		Ms. Huda	Mr. Feras	Sun 30 Nov.	
	<activity and mobility>		Ms. Huda		Sun 30 Nov.	
	can we put boards for moderation?	*->	Ms. Huda	Mr. Feras	Sun 30 Nov.	
	can be the projector used?	No			Thu 27 Nov	
	electricity ?	Yes	Ms. Huda		Sun 30 Nov.	
	water?		Ms. Huda		Sun 30 Nov.	
	seats clean?		Ms. Huda		Sun 30 Nov.	
	can we use tables?	**->	Ms. Huda		Sun 30 Nov.	
	can students walk in the museum?		Ms. Huda		Sun 30 Nov.	
	stairs?		Ms. Huda		Sun 30 Nov.	
	can use lift?	NO!!	Need notice on the door		Sun 30 Nov.	
3	school facility availability		no need as the HOSM can be used.			
4	Correspondance with invitees		Ms. Lotus	Ms. Huda		Done
	with GSM?		Ms. Lotus			Done
5	communication with School		Mr. Ashraf			Done
	arabic translation		Mr. Ashraf			Done
	programme sent?		Mr. Ashraf		thu Morning	Done
	confirmation **(no food provided before 12:00)**		Ms. Huda		Sun 30 Nov.	
6	Sign		Mr. Oyama			
	Press Release		Ms. Lotus	Akabane		
	Old photos from GSMn(Ms. Lina)		Mr. Ashraf			
7	Photo-Taking for activities		Mr. Mohamad			
	Film-taking		Mr.			
8	Soft Drink		Mr. Nakajima	Mr. Allain		
	Snack		Mr. Nakajima	Mr. Allain		
	Trush Box --> **Plastic Bags**					
9	boards transportation by pick up					

Materials Participants number 20 + 3

Common Use

	items	Number needed	Exist	purchase		Rep.	final check
To be Purchased		**by Mr. Nakajima**		order	check		
	Sketch Board	30	0				
	Colour Marker (Pink / Yellow)	30	0				
	Felt Pen (Black)	30	10				
	Name Card Holders	60	0				
	Flip Chart	2	0				
	Ballpoint pens	30					
	Paper holder (?)	30					
	pencils	30					
	soft drink (including for guests)	60					
	snack (including for guests)	60					
not to be purchased but need to be prepared							
	Materials to be brought from the PMU / Office	reponsibe					
*	Cloths to be attatched on the boards to protect walls						
**	paper (newspaper) to protect table from felt pens.						
	News letter for dissmination to students and guests						
	name lists of guests (or registration sheet)	Ms. Falasteen					
	Name cards of students	Ms. Falasteen					

Output 3-6-5: Photos taken at the Workshop

Session 1: What do you know about our Heritage?

Photo 1: Before Starting	Photo 2: Introducing the Activity Theme

Session 2: Let's re-discover our Heritage in Town!

Photo 1: Comparing Photo & Scenary, looking at the Abjaber House= the HOSM	Photo 2: Memo Taking, near the old bakery with a MOTA Officer at right and a school teacher at left
Photo 3: Moderator, Mr Ashraf leading students on the Hamame Street	Photo 4: Herbshop, an important target of rediscovery in future plan of Ecomuseum

Session 3: What would you like to display in the museum?

Photo 1: Moderator, Mr. Feras and Mr. Mohamad Leading students into the HOSM	Photo 2: Mr. Feras Ansewring to students' questions
Photo 3: Mr. Feras explaning about traditional cloth display expected in the HOSM	

Session 4: Our Rediscovery of Salt, Presentation and Q & A

Photo 1: A student presenting the result of Session 1, trial walk on the proposed path	Photo 2: A student presenting the result of Session 2, exploration of the HOSM collection
Photo 3: Mr. Shimizu explaining activities of students in Hagi	Photo 4: Students asking Mr. Shimizu, surrounded by Prof. Nishiyama, Ms. Huda, and Ms Yamazaki.

After Closing: Group Photo

Output 3-6-6: Students' comment at the Workshop

Session 1: What do you know about our Heritage?

Summary of the Session

Title: What do you know about our heritage
Method: participatory approach by using cards
Participants: 20 students
Moderator: Mr. Firas Halaseh
Time: 10 min

Part 1 of Session 1:

Particular Question posed:

What does Heritage means?

Result (what students wrote)

1 Its anything tangible or intangible (immaterialistic) that has been inherited
2 Any old thing expresses an experience
3 It is the past that people has lived and still exist such as the buildings and old markets
4 The inherited traditionsfrom generation to generation
5 Old things built by persons
6 Set of old historical tools existed from ancient age and protected till now
7 It is the remaining antiquities up to now
8 It is an everything that is old and has genuin history at any culture
9 It expreses old things that make the state famous
10 The past and history of the country and we still preserve it
11 It is an everything from the past and been invented by human
12 The old and original traditions
13 The traditions that exists in a country such as costumes, cermonies and food
14 It is the customs and traditions of any culture
15 It is any old thing differs than our current days like costumes and tools
16 It is cultural manifistations that inherited from a culture
17 It is the traditions and customs existed and still exist at out country that came from our grandparents
18 It is an old thing being transfers among homeland members and care for it
19 It is the history of the country and its traditions

Part 2 of Session 1:

Particular Question posed:

Why are you proud of Salt?

Result:

1	Because of it's authentic culture
2	Because of it's genuine and original history; in addition to the strong bonds and relations among its inhabitants
3	Because it is our city and has our past and our future
4	Because it is our genuine city and still authentic and adhered to our customs and traditions
5	Because it is the culture city, my hometown where I have been raised and lived
6	Because Salt city expresses the past of Jordan, it is the culture city and presreves its customs and traditions
7	Because it is famous in its antiquities and inhabitants' kind traditions
8	Because it means the past, future and the base for constructive generation
9	Because it is a genuine old city; it have beautiful houses
10	Because Salt is a cultural foundation, means the authentic and existance
11	Because it is a marvelous city, it is one of the oldest capitals and make me proud as it is the culture city 2008
12	Because it is an authentic city and still presevrves its old traditions and its kind inhabitants characteristic
13	I am proud of Salt city because it is my beautiful city where I live, and it has old heritage
14	Because it is a beautiful area; cultural area and still preserves its traditions and costoms
15	because am belonging to Salt and it has the history of our grandparents
16	Because it is the heritage city and the culture city 2008
17	Because of its nature rich in trees and Salt has manifestations of culture and I live here
18	Because it is a deep-rooted city, the origin of education in Jordan and the first school was existed there
19	It has all manifestations of culture and it preserves the old heritage and has an old and deep-rooted traditions and customs
20	Because it the country of our grandparents and our parents and it is one of the beautist cities

Part 2 of Session 1:

Particular Question posed:

Have you participated in any traditional activity and what is it?

Result

Activity	No. of participants
Play	6
Singing play	1
Music	1
Cleaning campaign	1
Traditional dancing	3
Traditional singing	3
Youth campaign for reviving tradition	1
Story telling	1
Scouting campaign	2
Didn't participate	1

Session 2: Let's re-discover our Heritage in Town!

Summary

Method: Trail walk
10 students participated
Moderator: Mr. Ashraf Dabbas
Time: 60 min

Part 1 of Session 2: Discovery on Trail one by one

<For each building spotted on trail >

Result

At Qaqeesh house (we noticed the following):

1. the yellow stone
2. the design of windows is different (it was arched and now it looks square)
3. the old houses are closed
4. difficult to reach the building (it is too high)
5. the designing art is beautiful
6. the roof made from wood and bamboo
7. there is horses' rings
8. the window's glasses are colored
9. the home overlooks Salt city and Abu Jaber house
10. the way between houses is " stairs"
11. there are particular places to hang lamps
12. there are decorates on stones

At the small mosque:

1. demolished
2. left
3. not cleaned by locals
4. we should conserve it because it is a touristic area
5. The small mosque is demolished and left; the garbage is close to it; no cleanness at the location; there are changes at Hammam street, the street is too narrow
6. The stones color is yellow
7. The windows are arch shape and not square
8. It is built from bamboo and wood
9. The view is so beautiful and overlooks Salt and Abu Jaber building
10. The hygiene part is missing

(continues on different buildings)

Part 2 of Session 2: Discovery on Trail in General

< Title: Why do we care of our heritage?>

1 **Because its our symbolize that distinguishs us, we persist with it; to be our special mark**

2 **Because it reflects our grandparents' life and old culture**

3 **To stay witness on people and lanmarks that will be inherited to our kids**

4 **Because its part of our past that we are proud of it. We should protect our beautiful city to highlight its touristic importance**

5 **Because its our history and authentic. We will not know anything if we neglect our heritage**

6 **To know our grandparents life, their work and their way of living**

7 **Because it is the history of parents and grandparents and it is important for tourism**

8 **Because it is part of our past and old history and it shows our beautiful city**

9 **Because it represents our culture and customs**

10 **To transmit this heritage to our grandkids and to pass on the knowledge**

11 **Because it shows our origin and it proves our culture and our interest in art**

12 **To know the knowledge of our grandparents that expresses the authentic**

Part 3 of Session 2: Efficiency of Sign Posts and Map

Basic Information

1. Workshop Summary (title, target people, place and Date)
As-Salt Re-Discovery Day
with the Students of King Abdullah Secondary School of the Distinguished
at the Historic Old Salt Museum (HOSM)
on 1 December, 2008

2. Part: Trial Walk in the Town with Signs & Map

3. Methods of Survey: Scoring with petals.

4. Answerers: ten (10) students of the above noted school who attended to the trail walk in the Salt town.

5. Other Information
Signs: Posted on the day of the walk, written in Arabic and English
Maps: handed out on the day of the walk, written in Arabic (trial version)
Moderator of survey: Ms. Falasteen Awad
Time for Survey; 8minuts .

II: Result

1. How many signs did you find?

(1) Signs for Direction

Number of signs	1	2	3	4	5	6
Students Answere	2	4	3	1		

(2) Signs for Explnation on Heritages

Number of signs	1	2	3	4	5	6
Students Answere		4	2	2	2	

2. Did you find easy to follow the signs?

Very easy	Easy	Not easy
8	2	

3. Was the explanation on the signs useful?

Very useful	useful	Not useful
6	4	

4. Did you find the map easy to follow?

Very easy	Easy	Not easy
10		

5. Was the explanation on the map useful?

Very useful	useful	Not useful
9	1	

Session 4: Our Rediscovery of Salt, Presentation and Q & A

(1) Part 1:

Basic Information

Method: participatory approach by using cards
20 students participated
Moderator: Mr. Feras Halaseh
Time: 5 min

Question:

What do you like to propose for future museum activities? (based on what you have seen from the Japanese experience)

Results (What students wrote on cards)

1 Invite us constantly to participate in seminars and workshops
2 Conduct cleaning campaign and cultural activities
3 Conduct awareness campaign and other activities like today's activity
4 Participation of youth and children in museum activities. And, display traditional costumes in the museum
5 Organize students tours in the museum in order to encourage their parents to visit it
6 Carry out propaganda and signs
7 Participation of students in arranging the museum objects
8 Tours to explore Salt history, and historical seminars
9 Tours to explore the role of ottoman in Salt
10 Conduct competitions include activities and questions about our heritage
11 Discovering tours
12 Carry out traditional plays where locals are players
13 Collect traditional costumes
14 Folklore teams and games
15 Conduct festivals and awareness pamphlets
16 Conduct festivals, national celebrations, songs and competitions

(2) Part 2:

Basic Information

Method: participatory approach by using cards
20 students participated
Moderator: Mr. Ashraf Dabbas
Time: 5 min

Question:

What can you do to support our traditional heritage? (based on what you have seen from the Japanese experience)

Result:

1 To go to other countries and present our existing antiquities in Jordan to attract tourists
2 Inform the tourists about the touristic places in Jordan
3 To care of the traditional heritage, protect it and produce pamphlets and programs
4 Make researches (as the Japanese have done) on Re-discovering Salt and on the traditional heritage, old games, festivals and popular events
5 Heritage plays, campaigns to re-discover Salt and search for antiquities
6 Launch awareness campaign to re-discover what has not discovered yet and protect the existing ones
7 Collect unique antiquity items, carry out seminars about our heritage, revive heritage through our activities and revive out traditions and customs
8 Organize workshops focus on discovering heritage items, heritage areas and orient people to this issue
9 Participate in cultural guilds and protect our customs and traditions
10 Prepare leaflets about heritage and the way of protecting it
11 Awareness programs to inform people about our heritage, carry out campaign to disseminate our culture
12 Make parents and relatives aware of the importance of the heritage, and circulate pamphlets to educate people
13 Arrange for festivals, plays and popular songs
14 Protect the heritage and guard it
15 Participate in voluntary campaigns such as cleaning campaign and take part in traditional festivals
16 To say "We Love As-Salt, protect its heritage"

Output 3-6-7: Evaluation of the Workshop

<Summary>

(1) Evaluation of each activity according to the schedule

1) Participatory Evaluation by Organizers (the HOSM Director, members of staff & Local Consultant)

Programme	Contents	Mean evaluation rate (max: 5.0)	Suggestion for workshops to be conducted by counterpart
1	Introduction	4.7	More stimulation of participants is desired
2	"Let's re-discover our Heritage in Town!"	3.6	Visualization is necessary in facilitation
3	"What would you like to display in the museum?"	4.5	
4	Presentation & leaning a case in Japan (Hagi)	4.5	- Visualization is necessary in facilitation - Facilitators' feedback should be given to participants - Facilitators' wrap-up is needed at closing
-	Preparation	3.8	-
-	Time	3.0	-
-	Logistics	4.0	-

2) Evaluation by Observers (Collected answers from Evaluation Sheets)

Programme	Contents	Mean evaluation rate (max: 5.0)	Suggestion for workshops to be conducted by counterpart
Structure		5.0	-
1	Introduction	4.0	- More stimulation of participants is desired - More explanation of objectives, activities and their needs to participants is necessary
2	"Let's re-discover our Heritage in Town!"	3.3	- Facilitators should relax participants - Discussion in depth focusing on one or a few points should follow collection of participants' ideas - There should be discussion during site observation - Facilitators should take care of not only participants surrounding them but all in site observation - Participants' change of views after site observation should be collected

3	"What would you like to display in the museum?"	4.5	-
4	Presentation & leaning a case in Japan (Hagi)	4.1	- If participants are divided into several groups for different site observations, each other's feedback should be shared afterwards - It is desirable that time would be spared for participants' discussion on their rough action plans on their findings and feedback of presentations
-	Preparation	3.5	Organizing team's pre-site visit and sharing feedback are necessary for improvement of planning and preparation
Overall		-	Other workshops should be continually held for the participants in this workshop (students) to enhance their interest and learning, hoping that they could be good advocates of promotion of tourism in Salt

(2) Evaluation of Efficiency of Objectives (Educational and of TTC)

	Mean evaluation rate (most efficient: 1.00)	**Suggestion for workshops to be conducted by counterpart**
Technical Transfer to CPs	0.85	-
Educational Objectives	0.83	Suitable educational objectives should be chosen for participants

(3) Evaluation of Achievement of Objectives

	Mean evaluation rate (max: 5.0)	**Suggestion for workshops to be conducted by counterpart**
Technical Transfer to CPs	4.7	Counterpart's more practice is needed
Educational Objectives	4.8	-

<Detail>

(1) Evaluation of each activity according to the schedule

1) Participatory Evaluation by Organizers (the HOSM director, members of staff & Local Consultant)

		Programme / Activities	Evaluation by Rating (satisfied ↔ not satisfied) 5	4	3	2	1	Any comments, Reviewing	Proposal or recommendation noted.
		Structure of the programme							
Pro 1	1	Moving from School to HOSM							
	2	Greeting						-The greeting was not well prepared, because we were not supposed to give detailed information for children. -Good greeting with smile toward students	
	3	Moderation of **'What do you know about our Heritage?'**						-Good Smile -Good facilitation -But 1. Scoring 2. Objectives - Everyone got chance to participate	- Let the students introduce themselves - Stimulate interest of kids
	4	short break						-It was long break with no drinks and food	- Arrange for an entertaining activity during breaks
Pro 2	5	Introduction of activity						Division of tasks was not clear	
	6	Moderation of **'Let's re-discover our Heritage in Town!'**							
	7	Moderation of Participants' comment and evaluation on the trail							
		Sings and maps							
	8	Preparation for Presentation						-At the stage of preparation, the consensus was not made - Visualization was not clearly implemented	
Pro 3	21	Introduction of the activity							
	22	Moderation of **'What would you like to display in the museum?'**							
	23	Explanation on the HOSM by Walking							
	24	Preparation for Presentation							- Visualization Compiling into one presentation
	25	break (snack & drinks)						Did not plan properly	Next time from Salt
		Timing							
		Arrange support							
		Division of labor							
Pro 4	10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**						- Visualization did not take place - Result, Opinion, experience not compiled - Note taking did not take place	- Follow up on this discussion - To consider this activity as a demo for teachers - Use the students' sentences (such us we love Salt, let's protect it)on greeting cards - Launch "Friends of museum" - Repeat the event with other schools - Give feedback to students
	11	Rediscovery Report from Japan							
	12	Closing							Do wrap up and review the objectives
	13	Moving from HOSM to School							
		Preparation for the workshop							
		Time							
		Any other things in relation to management and logistics for the workshop						- Food and drinks were very late	

Please answer to one of Pro 2 or Pro 3 that you attended to.

2) Evaluation by Observers (Collected answers from Evaluation Sheets)[1]

Programme		Activities	Did the programme satisfy you? Please check in one box. satisfied ↔ not satisfied					Any comments for improvement
			5	4	3	2	1	
		Structure of the programme						
		Structure of the programme	X					The points highly evaluated: 1. Facilitation of realization of history and culture of Salt among target students and teachers and guests, which they should be proud of, through participatory approach was well considered in the structure of the program; 2. The museum and the rediscovery trail are inseparable tourism sites in terms of attraction of Salt. It must have been effective in raising awareness of it among target students and teachers and guests that they were divided into two groups that explored in the museum and walked the rediscovery trail and shared their findings and views; 3. A case in Japan (Hagi) was introduced after the walking and exploration. This must have facilitated understanding among target students and teachers and guests and evoked their sense of pride on their own history and culture and their realization of importance of protection of and showing their history and culture. Introduction of local traditional play followed and this was fun. Overall, it was seen to it in the structure of the program that participants learned through their mental and physical activities with fun.
	1	Moving from School to HOSM						
	1	Moving from School to HOSM	X					The students & teachers came on time.
	2	Greeting						
	2	Greeting		X				
Pro 1	2	Greeting			X			it can be done in a different way with more explanation on the activities, objectives, need, stimulate the interestof kids . Kids would introduce themselves
	2	Greeting		X				
	2	Greeting		X				
	3	Moderation of **'What do you know about our Heritage?'**						
	3	Moderation of **'What do you know about our Heritage?'**		X				
	3	Moderation of **'What do you know about our Heritage?'**	X					
	3	Moderation of **'What do you know about our Heritage?'**		X				Many commnets from students were collected.
	3	Moderation of **'What do you know about our Heritage?'**			X			It would be appreciated that the facilitator tried to relax the students. After presentation and categorisation of their opinions written on cards, it was expected that there would be the discussion in depth focusing on one or a few themes. Although the time framework would be under consideration, it was regrettable that we did not have the discussion in the way expected, especially when we realise that the time allocated was not completely consumed.
	3	Moderation of **'What do you know about our Heritage?'**		X				The reactions of the students were very wonderful. However, it was not so much interesting for them as the moderation did not complete and finished after letting them write their opinions.

[1] This table is made by combining all sheets written by observers. Those rows without any mark or comment were left copied.

		4	short break						
		4	short break				X		ice breakers were needed, as we had enough time to do it. It would add fun
		4	short break			X			It seems that students could keep concentration if 'Introduction of activity' took place before the break.
		4	short break						The break did not function as relaxed time for students.
	Pro 2	5	Introduction of activity						
		5	Introduction of activity		X				
		5	Introduction of activity		X				Students did not keep concentration, even not hearing to the facilitator.
		5	Introduction of activity			X			
		5	Introduction of activity			X			The atomosphere that the moderator was not fully trusted by other team members could be felt by students.
		6	Moderation of **'Let's re-discover our Heritage in Town!'**						
		6	Moderation of **'Let's re-discover our Heritage in Town!'**		X				
		6	Moderation of **'Let's re-discover our Heritage in Town!'**	X					It was observed that students were enjoying and trying to capture their own town.
		6	Moderation of **'Let's re-discover our Heritage in Town!'**			X			In order to re-discover cultural heritages through the comparison between the old photos and real situations, only taking memo but no discussion during the session took place as the activities of the students. However, it would have been better if the session included any discussion in the actual place of the visit of the heritages. It was not only the facilitator who was responsible for this session, however, the facilitator did not completely understand the instruction of 'no-teaching'. The facilitators could well organise the discussion and lead students to a certain points
		6	Moderation of **'Let's re-discover our Heritage in Town!'**			X			The moderator was talking to only the students who came near to him. Those who were left far away from the moderator were not well informed.
		7	Moderation of Participants' comment and evaluation on the trail						
		7	Moderation of Participants' comment and evaluation on the trail		X				
		7	Moderation of Participants' comment and evaluation on the trail						Ashraf was confused what to do, as got instructions from different persons on what to do
		7	Moderation of Participants' comment and evaluation on the trail				X		I got the impression that this was not well achieved, probable because of the inefficient communication among the staff members.
		7	Moderation of Participants' comment and evaluation on the trail			X			It was better if the facilitator would have asked how the students opinions changed before and after the walk in the town. According to informal talks of students, there was only one student who walked the town in the way of the implementation of our workshop. The facilitator's involvements into students were limited into the imaginary framework as if all questions and comments were determined and did not have any spare space of mind to interven freely according to the students' response or
		7	Moderation of Participants' comment and evaluation on the trail			X			The questionnaire was not effectively functional as this activity was not well informed in advance.

		8	Preparation for Presentation						
		8	Preparation for Presentation		X				
		8	Preparation for Presentation				X		I got the impression that this was not well achieved, probable because of the inefficient communication among the staff members.
		8	Preparation for Presentation			X			
		8	Preparation for Presentation		X				Students' opinions were very interesting as they were out of our expectation.
		21	Introduction of the activity						
		21	Introduction of the activity	X					
		22	Moderation of **'What would you like to display in the museum?'**						
	Pro 3	**22**	Moderation of **'What would you like to display in the museum?'**	X					
		23	Explanation on the HOSM by Walking						
		23	Explanation on the HOSM by Walking			X			
		24	Preparation for Presentation						
		24	Preparation for Presentation	X					
		25	break (snack & drinks)						
		25	break (snack & drinks)			X			In logistic view it is regret that snacks and drinks arrived late due to slow preparation of the shop. This should be reviewed not to repeat the same case. We purchased the snacks and the drinks in Amman, but would it not be good enough if we had made purchase from shops in Salt in terms of logistics and importance of procurement of necessary materials in local economy?
		25	break (snack & drinks)				X		kids got hungry and tired
		25	break (snack & drinks)				X		kids got hungry and tired
		25	break (snack & drinks)		X				
	Pro 4	10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**						
		10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**		X				
		10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**		X				Impressed with the rilliantly dignified attitude of presentation of students.
		10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**			x			It was found that the discussion between the two groups was not fully contacted, or in other words, not well focused and difficult.

		10	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**			X			The liverated opinions that had been found in the previous 'Preparation for Presentation', did not come up. The session was occupied only with the result of the activities, without enough opinions and their own comments of the students.

		11	Rediscovery Report from Japan						
		11	Rediscovery Report from Japan		X				After the explanation about the Japanese cases, the students should be the next actors on their own. The students' actions in future need to be shared before closing.
		11	Rediscovery Report from Japan	X					
		11	Rediscovery Report from Japan	X					The explanation with consideration in details kept us, all the observers not only the students, attracted.
		11	Rediscovery Report from Japan		X				Hoped that there would be more time for discussion after presentation. At the last stage it seemed that the students reached to the point that the initiatives to be taken from the participants, or people, not by the authorities or organisers,.....So why not get into the depth of discussion?, I wondered. However, it was also true that this session itself could be the one independent workshop or event. Maybe we may need to feel satisfied with the achivement of students.
		11	Rediscovery Report from Japan		X				It was out of question to start the preparation for the next session during the Q & A. The manors should be strict.
		12	Closing						
		12	Closing		X				
		12	Closing		X				One of the students explaimed, 'Hope this musueum to be like the Hagi's'. Found that the objectives of the workshop was well transmitted to the students.
		12	Closing	X					
		12	Closing		X				Was good with harmonious atomosphere.
		13	Moving from HOSM to School						
		13	Moving from HOSM to School	X					The students & teachers left on time.
			Preparation for the workshop						
			Preparation for the workshop		X				The people concerned worked well for success of the workshop in a relatively short time.
			Preparation for the workshop			X			It is needed to understand the purpose of determination of the place / location of old-photo-taking. Preparatory visit and rehearsal are needed. It is very important share a discovery among all the participants.
			Preparation for the workshop		X				need more participation from team (team work)
			Preparation for the workshop			X			It was regrettable that the preparatory walk did not take place earlier.

			Any other things in relation to management and logistics for the workshop						
			Any other things in relation to management and logistics for the workshop						I hear that the workshop of this scale is the first event for the PMU staff. Therefore, it is natural that the main staff engaged almost only in planning, preparation for and facilitation of the workshop aside from logistics while SAPI team mainly took care of it, also due to the financial scale of this workshop. I suggest that the museum should continue smaller workshops for local people in various sectors, referring to this workshop as a model and following and improving the planning, preparation and facilitation process. Logistics should be included so that the museum would hold workshops by themselves. Free brainstorming and discussion among, giving more responsibility to and adoption of ideas from non-executive staff should be guranteed as well, so that workshops more interesting, more unique and with fun would be held, though some trial and error may occur. And it would be ideal if the students and the teachers of high profile as our target of this workshop would be kept included in other workshops as part of their clases in that it would help them become good advocates of promotion of tourism in Salt. I'd like to thank all the concerned for their efforts and appreciate them in holding a significant workshop in spite of their first trial and short time for preparation.
			Any other things in relation to management and logistics for the workshop		X				
			Any other things in relation to management and logistics for the workshop						I thought that the question on how functional the map was not to serve, because the students from this town would be able to walk without a map.
			Any other things in relation to management and logistics for the workshop						The structure of the workshop was fully organised. This led to the limitation of time, and therefore to the not completed discussion.
			Any other things in relation to management and logistics for the workshop						No comment for this in particular.

(2) Evaluation of Efficiency of Objectives (Educational and of TTC)[2]

Programme		Technical Transfer to Counterparts		Efficiency		Noted points in Discussion
				Efficient	Not Efficient	
1	Moderation of **'What do you know about our Heritage?'**	**Technical Transfer to CPs:**	Moderation of Participatory Survey activities			
		Educational Objectives:	To assess the awareness of Salt community on the following issues: 1) tourism 2) the values of Salt 4) the important factors indispensable for sustaining the values of Salt.			
2	Moderation of **'Let's re-discover our Heritage in Town!'**	**Technical Transfer to CPs:**	Moderation of PLA using trial walk on discovery trail			
		Educational Objectives:	To gain Basic idea of participants on the Discovery Trail			Too "big" objectives for students
3	Moderation of **'What would you like to display in the museum?'**	**Technical Transfer to CPs:**	Moderation of Participatory Survey activities			
		Educational Objectives:	To assess the awareness of students on the cultural resources			
			To introduce the HOSM			
4	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**	**Technical Transfer to CPs:**	Moderation of PLA			
		Educational Objectives:	To motivate the students to think of their own actions through showing the Hagi's cases. .			

[2] The evaluation of efficiency was done as participatory evaluation among organizers.

(3) Evaluation of Achievement of Objectives[3]

Programme		Technical Transfer to Counterparts		Evaluation by Rating					Any comments, Reviewing
				5	4	3	2	1	
1	Moderation of **'What do you know about our Heritage?'**	**Technical Transfer to CPs:**	Moderation of Participatory Survey activities						-More time is needed for technical transfer '-More practice from Jordanian counterpart was needed '- The transferred technology was not fully implemented
		Educational Objectives:	To assess the awareness of Salt community on the following issues: 1) tourism 2) the values of Salt 4) the important factors indispensable for sustaining the values of Salt.						
2	Moderation of **'Let's re-discover our Heritage in Town!'**	**Technical Transfer to CPs:**	Moderation of PLA using trial walk on discovery trail						
		Educational Objectives:	To gain Basic idea of participants on the Discovery Trail						It was confusing the changing of the program (going inside Qaqeesh house and shops)
3	Moderation of **'What would you like to display in the museum?'**	**Technical Transfer to CPs:**	Moderation of Participatory Survey activities						
		Educational Objectives:	To assess the awareness of students on the cultural resources						
			To introduce the HOSM						
4	Moderation of **'Our Rediscovery of Salt' (Presentation, Q & A)**	**Technical Transfer to CPs:**	Moderation of PLA						
		Educational Objectives:	To motivate the students to think of their own actions through showing the Hagi's cases. .						

(Photos: Example of participatory evaluation sheets used for discussion)

Photo 1: Evaluation of Activity in General	Photo 2: Evaluation of Activity in general, but broken up to a few aspects
Photo 3: Evaluation of Efficiency of Objectives	Photo 4: Evalutation of Achievement of Objectives

[3] The evaluation of achievement was also done as participatory evaluation among organizers.

TOR 3-7

To coordinate the Project with the assistances provided by JICA and other donors

1. Overview of the Work

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

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

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

2. Background Information on Outputs

The following contacts were made with the respective projects/plan for possible collaboration:

1) Salt Master Plan

The Plan is an initiative taken by the Ministry of Municipality Affairs with close collaboration with the Greater Salt Municipality (GSM). The work has been carried out by the Amman Institute for Urban Development.

The Study team was informed of the Plan in mid-November in relation to the participatory surveys planned under TOR3-6 since a similar survey had been conducted by the Plan. The Study team participated in the workshop for explaining the results of the said survey on 21 November and as a result became familiar with the Plan.

The Study team contacted the Amman Institute for Urban Development as well as the Ministry of Municipality Affairs in early December. Both institutions understood the importance of collaboration and promised close collaboration.

2) CHTUD Project

An interview was conducted with the official in charge of the CHTUD project at MOTA in mid-October. The purpose of the interview was to understand the current status of the Project, especially the progress of the formulation of City Core Special Regulations (CCSR) and Heritage Funds, both of which aim to conserve the traditional townscape of Salt.

However since both of the activities had not progressed as expected, the necessary information for collaboration could not be collected.

3) Siyaha II Project

The Study team was informed of the planned trail project in Salt under the Siyaha II project in end-October. In order to obtain more information, the Study team through the JICA Jordan office contacted USAID and the Siyaha projects.

The FAM (familiarisation) trip to Salt where both JICA and Siyaha were invited for presentation was organized by JITOA in February. It prompted both parties to have a coordination meeting where both parties confirmed the needs of collaboration and Siyaha project did adjust a part of its trail plan to the pilot trail proposed by the study team. However, it is recognized that more in-depth discussion will be required to make a concrete plan for collaboration.

3. List of Outputs

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

Proposal for collaboration with relevant projects/ plans for Salt Ecomuseum concept

Since the Salt Ecomuseum (SEM) Plan is not just a tourism development plan but involving various aspects of urban as well as community development such as heritage conservation, townscape management and community involvement, successful implementation of the SEM Plan requires a comprehensive and consolidated approach. In the Study, the possibility of collaboration with the following plan/projects was examined:

- Salt Master Plan by Ministry of Municipality Affairs
- Cultural Heritage, Tourism and Urban Development (CHTUD) project by WB
- Siyaha II Project by USAID.

1. Collaboration/Coordination with Master Plan of Salt

1) Outlines of Master Plan[1]

- Project period: mid-2008 and end-2009
- The area to be covered: GSM and Balqa region in future
- The contents of Plan: various elements of urban planning such as land usage, infrastructure, traffic issues
- Work has been done: information collections including statistics and consultation with stakeholders including local community

2) Analysis of the Plan

- The future vision developed for the Plan (see Appendix 1) based on the participatory survey with local community shares the important elements of SEM vision.
- The contents of the Plan focus on hard components of urban development and do not include conservation of cultural resources nor community participation which is indispensable for the realisation of the vision.
- Statistical data and information on the community and other resources in Salt collected for the Plan will also be useful for the upgrading and implementation of SEM plan.

[1] Please note that the information obtained was not in written forms. Therefore the information should be treated with care.

3) Proposal for collaboration/coordination

a) Collaboration

- Integrate SEM plan as a soft component of Salt Master Plan which deals with those hard components such as land usage and infrastructure development
- Planning of tourism related facilities and infrastructure in the Plan such as parking and roads and any development plans related to City Core Area should take SEM plan into account.
- Share the information and data of the Plan with SEM taskforce team

b) Coordination

- Include members of SEM taskforce team in any relevant working groups for the Plan in order to make regular exchange of information possible
- Coordination should be sought between MOTA and the Plan.

2. Collaboration/Coordination with Two Donor Projects

1) Outlines of the Projects

The contents of concerned two projects are summarized below:

	WB CHTUD Project	USAID Siyaha II Project
Period	Five years from January 2007	18 months from November 2008
Project Cost	About US$ 11 million for Salt component	Not Known
Contents of Assistance	- City Core Rehabilitation - Establishment of Heritage Fund - Formulation of City Core Regulation - Business Development Fund	Not decided yet, the following components may be included: - Development of City Trail with signage system - Restoration of historic facades - Grants scheme to small businesses - Formulation regulations for conservation of historical buildings and construction of new buildings

2) Proposal for collaboration/coordination

a) Collaboration

WB CHTUD Project	USAID Siyaha II Project
- Technical advice to City Core Regulation and Heritage Fund - Formulation of guidelines/ criteria applied to Business Development Fund	- The Siyaha project will carry out the task of tourism management in the proposed SEM plan in close collaboration with MOTA Balqa Directorate while JICA's assistance will more focus on planning, overall coordination, and cultural resource

	management. - JICA can provide technical advice to the following areas of Siyaha project in line with the vision of SEM plan a) Development of City Trail b) Restoration of façade c) Formulation of guidelines/ criteria applied to small business grant scheme

b) Coordination

- Confidence building will be the first task for meaningful collaboration. Unless the concerned parties are convinced the needs and benefits of collaboration with the SEM plan, the collaboration will remain superficial even though they agree to collaboration on surface. Moreover unless they have trust in the sincerity, willingness and ability of JICA for its contribution to sustainable development in Salt, they will never be cooperative in sharing information nor authorities.
- In order to gain confidence among stakeholders, more in-depth/extensive explanation and discussion of SEM plan should be taken place with relevant stakeholders. Especially the concept of Ecomuseum can easily be misunderstood as a concept for enhancing tourism by utilizing local community as object. However the real intention of ecomuseum is sustainable community development using tourism as a means of heritage conservation as well as income generation. By extensive explanation and discussion, this kind of misunderstanding should be corrected. Once people correctly understand the concept, they become willing to know how to realize it. At this stage, Japanese knowledge and experiences will greatly be appreciated.
- In order for the effective confidence building as well as coordination, a mechanism in which the SEM taskforce team and officials of the concerned projects can regularly coordinate should be established. One possible option may be to include a Siyaha project member in the SEM taskforce team. However in order to propose such a mechanism, in-depth analysis of implementation mechanism of both projects is necessary.

Appendix 1

Future Vision
(First Draft presented at the workshop held on 21 November 2008)

Our vision stems from the local community and is the product of intensive consultations with the various sectors of the local community. This vision reflects the needs and aspirations of the inhabitants of the Greater Salt Municipality from all sectors, including housewives, children, businessmen, and those desiring to invest in the city of Salt in the future.

Salt in 2030:

Salt was the first capital of the Emirate of Jordan. The city was formed by diverse civilizations and cultures across history. Its story is told by its distinctive architectural features, the hospitality of its residents, its urban fabric, and its agricultural fields- all of which render the city a source of pride.

Salt is a city that is organized and is vibrant with life, giving you a deep sense of the place. The Salt community has been able to maintain its distinctive identity, which emanates from its distinguished past, by virtue of a successful management of the growth of the city. Actually, its proximity to Amman, coupled with its strategic location, have had a positive impact on its thriving, where Salt has become a city that attract tourism and investment and has a central role in linking Jordanian cities together.

Salt is distinguished by its cultural and religious pluralism which bestows a magic on the city. Its gentle air transports its inhabitants and visitors to a rich past. This pluralism is reflected in the urban fabric of the city and its growth. Salt has become an advanced city that has a special character of its own, manifested in the presence of public parks, roads that are pedestrian-friendly, housing for low-income groups, and heritage sites that are enjoyed by its local residents and visitors alike.

Salt is distinguished from other cities by its nature, topography and geographic features. Its mountainous terrain coalesces with its distinctive architectural pattern in its mountains and valleys which constitute the city's riveting horizons. The skyline of the city is adorned by minarets, church bells, columns and windows of buildings which are skilfully built. It is environmentally diverse inasmuch as it contains forests, mountains, valleys, fertile lands, public and private gardens- all of this has had a role in placing it on the map of local and international tourism. Accordingly, Salt has become a destination for visitors and local residents wishing to spend the weekend and summer holidays. For example, the visitor and resident can enjoy engaging in various activities such as horseback riding as well as other sports. Also, Zay Public Park has become a vital venue for recreation, attracting people to the natural pedestrian pathways and its beautiful nature.

Downtown Salt has become a commercial center that offers diverse services through its popular and old and modern markets. The experience of shopping in the city center has created options for people to either relish shopping or simply to enjoy themselves. The aroma of spices, perfumes, the diverse colours of popular garments, and handicrafts in the old market commercially caters to the city inhabitants, while reminding the tourist of the old flavour of Arab history. Actually, the city center has become a hub for local and international investments, leading to the existence of diverse recreational venues which are distributed across all parts of the city and available for use by city residents and visitors all at once.

Concurrent with the development of the city has been the creation of equal and fair opportunities for the citizens at all levels, coupled with the emergence of an effective role for popular participation in general, and in decision making relating to the city in particular. On the other hand, the role of woman in Salt has been activated through her active participation in local development.

The inhabitants' commitment to their city and their deep sense of the place has contributed to the emergence of strong local communities which bear a sense of responsibility towards the beloved city of Salt, leading to the development and improvement of many of the residential districts. Accordingly, the local communities have had an effective role in planning for the city of Salt hand in hand with official quarters.

Salt has been renowned for its agricultural wealth. Its fruitful orchards and fertile land provide Jordan with numerous crops of olives, fruits and vegetables. Concurrent with great progress in the agricultural arena has been a surge in the industrial field relating to agricultural products which have contributed to environmentally preserving the region. On the other hand, organic agricultural production has contributed to the economic growth of the city, and has substantially helped improve the income of farmers. Moreover, Salt has become a model to be emulated insofar as the projects of water harvesting and the collection of rainwater which have proven economic feasibility which are of great benefit to the city.

In Salt, housing patterns vary. There are a number of options that are suited for all categories of the local community, ranging from housing that is very expensive, to housing for those with limited income, which is available downtown and in the suburbs and villages of the city. Accordingly, an individual can choose the housing that is suitable for him. Such diversity confirms that Salt is a vigorous and independent city that cares for its residents and fulfils their needs and requirements.

Salt is a city of diversity which embodies a balanced overlapping of tradition, tourism, housing, commercial activity and the natural environment to provide for the needs of both the local residents and the tourists. The accomplishments of the city have contributed to putting into effect the idea of

the "Jordanian Dream" which was launched a few years ago. It calls for guaranteeing a better life that is characterized by social justice and decent living for all Jordanian citizens. Salt has taken the initiative to realizing this dream so as to become a model to be emulated by Jordanian cities, for it is the city of which we are genuinely proud.

Vision of the Local Residents for the Year 2030

To realize the vision of the local community for the city, Salt will achieve the following:

1- Historical City:

- Preservation of the urban and cultural heritage.
- Preservation of the architectural heritage.
- Draw up the policies and incentives to encourage agricultural, handicrafts, and tourism industries in the region.

2- Sustainable Residential City:

- Organized quarters in which are available all the services and activities in a manner suited to population density. Among these are commercial centers, school facilities, social centers, public parks, training, rehabilitation and employment centers for members of the local community.
- Creation of residential areas of organized areas that encourage walking.

3- Sustainable Green City:

- Spread environmental awareness to ensure the preservation of the natural environment.
- Build a series of gardens and parks at the level of quarters and areas.
- Build a central park for the city.
- Provide a series of green zones across the circular road.
- Encourage the use of renewable sources of energy to reduce pollution.
- Preserve water resources by:

1- Encouraging organic agriculture that is free of pollutants.
2- Protecting the environmentally sensitive areas and natural water resources from urban sprawl.
3- Utilizing the techniques of water harvesting to store water and conserve the water of the springs.

4- A City that is Friendly to Pedestrians:

- Offer a city that is safe in its streets and intersections.
- Provide pavements and alleys that are suitable for pedestrians.
- Modernize and maintain staircases and provide alleys that are safe and well lit.

5- A City of Social Justice:

- Preserving social and religious pluralism.

- Activate the role of the Salti woman at all levels and involve her in decision making.
- Provide balanced public services that are fairly distributed among the areas for all the categories of society and all age groups.
- Provide services and facilities to the physically challenged, enabling them to work and study in the city.
- Provide care for the elderly.
- Activate the role of educational centers in Salt so that they become partners in developing and building the local community.
- Establish more non-governmental and voluntary organizations which strengthen the role of voluntary work and community participation.
- Provide housing opportunities of varying levels which are suitable for all segments of society, such as providing housing that is suitable for those of low income, whereby they integrate with the various housing segments without social differentiation.

6- Salt, a Lively City that is Self-Sufficient and that has a Marked Character:

- Reinforce the historical and cultural role of the city.
- Foster pioneering in the educational field.
- Encourage Salt to be an agricultural center that provides the local and international markets with agricultural goods.
- Safeguard environmental diversity.
- Create a self-sufficient city that provides job opportunities, housing and recreation for its inhabitants.
- Strengthen Salt as a commercial center.

7- Salt, an Effective City:

- To attain an organized city that offers its residents appropriate and special services which fulfil the present needs of the city and that absorb the future growth of the city.
- Provide a roads network that is safe and effective, and which is devoid of traffic congestion, and which links Salt with contiguous cities.
- Facilitate economic exchange in order to restore its role as a commercial center.
- Utilize energy and water saving techniques.
- Draw up policies to ensure the correct approach regarding the growth of the city.

TOR 4

Assist the tourism sector development in Jordan through the promotion of the Project

TOR 4-1

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

1. Overview of the Work

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

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

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

A complementary questionnaire survey was conducted in January 2009 to collect feedback on the developed website from stakeholders in the tourism industry.

2. Background Information on Outputs

Since the website and pamphlet were developed on a pilot basis, they were not supposed to be made public immediately after their completion. The basic framework of operation of the website was agreed to with MOTA as follows:

1) Outline of operation

- Since the website is a pilot version, the website will remain closed to the public until the end of the study period (end of February 2009).
- During the study period, the website will be open to selected stakeholders to obtain their comments and feedback, which will be collect through a questionnaire survey. The results of the survey will be reflected in the final report of SAPI.
- After the study period, MOTA can decide whether it will make the website open to the public.

2) Schedule

- January 2009: Uploading of the pilot website
- January 2009: Pilot operation of the website & questionnaire survey
- February 2009: Analysis of questionnaire survey results and preparation of recommendations
- March 2009: MOTA decision on the website operation

3) Questionnaire Survey

The questionnaire survey was conducted between late January and early February. The questionnaire was distributed to the following stakeholders in the tourism industries and ten replies were collected and analyzed.

1. MOTA
2. Jordan Tourism Board
3. Jordan Inbound Tour Operators Association
4. Jordan Hotel Association
5. Jordan Restaurant Association
6. Jordan Tour Guides Association
7. National Museum
8. Dead Sea Panoramic Complex
9. Karak Archaeological Museum
10. Historic Old Salt Museum
11. Greater Amman Municipality
12. Greater Salt Municipality
13. Karak Municipality
14. USAID Siyaha
15. Amman Institute for Urban Development
16. Japan International Cooperation Agency

4) Analysis on the feedback and recommendation

The outcome of the questionnaire survey is shown in the output 4-1-3.

The overall responses were favourable to the intention and design of the website and pamphlet; however, not a few comments to the website and pamphlet were presented as follows:

- Some data regarding the individual sites are not accurate.
- The relation between the tourism promotion and the individual museum activities is not clear.
- The website design has some insufficient points such as too small fonts and too dark background.

It should be noted that the website and pamphlet were developed in the very limited time, i.e. less than one month. Due to the shortage of time, the volume and quality of information including visual images to be collected as well as the capacity to coordinate with relevant organizations on the contents were severely constrained. In addition, they were developed as pilots based on the concept of “Museum Network” which primarily aims to promote four museums developed under the TSDP and does not necessarily conform to the existing promotion policies of Ministry of Tourism and Antiquities. These limitations should be taken into account.

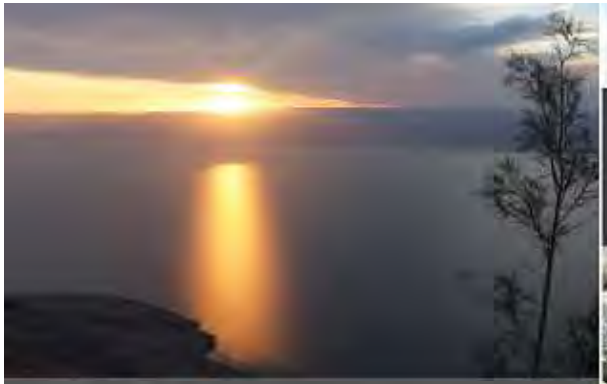
Therefore unclearness of the relation between the tourism promotion and the individual museum activities is a fundamental subject for both authorities relevant to tourism and museums; hence, this matter shall be discussed and studied among the all-relevant stakeholders. The website design will be able to be upgraded according to responses from a variety of sectors and individuals.

The SAPI Team expects that the Jordanian authorities concerned, e.g. the Ministry of Tourism and Antiquities, will develop the existing website and pamphlet or newly create a website and pamphlet on the basis of the ones prepared by the SAPI Team taking account of the stakeholders' responses.

3. List of Outputs

The list of outputs regarding TOR 4-1 is as follows:

4-1-1 Pamphlet
4-1-2 Website (refer to the site directly)
http://www.untitledstudios.com/Promotion
4-1-3 Outcome of the questionnaire survey



TOURISM PROMOTION

NATIONAL MUSEUM

Jordan is a unique country that has been home to multitudes of great civilizations throughout the expansive span of time. Archaeological ruins, ancient remains, or simple shards of pottery indicative of past lives and golden days are discovered every year in rural areas, and even in the heart of bustling cities throughout the country. So special is this land that yearns to divulge its tales of mystery, culture, and humanity that at last, a Story Telling of Jordan, land and people.

past and present will be erected as evidence of Jordan's rich heritage and as promise of its future prospects.
The Jordan National Museum in Ras al Ain, Amman begins its tale with: its reflective physical appearance. Its exterior finish of rough and smooth stones is a manifestation of a glorious past and a significant present, and the glass designs are symbolic of a promising future.

KARAK ARCHAEOLOGICAL MUSEUM

Karak, the ancient Crusader stronghold located in the south of Jordan, is a city (pop. 170,000 inhabitants) and is home to the famous Karak Castle with its serpentine passageways and secret nooks. Launched with a permanent exhibition of 300 displayed objects, the Karak Archaeological Museum intends to encourage visitors to explore as many sites as possible in the Karak region. It will introduce the history of Karak city as well as numerous tourist sites in Karak region.

Educational activities
The Karak Archeological Museum will host various lectures and video shows to encourage interactive learning, as well as excavation training and other courses to interested students. Two temporary exhibitions will be launched every year: one on archaeological work for Karak Castle, and the other on some sites such as Khirbet Qazuh. In addition, several exhibitions will be held in schools in Karak.

Rich heritage
The Karak Archeological Museum will collect new research and publications related to Karak region and make them available to its visitors. To date, the total number of museum collections has reached 20,000. So far, 900 pieces have been photographed and logged into the Museum's database. Up to 5000 pieces per year can be logged into the database using specialists hired by the Museum.

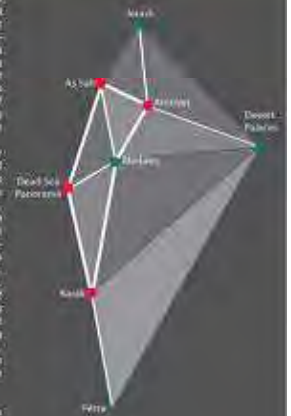
Conservation work
Conservation work is planning a major focus of the Museum and is set to increase in the coming years. Restoration will be carried out by cleansing and adding at least six lamps for approp ate lighting and 100 meter long shelves. Some materials may be transferred to a main storage area in Amman and a new storage system might soon be established.
A living laboratory will be set up for the Museum's conservation work, a library will house publications of the Karak region supported by the Department of Antiquities (DoA).

Community Center
The community forms the nucleus of the Museum. As such, a museum club will be established to bring together interested students to support the Museum and its activities. Teachers and community members will be able to work in various sections of the Museum. The intention is to spread archaeological awareness and encourage more volunteer work and activities.

A NETWORK OF MUSEUMS

Four museums located in four of the most significant cities in Jordan, will make up a comprehensive network of knowledge and culture depicting the past, the present and the future of Jordan, the land and the people. Put together, the Jordan National Museum in the heart of Amman, the Historic Old Salt Museum in the center of As-Salt, the Karak Archeological Museum in ancient Karak, and the Dead Sea Museum at the lowest point on earth will form a corridor meandering through Jordan's history and geography, people and culture. Each museum is designed as a point of entry into the depths of Jordan's rich past and diverse present, giving visitors the opportunity to see all of Jordan all at the same time.
From the Jordan National Museum, visitors may explore the abundance of downtown Amman, and then move to the east to view the desert castles dotting the eastern desert and the wonderful oasis of Azraq. From the Historic Old Salt Museum, visitors may travel north to the ancient city of Umm Qais or simply explore the surrounding hill mountains and valleys. From the Karak Archaeological Museum, visitors can travel on the King's Highway to explore Madaba, the capital of mosaics, and the breathtaking natural scenes of Wadi Mujib, or travel south to experience the archaeology of Shobak, the nature reserve of Dana, the amazing rock-carved Nabatean city of Petra, the desert moonscape of Wadi Rum, and the warmth of Aqaba on the Red Sea. From the Dead Sea Museum, visitors will enjoy amazing views of the Jordan Valley and the Dead Sea or travel north to visit the abundance of Baptism site.

Visitors of all four museums will ultimately be visitors of all of Jordan.



JICA
JICA/JORDAN COOPERATION
The Japan International Cooperation Agency (JICA) is supporting the Kingdom's tourism through a project entitled 'Tourism Development Through Museum Activities'. At present, four Jordanian museums are being refurbished through exploit in the form of yen loans from Japan: Jordan Archaeological Museum, Karak Archaeological Museum, Dead Sea Museum and Salts Historical Archives.
The aim of JICA's support in this connection is for Jordanians themselves to run these museums and introduce visitors to the country's nature and cultural heritage.
In developing a museum based tourism sector, JICA attaches importance to the local population's culture and view of history, and takes care to seek the active participation of the local population so that their perspectives are reflected during the planning stage. The museums are expected to assist in linking local communities with the development of tourism.
DEAD SEA MUSEUM
Located in the lowest point on earth, the Dead Sea provides one of the most mystical sites in the world. With its peculiar formation and xerothropical ecosystem, and being on the contact line of the Arabian and African subterranean plates, the Dead Sea holds a treasury of natural resources, from rocks, mineral fossils, clams, insects, birds, and small animals. It is no surprise therefore that the Dead Sea Museum is designed to be an encyclopedia of the entire area.
The Dead Sea Museum will be operated by the Royal Society for the Conservation of Nature (RSCN). It is located on a cliff edge on the Arabian coast, commanding a spectacular view of the entire Dead Sea. In addition to its various educational purposes, the museum intends to introduce the modern-day Dead Sea area to visitors, particularly the area's environmental issues in terms of the receding water flow from the Jordan River and the Jordanian Government's plan to introduce water from the Red Sea as a counter-measure.
Exhibitions
The Museum will house permanent and temporary exhibitions, which include various publications, educational activities in collaboration with local schools, in addition to floating lectures, workshops and other activities.
The permanent exhibition will focus on the geology of the Dead Sea area, ecology, man and the Dead Sea, and the Dead Sea today. A temporary exhibition entitled 'Insects in the Dead Sea area' will be held for six months. The exhibitions will help visitors find new, attractive aspects in nature and a terrific learning environment for the younger generation in particular.
HISTORIC OLD SALT MUSEUM
The city of As-Salt, located 25km north-west of Amman, has been a beating heart of Jordan throughout its history. Renowned for its architectural beauty and thriving trade routes between Jordan, Jerusalem, Nablus, Damascus and the Mediterranean, this city's prosperity culminated with its Golden Age in the 19th and early 20th Centuries.
The Historic Old Salt Museum is housed in the ancient Abu Jaber House, one of the most significant landmark buildings established in the 19th Century. Located in the old part of As-Salt overlooking the main plaza, the Museum stands witness to the glory days of this diverse city and a symbol of its unique architecture.
The Historic Old Salt Museum is designed to introduce visitors to the history as well as the culture of As-Salt. It is comprised of two parts. The first part focuses on urban and social history, which includes the geography of the area, and the municipal, educational, medical history as well as architecture with information about its famous master builders. The second part encompasses two themes: culture of daily life, including traditional handicrafts, social events and entertainment, and the architecture and design of historic houses. The Museum also introduces a children's hall, focusing on children's activities and aspects of their daily life.
Visitors of the museum are enveloped by a magnificent display of original artifacts, historical documents and manuscripts, maps and paintings, and materials indicative of the area's natural history. A variety of local community activities will be organized for visitors and residents, including lectures and learning opportunities. The Museum is also planning to launch a research center that will be implemented with the support and cooperation of local universities and academic institutions.
The Historic Old Salt Museum is designed as a starting point for heritage tourism in the area. Tourists as well as local people will be able to discover and re-discover their past and present and their potential future not only in the city of As-Salt but also throughout the nearby region.
More significantly, the Museum will soon become the center point of the Salt Eco-Museum project, an ambitious plan that will turn the myriad parts of the historic town center into an open-air exhibition of old streets, elegant buildings, and beautiful steps and plazas.
CONTACT US
KARAK ARCHAEOLOGICAL MUSEUM
DEAD SEA MUSEUM
DEAD SEA PANORAMIC COMPLEX
HISTORIC OLD SALT MUSEUM
NATIONAL MUSEUM

Outcome of the Questionnaire Survey

for the pilot website/pamphlet on Tourism Promotion of TSDP sites

Part.1 Respondent profile

Have you visited Karak Archeological Museum or Dead Sea Panoramic Complex before?

Answer	No
Yes, I have. I have visited	7
No, I have never visited them	1

Part. 2 Website

1. What do you think of the design/layout of website?

Answer	No	Comments
Very well	4	- We are sure further progress will continue - Easy to navigate - User-friendly, clear, attractive images
Satisfactory	5	- The design and layout are attractive, but some titles like 'link' don't accurately portray contents - Letters are small - There is a need for more visual illustration explaining the accomplished projects to reflect the efforts done so far.
Not at all	0	

General	▪ Generally attractive design, but background too dark ▪ As a part of the Jordan tourism infrastructure, the site should be aligned with the Jordan brand in appearance
Layout	▪ Layout of inside pages not well balanced. E.g. for each area (Amman, Salt, etc.) the text extends down the page on the left and the other half is blank. Might be better to arrange the photos differently – within the text – and rethink position of gallery and tips so that there is not so much empty space. ▪ Layout of links on Links page does not make it easy to browse through them, and split between list of links and museum briefs is sudden and makes it confusing as to what it is.
Font	▪ Font is too small
Photos	▪ Large photos are good, eye-catching ▪ Photo gallery for each city is nice but these photos are too small to

	enjoy. Consider having link to a larger gallery where users can browse through larger images.

2. The site is to introduce four museums developed under Japanese assistance to the tourists. Do you understand the concept of the website?

Answer	No	Comments
Very well	4	- Definitely it will reflect handsomely on tourism performances and volume soon
Satisfactory	4	- The website seems to be promoting Jordan as much as the museums - I believe it is not clear enough that it is dedicated to museums. The title should be changed.
Not at all	1	- It is official website and not for tourists

3. Do you think that the website can attract tourists to four museums?

(1) National Museum (Amman)

Answer	No	Comments
Very well	3	- But should make it clear that the museum is still under construction - Doubtless
Satisfactory	5	- Include captions on pictures, include more pictures that are relevant to the Museum - There should be more images explain the museum and its components. There are irrelevant images (Salt Great Mosque). The image gallery is oriented to the whole city of Amman. - More images are needed. When you scroll down, also to mention that visiting the museum should be part of visiting downtown and Roman theater. Entry fees, how to get there. Useful tips not clear. Spelling mistakes (twon -> town)
Not at all	1	- Should have more information and more photos

(2) Historic Old Salt Museum (Salt)

Answer	No	Comments
Very well	3	- It is a historical site after all

Satisfactory	5	- The page seems to be promoting Salt more than the museum. More pictures and captions should be included. - (the same comment) it needs more images to explain the museum itself - Entry fees, how to get there. Images when you scroll down.
Not at all	1	- Should have more information and more photos

(3) Dead Sea Panoramic Complex (Dead Sea)

Answer	No	Comments
Very well	4	- This is the best presentation actually - Serves the proper aims
Satisfactory	4	- The purpose of DSM is not clear. Doesn't mention additional facilities at the Museum. - Entry fees, how to get there. Images when you scroll down.
Not at all	1	

(4) Karak Archaeological Museum (Karak)

Answer	No	Comments
Very well	3	- The coming days will reflect the true image of the website
Satisfactory	4	
Not at all	1	- More information about Karak history, activities, newsletter should be on website with photos. No explanation about photos.

4. What do you think it necessary to make the website more appealing to the tourists?

- Most of the people (worldwide) are referring to websites as a reliable reference.
- Use colors that are more joyful
- Add more links that facilitate the tourist search
- To me this is not a final version, especially the Arabic
- Edit language
- Add more photos (2)
- Include contact info on each of the Museum pages
- Information on each of the different museum pages is inconsistent
- Add more explanation
- Arrange city tour day
- The heading 'Promotion Tourism' doesn't make sense and is unclear as to what the site is for. The purpose of the site needs to be clearer – e.g. Jordan

museums, supported by JICA - Who is the target? Stakeholders and government, local or foreign tourists, general public? Ensure that the content is targeted towards the required audience. - Adding images that show and explain the museums themselves - Adding more explanatory maps and interpretation themes and concepts - Adding a sections for interactions with all site viewers - Make it bilingual with more languages - Images of people. Practical information (entry fee + how to get there). A map of Jordan showing the locations of the museums and other sites of interest that are close to the museums. - Reconsider the pictures used according to the angle that the shot was taken from, and focus in using the panorama's technique. - Karak Musuem needs to be put under the spotlight by giving attention to the inner holes and choose another picture for the archeological objects. - You focus on the Karak Castle only ignoring the vivid environment around it which includes the people living in the old houses and the daily life which somehow reflects the past traditions. - I recommend focusing on Amman Archeological Museum because it has a unique archeological objects and to show more details about Amman Citadel. - Enclose a map for Amman to direct people how to reach the important places.

5. What kind of information or functions other than existing one is necessary for the said site?

Information	No	Comments
Information of facility	4	- Information about the history of sites - Include info on all available facilities - Booklets on the sites with different information, languages - Restaurants, brochures in multiple languages if available
Information on surrounding areas	3	- Add more information about surroundings - There should be more info on surrounding areas to accompany photos like add 'Jordan page that includes info on Salt, Karak, Dead Sea, Amman etc. - Yes, other places of interest
Tips / visitor's experiences	5	- Very few - Make it clear that both Salt and the Jordan Museum are not open yet - Souvenir shops
Access	2	- Good - Would be useful to add maps to each museum

		- Transportation is one of the most important issues that concern the visitor when he plans his visit - If there is long walks to get to the museum facilities for handicapped if available.
Others	1	- Photos should be bigger - Add maps and direction page or section for each location - Should include more activities and public - God bless those behind the task - Information is a bit haphazard – would be useful to present it in a more organized manner - What events are being listed? All in Jordan or all related to museums and archaeology? Whoever will maintain the site should ensure that this section is kept up to date and include a comprehensive list of events. - Gallery links on the city pages to the main galleries can be more prominent. Also, would be useful to caption the photos and have scrolling buttons to move back and forth rather than closing each photo - Why are briefs about other museums listed under links? They are not linked to anything. - the text in some sections is not accurate;

6. Please write any specific comments on the said website.

- Prompt follow-up is an utmost necessity in such unique step- achievement. - Be more obvious in saying it is a site for museum instead of promotion tourism. You may say 'Promotion Jordan Museums'. - I think you should use another font as it is very compressed and small in both Arabic and English. - Links don't take you to other links websites. - Arabic page still has sections in English - For Karak, we should mention Karak Culture City 2009 - English is not bad, there are a few typos and errors – should be edited - Style is a bit stiff – depends on who the audience is - Arabic is weak and needs to be more creative and attractive to read. - Lack of clarity of context that has been through the completion of the projects covered by the sites - The lack of mentioning the ministry of tourism or Antiquities department or the Tourism revitalization institution can cause confusion because unclearness of reference and the relevant authorities - Need to refer to the tourism strategy, which is the unifying element of all activities, projects and operational programs related to product development and promotion within the overall coherent and harmonious national perspective. - Weakness of the visual aspect of sites and the lack of pictures and footage showing the work done in this context - Lack of historical accuracy with a number of mistakes, for example, the paragraph that talks about the city of Karak, which are set out below, where it was held that the city of Karak, a crusade, originally Mua'beiah ... The city's

population is not 170 thousand .... etc.
- The design has to create immediate and strong impact that attracts the site viewer to search more and more……
- Excellent work
- Lack of information about the sites .
- Add environmental elements and daily life on each site.
- No map to give directions.

TOR 4-2

To propose recommendations to put the four museums in tourism sector development plan in Jordan

1. Overview of the Work

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

Besides the questionnaire survey was conducted to examine the appropriateness of the proposal and its implications were reflected in the proposal.

2. Background Information on Outputs

1) The Concept of 'Museum Network'

The proposed 'Museum Network' concept, which is a combination of two ideas, namely 'Area Museums' and 'Museum Network', is not a newly introduced concept but one that has been developed for years from the beginning of TSDP.

a) Concept of Area Museum

The basic idea of the proposal is that the museum developed under TSDP shall serve as a core institution of tourism in the area. The idea was discussed at the time of project formulation, and concrete efforts were made to involve the local community as well as integrate regional resources in their exhibition plans through TDAMP.

In addition, the current efforts to promote the Ecomuseum concept in Salt also improve the feasibility of the Area Museum concept since Ecomuseum is a concept to introduce and integrate the cultural resources in the area, with museums as a core institution. If the Ecomuseum concept is successfully implemented in Salt, the same concept can be applied to other museums in TSDP.

b) Concept of Museum Network

The concept of the Museum Network, with the National Museum playing a leading role, is not a new idea either. The idea was discussed during the early days of the TSDP implementation as well as in TDMAP, but it was never realized since most of the museums under TSDP did not have a solid operational framework at the time.

Nevertheless, efforts have been made to establish a network among the four museums through the joint holding of and participation in workshops and other events related to museum activities.

The concept of the Museum Network is also a basis of the proposal on the role and functions of the National Museum under TOR2-4.

2) The questionnaire survey

The questionnaire survey was conducted to tour operators and guides to examine the appropriateness of the proposal. The outline and outcome of the survey are shown in respectively TOR1 and output 1-2.

Most of the respondents, namely five out of six respondents made positive responses to the proposed 'Museum Network', while only one respondent was against the idea based on the perception of traditional museums. Comments from both pros and cons are listed below:

a) Yes, I think it a good idea and it is feasible. -> 5

<Comments>

- It requires to be presented at the brochures of the tour operators, more marketing and promotion, to specify the target of tourists to focus on.
- It requires a good marketing strategy
- Yes, I think it a good idea and it is feasible. But it may require more promotions and well taking care of the museum it self as well having a guiding system available for the tourists such as audio device
- But it may require MARKETING.

b) No, I think it will not appeal to tourists. -> 1.

<Comments>

I don't think I quite agree with your concept of the museums as gateways to different regions of the country. I think most visitors come to see actual sites, not museums about those sites. Museums can be a wonderful "bonus" to a visit, especially if the interpretive and interactive elements help them better understands the sites. BUT I do not think a good archaeological/historical museum is a tourist attraction in the same way that an art museum would be; they would reflect a second-hand experience in too many cases.

Based on the comments above, more emphasis was placed on strengthening the capacity of individual museums and formulating a specific promotion strategy of the network in the proposal.

3. List of Outputs

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

Proposal on How to Utilise Four Museums under TSDP for Promoting Tourism in Jordan

SAPI Study Team

1. Concept

A network of museums

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

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

From the **Jordan National Museum**, visitors may explore the richness of downtown Amman, and then move to the east to view the desert castles dotting the eastern desert and the wonderful oasis of Azraq. From the **Historic Old Salt Museum**, visitors may travel north to the ancient city of Um Qais or simply explore the surrounding rich mountains and valleys. From the **Karak Archaeological Museum**, visitors can travel on the King's Highway to explore Madaba, the capital of mosaics, and the breathtaking natural scenes of Wadi Mujib, or travel south to experience the archaeology of Shobak, the nature reserve of Dana, the amazing rock-carved Nabatean city of Petra, the desert moonscape of Wadi Rum, and the warmth of Aqaba on the Red Sea. From the **Dead Sea Museum**, visitors will enjoy amazing views of the Jordan Valley and the Dead Sea or travel north to visit the abundance of the Baptism site.

1) Concept of Area Museum

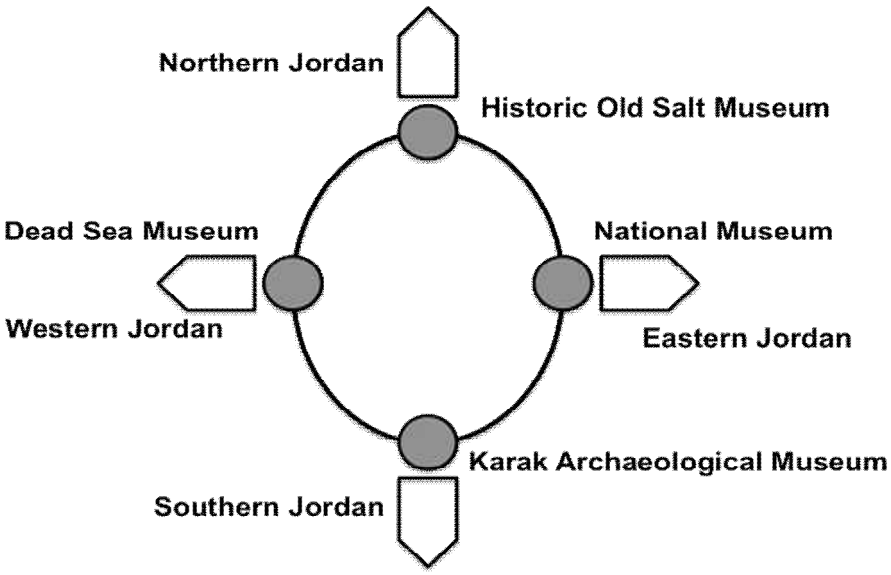
Each museum shall serve as a core institution of tourism in the area by discovering/rediscovering, interpreting and exhibiting local resources at their museums. In this way museums can be an information center for tourists who visit the place for the first time. In this proposal, the concept of 'area' is expanded to include surrounding areas in addition to the local area where each museum is located. The proposed areas for which each TSDP museum is supposed to cover are summarized below:

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

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

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

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



2) Community Involvement and Sustainable Tourism Development

Current tourism sector development in Jordan does not pay sufficient attention to the local community. This lack of community involvement in tourism activities has partly resulted in vandalism, non-operation of developed facilities and unfavourable attitudes of local people towards tourists. Unless the local community realizes the benefits of tourism, they will not cooperate with tourists and tourism activities.

On the other hand if the local community sees tourism just as a means of making profits, the experiences of tourists may not be favourable. Excessive commercialization and exploitative attitudes of local people will make tourists feel uncomfortable and consequently reduce the attractiveness of the area as a tourist destination.

Museums can play an important role not only to provide information on local resources to tourists as an Area Museum, but also to change the perception of local people toward their own resources by involving them in research, interpretation and other museum activities. Local people who are proud of their own resource can effectively guide and interpret for tourists, and tourists in turn will be attracted to this kind of communication with the local community. This is the idea of the Ecomuseum.

The concept of the Area museum inevitably involves the local community, which knows the local resources best. The concepts of the Area museum and the Ecomuseum are compatible. If the Area museum makes the effort to promote community involvement by taking the idea of the Ecomuseum, the museum can serve not only tourists but also the local community, and thus ensure sustainable tourism development in the area. Since the efforts have been made to promote the Ecomuseum concept in Salt, if the concept is successfully implemented in Salt, the same concept can be applied to other museums in TSDP.

3) Concept of Museum Network

This concept means establishing a network connecting the four TSDP museums. This network can serve as an important tourist route to effectively and efficiently explore Jordan's culture, history and nature.

The network will also serve as an important channel among museums to exchange knowledge and experiences on museum operation, curatorial work and educational activities. In this sense, other museums will be invited to join the network once the original network is established and it functions as planned.

At the individual museum level, aiming to be the Area museum and promoting the ecomusem concept can serve to ensure sustainable tourism development in the area. At the macro level, establishing the Museum network can effectively transfer the successful example of one museum to another, complement the flow of information with other museums and thus expand the tourism opportunities to the wider area and, ultimately, throughout all of Jordan if the network expands to cover all the museums in Jordan.

2. Measures to realize the concept

Efforts at different levels are required to realize this concept.

1) Strengthening the capacity of respective museums

Since traditional museums are mostly perceived as dormant and not attractive as a tourist destination, efforts have to be made to make respective museums more attractive. Although the concerned four museums were provided technical assistance through TDMAP to establish operation and management systems, upgrading curatorial as well as management capacity is required to enhance the attractiveness for tourists.

2) Develop museum activities to involve and contribute to the community

Each museum has to make efforts to discover, interpret and exhibit local resources at their museum through community involvement. The Ecomuseum concept can be applied for community involvement and cultural resource management if there is a difficulty in adopting the whole concept at the beginning.

Efforts are also required to effectively introduce local resources to tourists through exhibitions, events and other appropriate measures.

3) Establish and strengthen museum network

In order for the four museums to enhance the tourism promotion of Jordan, the four museums should closely and actively coordinate with each other, as well as with other museums in Jordan, by:

- Introducing other museums' activities and attractions through their respective museum activities
- Introducing tourist spots in the surrounding areas of the respective museums through their respective museum activities
- Holding a museum network event periodically, e.g. once a year, at the respective museum
- Encouraging museum staff exchanges among the four museums under the leadership of the National Museum

In order to strengthen the function of the network, strengthening cooperation among the four museums in other aspects of museum activities such as research and training, as proposed under TOR 2-4, is also effective.

3) Focused tourism promotion and marketing

Focused tourism promotion and marketing for the museum network is required. The trial website and pamphlet developed under TOR 4-1 will serve as effective promotional tools. In addition, specialized tour programs visiting the four museums should be developed and marketed.

TOR 5

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

TOR 5-1

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

1. Overview of the Work

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

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

2. Issues to be followed up after project completion and Recommendation for future technical assistance

1) TOR1

a) Issues to be followed after project completion

Based on the analysis of TOR1, the following issues were identified as bottlenecks for TSDP facilities to exhibit effectiveness:

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

Possible measures to solve the issues above are suggested below:

At policy level,

- Improve and strengthen coordination between MOTA and respective municipalities.
- Formulate a tourism development plan in respective areas in close collaboration with the municipality and incorporate it to the Master plan. However in order to develop area specific tourism development plans, more in-depth analysis on the relation between tourism and master plans of the area is required.
- More emphasis is necessary for community participation. As a means of doing this, adopt and support Salt Ecomuseum as a model case of community based tourism development, and extract and reflect lessons to the future tourism policy.
- MOTA should place more emphasis on operation and management of developed tourism facilities including planning. Sufficient institutional arrangement including human resources and means of capacity buildings should be well-examined by MOTA

It should be noted that although the study recommends establishing an effective coordination mechanism between MOTA and respective municipalities, the task of designing and establishing the concrete mechanism is left for the concerned organizations in Jordan since proposing an appropriate mechanism requires time and in-depth understanding of the administrative mechanism in Jordan, both of which the study team is devoid of.

At Project level

- Concrete efforts have to be made to make non-operational facilities such as Upper/Lower Observation Points, visitor centers in Amman and Karak operational by the operation bodies in charge.
- Develop comprehensive promotion strategy for respective facilities which is in line with tourism development plan in the area by MOTA in close collaboration with the operation bodies in charge.
- Strengthen financial capability of respective facilities such as Karak Archaeological Museum and DSPC with more authority delegated to the site
- The bottlenecks related to tourism infrastructure should be solved by formulating comprehensive tourism development plans in the respective areas as indicated above.

Tourism Value Chains

- The bottlenecks identified in the Tourism Value Chains are mostly overlapped with those identified in the Project level and can be solved by formulating comprehensive tourism development plans in the respective areas.

b) Recommendation for future technical assistance

- Provide advice on tourism development policy and its implementation mechanism
- Provide advice on tourism promotion strategies/ activities
- Provide technical assistance on strengthening financial capability of the sites
- Assist the initiative of Salt Ecomuseum Plan (on-going)

2) TOR2

a) Issues to be followed after project completion

It is very urgent for the National Museum how to carry out the "Action Plan for the Soft Opening" under the condition that both construction and exhibition works have considerably been delayed and there is a few staff for operational and managerial affairs in the National Museum.

Taking account of the above condition, the "Additional Work to be carried out after SAPI" (see output 5-1-1) was prepared by the SAPI Team and accepted by the JICA Jordan Office, Project Management Unit (PMU) and Director General of the National Museum.

The above proposal aims to dispatch, by using the Follow-up Scheme of JICA, an expert for effectively and efficiently support the National Museum in carrying out the above Action Plan in which it is expected to make the "Soft Opening" in December 2009.

b) Recommendation for future technical assistance

The National Museum has already submitted the request for technical cooperation to the JICA Jordan Office. The request focuses on technical cooperation in five fields, i.e. conservation, exhibition, education, publication and IT technology. Based on the study outcome, priorities and contents of assistance in the respective areas are summarized below:

Priority 1	Conservation	Procurement of tools and equipment for conservation work in order for the National Museum to offer better quality exhibition
Priority 2	Exhibition	Development of exhibitions, both permanent and temporary, with the aim to increase the number of visitors to the National Museum
Priority 3	Education	Development and implementation of educational programs with the aim to make the National Museum a centre of alternative education
Priority 4	Publication	Publication of a variety and wide range of issues in both analogue and digital formats
Priority 5	IC Technology	Upgrade of databases of artifacts, both displayed and conserved, and development of operation and management systems including security

In order for the National Museum to surely carry out the "Action Plan for 3 years after the Opening", the above technical cooperation shall be introduced by JICA after the "Grand Opening" of the National Museum. The date of the "Grand Opening" is not yet fixed; however, it may be possible to change the above "Soft

Opening" to the "Grand Opening" if the above "Follow-up Scheme" is implemented.

In carrying out the technical cooperation programmes, experts to be dispatched shall carefully be selected by JICA, because a museum support project is completely different from hardware support projects such as infrastructure construction, fundamental industry development or environment conservation. Experts shall be able to fluently communicate with Jordanian counterparts in English, deeply understand the history and culture of Jordan, and flexibly correspond to unexpected replies and results during their work in Jordan.

3) TOR3
a) HOSM

i) Issues to be followed after project completion

Construction woks of HOSM under TSDP had been completed in October 2008. HOSM team moved to the site of HOSM, and is implementing final preparation work for opening. HOSM has just set in the starting point of museum operation, and lots of works will be required to establish a solid operation and management system. Although the action plan was formulated through SAPI, currently it is merely a "plan", on paper. Unless the plan is utilized in daily works of HOSM staffs, the realization of HOSM museum concept will not be possible.
Therefore, issues shown below should be considered and followed up;

- In order to really activate the action plan of schedule, it is requested for HOSM staffs to follow action plan schedule. Daily works of staffs should be reconsidered based on the job description and action plan. Progress of works of staff should be monitored based on action plan schedule and job description.
- Based on the progress of activities, and also feedback from works, action plan should be occasionally revised in order to fit the actual conditions.
- In order to support HOSM activities, management committee should be established as soon as possible.
- In order to implement sufficient activities of HOSM, the idea of HOSM Fund, suggested through SAPI, should be reviewed by MOTA and relevant governmental body, and established as soon as possible. Before the establishment of HOSM Fund, sufficient budget for HOSM activity based on the action plan should be allocated by MOTA to HOSM.
- In order to promote community involvement to HOSM activities, volunteer system should be established also in the early stage after the opening.

In addition, based on the progress of Salt ecomuseum plan, operation and management system as well as action plan of HOSM should be updated, in order for HOSM to act as core museum of Salt ecomuseum. Close collaboration with the Salt Ecomuseum is required.

ii) Recommendation for future technical assistance

Since most of HOSM staffs do not have enough experiences of museum operation. Besides HOSM is a new type of museum in Jordan where all the experiences of other museums are not necessarily be applied. Therefore technical assistance for

implementing the Action Plan and strengthen the capacity of museum staffs will be effective. The possible assistance can be provided in two phases:

- Final preparation stage for the Grand opening and early stage of post-opening (Around early 2009- July/August 2009)

  - Assist preparation works for Grand opening based on Grand Opening Action Plan
  - Assist establishment of operation and management system
  - Assist preparation works for operating café, museum shop and library
  - Assist establishment of support membership system
  - Assist preparation of opening events/ special exhibition

Main counterpart of these activities will be Director.

- Developing stage in the post-opening period (Late 2009-2011)
  Support in the relevant field of operation management and museum activity

  - Assist implementation of three year action plan developed by SAPI
  - Assist museum activities based on the action plan, especially those involving local community such as support membership or participatory workshop
  - Assist strengthening of management system including establishment of Activity Fund, improving financial efficiency, collaboration with local community and PR/ Marketing.
  - Assist strengthening of research capability on local cultural resources in collaboration with universities and local community
  - Assist strengthening of the function as an information center

b) Ecomuseum Concept
i) Issues to be followed after project completion

Since proposed Salt Ecomuseum (SEM) Plan by the Study team has not been approved by Jordanian authority, gaining political support as well as adjusting the Plan to the Jordanian context will be the main issues to be followed in the short term. In addition to gaining political support, coordination with relevant plans and projects described in TOR 3-7 is also important to establish an effective implementation mechanism.

Once the commitment of Jordanian stakeholder to adopt SEM plan becomes clear, the issues will be the implementation of the plan.

ii) Recommendation for future technical assistance

Since the ecomuseum is a new concept in Jordan and the practical knowledge and experiences to materialize the concept do not exist in Jordan, the technical assistance with expertised knowledge and experiences will greatly contribute to the effective implementation of the SEM plan. The areas and needs of technical assistance for implementation of SEM plan are summarized below:

Area	Needs
SEM Plan	-Specialized advice on SEM plan formulation and implementation
	- Stakeholder coordination required for SEM plan formulation and implementation, especially with other donors and plans and

	program management
Cultural Resource Management	- Develop the cultural resource registration system and cultural resource database including technical transfer of conducting related survey
	Assist the development of cultural resource database
Townscape Management	Basic cultural resource survey
	Assist the formulation and implementation of City Core Special Regulation
Tourism Management	Salt original product design and development
	Assist PR activities (can be included in the TOR for product development)
	Planning original tours and coordination with tour operators
	Tourism Promotion
	Design, operation and management of SEM fund
Community Management	Capacity building of HOSM staff on community involvement activities including participatory methodology

The assistance to the needs with yellow highlight can be provided to other TDMAP museums as well.

c) Website/Signage/ Map

i) Issues to be followed after project completion

The trial website/ signage and map of Salt ecomuseum produced under SAPI require the following work before going into full operation:

<Website>

- Update of web contents: News and events mentioned in the web should be updated. Based on the progress of Salt ecomuseum plan as well as HOSM, relevant texts and photos should be also modified.
- Feedback from website visitors: Questionnaire survey on the website will be conducted through SAPI. This kind of feedback should be obtained regularly from website visitors through questionnaire. Based on the feedback opinion, contents of website should be upgraded.
- Developing linkage with other related website: In order to gain much access to the website of Salt ecomuseum, it should be linked from other related website. Registration of website to search engine, such as Google, is important. Link with tourism related search engine, such as Wikitravel or Google Earth, and Jordanian tourism related website, such as “Visit Jordan” website, MOTA and Jordanian Embassy website, should be also necessary.
- Maintenance cost of the website should be also considered.
- Website address should be shown in tourist guidebooks as well as relevant brochures.
- In the future stage, website for mobile phone, like i-mode site, should be produced for tourist to be able to access from everywhere in Jordan.

<Sign and map>

- Sign and map for each discovery trails should be planned and produced. The same design scheme of “Golden Age Discovery Trail” map and sign can be used; however, slight modification will be required based on trail theme and its image.
- In addition to discovery trail map brochure, general introduction brochure of all discovery trails in Salt ecomuseum should be produced. Also, satellite explanation brochure should be produced.

- In addition to discovery trail map, other tourist map of Salt which will cover useful information like location of shops and restaurant will be requested from tourists. This type of map can be produced separately in collaboration with private sector of Salt including local shops, café and restaurant owner.
- Design, size and color of sign should be revised. Color texture of Salt heritage townscape should be considered. Based on the design and color of sign, design and color of map and website should be also partially revised to keep unity of design and color concept among these items.
- Maintenance cost of sign and map should be considered.
- Before installation of sign and activate discovery trail, cleaning of sites and trails will be required. This should be done within the scheme of sustainable operation system of trail management.

ii) Recommendation for future technical assistance

The technical assistance for the activities above can be covered by the assistance for 'Tourism Promotion' proposed under b) Ecomuseum concept.

d) Community participation

i) Issues to be followed after project completion

In order to improve the effectiveness of workshop conducted under TOR 3-6, the following issues should be considered:

- **Identification of stakeholders involved**

Those potential stakeholders and people who have traditional skills or indigenous knowledge that can be cooperating with the HOSM and Ecomuseum concept need to be listed up according to the possible activities that the HOSM would like to promote.

- **Establishment of good coordination and cooperation with stakeholders**

- In a best way, there will be a coordination committee for this purpose.
- In order to achieve to this point, as the fundamental framework, the administrative framework needs to be established between the GSM and the HOSM under the name of the MOTA.
- In case that a coordination committee is difficult to form, bilateral partnership as a preparatory measure can be considered with plural stakeholders at a first place.
- Then a workshop to involve these partners at one time can be considered in the second place.
- These step by step may help both the possible partners and the HOSM for further development of the activities.

- **Planning of workshops from the basic version**

- This also needs Step by Step development of workshop planning from a simple style of one session. One session workshop is easier for both, participants, facilitators and organisers.

- **The establishment of Monitoring and Evaluation system**

- In order to improve facilitation of a workshop, an easy and effective monitoring and evaluation system needs to be established. This system can be shared between different stakeholders according to the purpose.

➢ **Improvement of skills employed for the workshop**

The following areas were identified for improvement by the Study team:

- Facilitation Technique
- Knowledge on the Heritage and History
- Curriculum

ii) Recommendation for future technical assistance

The technical assistance for the activities above can be covered by the assistance for 'Community Management' proposed under b) Ecomuseum concept.

4) TOR4

a) Website/ Pamphlet (TOR4-1)

i) Issues to be followed after project completion

- As for the pamphlet and Website for tourism promotion, the SAPI Team has already delivered questionnaires to the stakeholders concerned with tourism promotion. In the second mission from 31st January to 6th February 2009, the questionnaires will be collected and analyzed by the SAPI Team, and the results will be discussed among the Ministry of Tourism and Antiquities (MOTA), PMU and SAPI Team.
- The SAPI Team expects that the Jordanian counterparts will furthermore develop the pamphlet and Website prepared by the SAPI Team on a trial basis.

b) Museum Network (TOR4-2)

i) Issues to be followed after project completion

➢ **Strengthening of capacity of respective museums**

Making the respective museums under TSDP attractive is a prerequisite for successful museum network. For this purpose, the following issues should be considered (For NM and HOSM, please refer TOR2 and TOR3 in this section):

<Karak>

- Develop action plans for future based on the past experiences and lessons
- Strengthening curatorial capability by establishing network with DOA headquarter and universities in the area.
- Strengthening the function of information center through exhibition, publication, disclosure of DB and web site
- Strengthening management capacity including establishment of Activity Fund, improving financial efficiency, collaboration with local community and PR/ Marketing.
- Develop walking routes for visitors within the Karak Castle including the museum

<Dead Sea>

- Revise action plans for future based on the past experiences and lessons with consideration of RSCN future plan
- Formulate strategy to increase the number of visitors
- Develop a plan to be a research center and strengthen the function of information center through exhibition, publication, disclosure of DB and web site

- Strengthen management capacity including establishment of Activity Fund, improving financial efficiency, collaboration with local community and PR/ Marketing.
- Develop and promote tour courses for tourists including surrounding areas

➢ **Strengthening the network of four museums**

The following activities should be planned and implemented with NM taking the initiative:

- Introduce other museums' activities and attractiveness through respective museum activities
- Introduce tourist spots in the surrounding areas of the respective museums through respective museum activities
- Hold a museum network event periodically, e.g. once a year, at the respective museum
- Encourage museum staff exchange among the four museums under the leadership of the National Museum

ii) Recommendation for future technical assistance

The technical assistance for the activities above can be provided by the assistance to respective museums.

3. List of Outputs

The list of outputs regarding TOR 5 is as follows:

5-1 Additional Work to be carried out after SAPI (TOR2)
5-2 Job Description of Expert on Museum Activities of Historic Old Salt Museum

Additional Work to be carried out after SAPI

6th December 2008
SAPI Team

1. Existing Conditions of National Museum Subproject

In spite the fact that the construction of the National Museum is one of the most important sub-projects in the Tourism Sector Development Project (TSDP) having been implemented by the Yen Loan, both building and exhibition works for constructing the National Museum have considerably been delayed due to variously complicated factors.

Aiming to speed up the building and exhibition works as well as taking it into account that the Yen Loan Contract for the TSDP will terminate on 27th May 2009, the SAPI Team has set the opening schedule of the National Museum as follows:

- Invitation Only Opening: 1st June 2009
  Such persons as local and international VIPs or specialists relevant to the exhibitions of the National Museum, both academically and professionally, will be invited without any admissions.

- Soft Opening: 1st November 2009
  All exhibitions works, except for the reconstruction of archaeological and historical monuments, will be completed. Visitors will be able to enter into the National Museum with discounted admissions. The period between the Invitation Only Opening and the Soft Opening will be utilised for the on-the-job training of the staff, both permanent and outsourcing.

- Grand Opening: Not fixed yet
  The Grand Opening date may be set completely dependent upon the completion of the reconstruction of archaeological and historical monuments. If the reconstruction work finishes before the Soft Opening, the Soft Opening will naturally come to the Grand Opening. It is expected that the King or Queen of the Hashemite Kingdom of Jordan will cut a tape for the Grand Opening of the National Museum.

In order to open the National Museum according to the targeted dates, it is imperative to provide, from outside of Jordan, an expert who can practice comprehensive activities necessary for opening the National Museum on schedule such as activities relevant to building works, exhibition works and operation and management preparation; because, a) there is no such expert in the National Museum Team, and b) there is no such expert in Jordan so far.

The Ministry of Tourism and Antiquities (MOTA) has already submitted the request for the Technical Cooperation Project regarding the National Museum. The expert shall also review and evaluate the request, and propose programmes and methods for effectively and efficiently implementing the Technical Cooperation Project.

JICA has been implementing the Special Assistance for Project Implementation (SAPI) for the Tourism Sector Development Project (TSDP) from the middle of October 2008, and it is planned that the SAPI Team will submit the Final Report to JICA in the middle of February 2009.

One of the most important missions of the SAPI is to prepare an action plan for opening the National Museum, both Invitation Only Opening and Soft Opening. As for the Grand Opening, as described above, it is difficult to fix the date of the Grand Opening; hence, an action plan for making the Grand Opening will be prepared after fixing the date.

Taking account of the above existing conditions of the National Museum Subproject in the TSDP, it is recommended to dispatch an expert who will be able carry out the following jobs:

2. Jobs to be carried out by Expert

1) Exhibition Works

- To supervise the exhibition works on the site as well as in workshops and TV & computer studios.
- To negotiate with the NM Team, PMU, MPDH, PMC, the Contractor and other relevant parties and persons with the aim to forward the exhibition works speedily and smoothly.
- To review the entire graphic panel texts and the AV programme scripts to be approved by the Higher Review Committee.
- To review all the submittals regarding the exhibition works to be submitted by the Contractor.
- To review all the documents necessary for the handover of the exhibition in advance.
- To witness the handover procedure of the exhibition to be carried out by the Contractor.
- To give the NM Team advices or suggestions regarding the exhibition of the National Museum if necessary.

2) Operation and Management Preparation

- To assist the NM Team in carrying out the following activities regarding the operation and management preparation for opening the National Museum:
    a. Operation and Management
        - Preparation of operation and management plans
        - Practice of operation and management activities
        - Establishment of an operation and management organisation
        - Furnishing for operation and management activities
    b. Training
        - Training of employed staff
    c. Laboratory Equipment
        - Procurement of laboratory equipment for first aid conservation & restoration of exhibits to be displayed
    d. Branding
        - Planning and production for branding such as internal/external signs, logos, symbol marks and so forth
    e. Marketing and Promotion
        - Planning and practice of marketing and promotion activities to increase visitors with the aim to make the National Museum financially and managerially independent
    f. Guard and Cleaning
        - Selection of outsourcing companies for safety guard and suitable cleaning including their staff training

g. Museum Restaurant and Museum Shop
   - Selection of and instruction to museum restaurant and museum shop tenants

h. Education
   - Planning and practice of education programmes to position the National Museum as a Jordanian's museum

i. Opening Events
   - Planning and, production, preparation and practice of opening events for the Invitation Only Opening and the Soft Opening

- To negotiate with the NM Team, PMU, MPDH, PMC, the Contractor and other relevant parties and persons with the aim to forward the operation and management preparation speedily and smoothly.
- To give the NM Team advices or suggestions regarding the operation and management preparation if necessary.

3) Implementation of Action Plan for Soft Opening

- To supervise the implementation of the Action Plan for Soft Opening to be prepared by the SAPI Team and agreed by the NM Team.
- To modify the Action Plan for Soft Opening, if needs be, through discussions with the NM Team.
- To assist the NM Team in implementing the Action Plan for Soft Opening.

3. Working Schedule

The contract termination of the SAPI is set at the end of February 2009; however, the actual work by the SAPI Team will finish in the middle of December 2008.

The NM Team has a plan to transfer to the National Museum building at the beginning of January 2009, and begin their full-scale preparation activities for opening the National Museum utilising the Administrative Section on the ground and first floors and the Storage in the basement.

In order to make the above plan possible, on 13th November 2008, both PMC and Contractor agreed that the Contractor would partially hand over the necessary spaces to the NM Team.

Taking into account the above conditions, the expert needs to begin the above jobs as early as possible, e.g. from the beginning of January 2009.

The expert shall finalise the above jobs until the time of the Soft Opening of the National Museum, i.e. 1st November 2009, or until the time of the Invitation Only Opening, i.e. 1st June 2009, at the shortest.

4. Counterparts

In order for the expert to effectively and efficiently carry out his/her jobs as well as to transfer his/her knowledge and technology to the National Museum Team in a sustainable manner, the National Museum shall provide the following three counterparts suitable to the expert's jobs:

- Counterpart in charge of operation and management issues
- Counterpart in charge of financial issues
- Counterpart in charge of human resources issues

5. Outputs

The expert shall produce following outputs for further development of the National Museum and other museums all over Jordan, through international aids in particular:

- A report on the progress and the results of the jobs in detail
- A proposal on the future development
- Both in the format of analogue and digital

Job Description of Expert on Museum Activities of Historic Old Salt Museum

3rd December 2008
SAPI Team

1. Background

Historic Old Salt Museum

Salt city, located 25km northwest of Amman, has historical importance with its numerous architectural heritage buildings dating back to Late Ottoman Era such as Abu Jaber Building. Salt city as a whole is a cultural heritage which also has great potential as a tourism resource. Based on these tourism values of Salt, Historic Old Salt Development sub-project (HOSD) under Tourism Sector Development Project (TSDP) was launched in 2000 as Yen Loan project. Core amenity of HOSD is the Historic Old Salt Museum (HOSM). The traditional architecture of Abu Jaber Building, built in late Ottoman era, has been renovated to be utilized as the HOSM. It will be the central amenity of heritage tourism in Salt which will act as core museum of ecomuseum plan in Salt.

HOSM has the objectives as follows;

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

It is expected for HOSM to be new type of museum which is different from conventional museum in Jordan. HOSM will introduce traditional culture and heritage of Salt to tourist and local people through attractive exhibition, publication as well as museum event program. In order to provide sufficient information on culture and heritage of Salt to visitors, HOSM should implement research on cultural heritage. Education and community awareness program, in particular with local schools, are also essential activity of HOSM to promote community awareness for protection of their own heritage which is also important tourism resources.

In order to achieve objectives of HOSM and pursuit these activities, sufficient operation management of HOSM is required. Since it is the first experience in Jordan to establish such a type of museum, technical assistance for operation management and activities are strongly requested.

Current condition of preparation work of HOSM

Building construction work, implemented through HOSD, has been completed, and handing-over of the HOSM building has been done in the middle of October 2008. Cleaning of the internal part of the building has been completed, and currently moving of staffs, equipments and collection is on-going. After moving to museum site, HOSM team will implement preparation work of museum for opening, in particular exhibition set-up. Schedule of preparation work is as follows;

- Soft Opening: From around January 2009
  After partial completion of exhibition work.
  Open to limited visitors, mainly invited local people.
  Admissions free.
  Trial activity of HOSM
  No ceremony or event for soft opening will be implemented

- Grand Opening: Target Day:25th of May 2009 (Independence Day of the Hashemite Kingdom of Jordan)
  All exhibitions works should be completed.
  Visitors will be able to enter into the Historic Old Salt Museum with admissions.

Regarding the staffs, currently there are four core staffs as follows; Director, one assistant curator, one IT specialist and one assistant administrator. Additional staffs including curator, gallery staffs and receptionist will be recruited in the early stage of 2009.

In order to support opening and early stage operation of the Historic Old Salt Museum, it is necessary to provide technical assist and advice by expert who can practice comprehensive activities necessary for opening and operation of the Historic Old Salt Museum.
The Ministry of Tourism and Antiquities (MOTA) has already submitted the request for the Technical Cooperation Project regarding the Historic Old Salt Museum. The expert shall also review and evaluate the request, and propose programmes and methods for effectively and efficiently implementing the Technical Cooperation Project.

JICA has been implementing the Special Assistance for Project Implementation (SAPI) for the Tourism Sector Development Project (TSDP) from the middle of October 2008, and it is planned that the SAPI Team will submit the Final Report to JICA in the middle of February 2009.

2. Job Description

1) Museum Activities

- To advice and assist the HOSM Team in carrying out the following activities for the Grand opening and the trial operation of the HOSM:

Exhibition

- Exhibition preparation works on the site.
- Planning of exhibition guide system
- Training of gallery staff
- Planning of temporary exhibition for 2009

Education and community activity

- Planning and implementation of education programmes
- Planning and set-up of volunteer group

2) Operation and Management Preparation

To assist and advice the HOSM Team in carrying out the following issues regarding the operation and management of the HOSM:

- Implementation of operation and management plans
- Implementation of training of staff (Gallery staff etc)
- Preparation of guideline and regulation
- Selection of outsourcing operation body for museum shop and cafe
- Planning and preparation of operation of library
- Planning of HOSM fund
- Set up of management committee

3. Jordanian Counterpart

Executive Director of PMU-MOTA
Director of HOSM
Curator of HOSM
Educator of HOSM
Other staffs of HOSM (Gallery guide etc)

4. Working Schedule

The contract termination of the SAPI is set at the end of February 2009; however, the actual work by the SAPI Team in Jordan will finish in the middle of December 2008.

HOSM Team will move to HOSM building during December 2008. It is expected that HOSM team will be busy first couple of months to prepare office environment and logistics of working space of HOSM.

The HOSM Team has a plan to implement grand opening on 25th of May 2009. From the grand opening, HOSM will receive visitors who will be charged the entrance fee. Several months from the Grand opening can be said as trial operation period to

Taking into account the above conditions, the expert needs to begin the above jobs from the beginning of March 2009. Considering the needs for assistance in early stage of operation after Grand Opening, the dispatch period should be around 6 months, until the end of August 2009.

5. Outputs

The expert shall produce the following outputs with Jordanian counterpart

- Implementation of permanent exhibition
- Implementation of Grand opening
- Plan of exhibition guide system
- Plan of temporary exhibition for 2009
- Programming and implementation of education activity
- Plan and set-up of volunteer group
- Guideline and regulation for museum operation
- Implementation of staff training
- Plan and preparation of library
- Plan and preparation of HOSM fund
- Plan and preparation of management committee