The Hashemite Kingdom of Jordan Sustainable Community Tourism Development Project in As-Salt City

Project Completion Report

September 2016

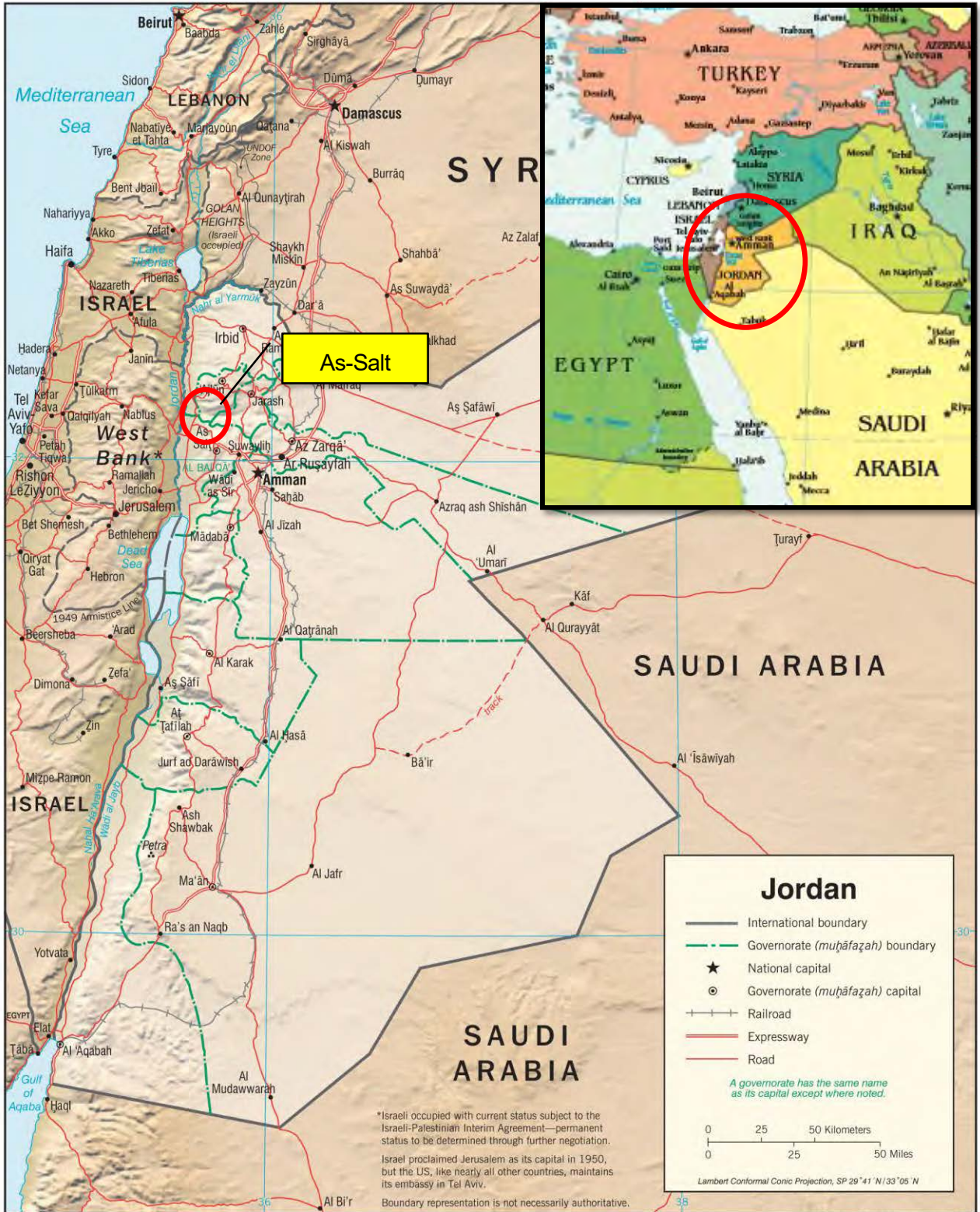## Japan International Cooperation Agency (JICA)

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Map

Source: http://www.lib.utexas.edu/maps/jordan.html

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Exchange rate as of August 2016

USD1＝JPY 105.440

JD1＝JPY 149.262

Abbreviations

ASCD	As Salt City Development
BEST	Building Economic Sustainability through Tourism Project
CCSR	City Core Special Regulations
CP	Counterpart
DOA	Department of Antiquities
FAM	Familiarization
GIS	Geographic Information System
GSM	Greater Salt Municipality
HOSM	Historic Old Salt Museum
JCC	Joint Coordination Committee
JD	Jordan Dinar
JICA	Japan International Cooperation　Agency
JITOA	Jordan Inbound Tour Operators Association
JOCV	Japan Overseas Cooperation Volunteers
JSTA	Jordan Society of Travel and Tourism Agent
JTB	Jordan Tourism Board
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
NGO	Non-Government Organization
PDM	Project Design Matrix
PO	Plan of Operation
SAPI	Special Assistance for Project Implementation
SDC	Salt Development Corporation
SEM	Salt Ecomuseum
TDMAP	Tourism Development through Museum Activities Project
TSDP	Tourism Sector Development Project
USAID	United States Agency for International Development
VTI	Vocational Training Institute

Summary

1. Summary of the Project

The summary of the Project is shown below.

- **Project Period:** From September 1, 2012 to October 15, 2016 (4 years)
- **Project Site:** As-Salt City in the Hashemite Kingdom of Jordan
- **Implementing Organisation:** Ministry of Tourism and Antiquities (MOTA)
- **Project Purpose:** Tourism development which utilizes local cultural resources and benefit local community is promoted in As-Salt City
- **Output:**
  1. A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.
  2. A mechanism to conserve historical urban townscape is established.
  3. A tourism system consisting of core museum, satellite and trail is established.
  4. Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed.

2. The Project implementation policy and structure

(1) Ecomuseum concept

The "Ecomuseum" is based on the idea that local natures and cultures (such as buildings and equipment) and cultural resources of lifestyles should be conserved, preserved, displayed and used by local residents in a sustainable manner. It covers a specific area that is known as a "museum with no roof", and it is composed of the core museum, satellites and the discovery trails.
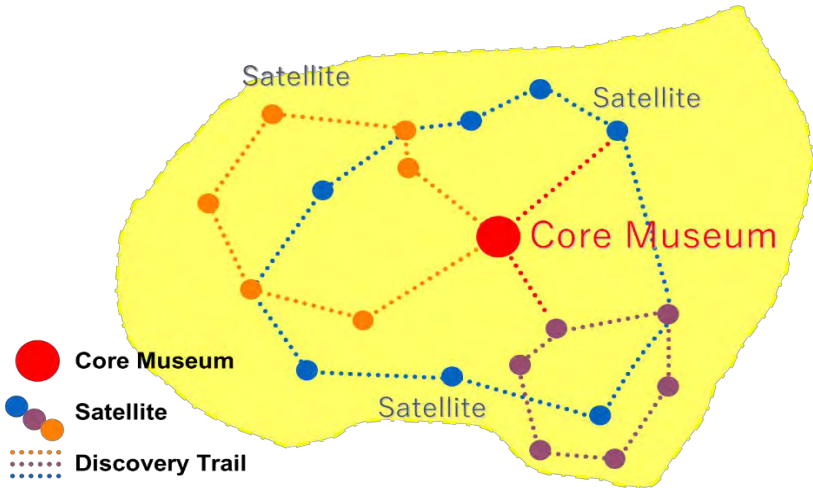
(Source) The Project team

Figure 1 Composing elements of the Ecomuseum

The definitions of each element are as follows:

- Core museum: functions as an information centre that collects and manages all information on the Ecomuseum and provides visitors with explanations on how to use the museum.
- Satellites: cultural resources such as buildings (including small museums, restaurants and shops), archaeological sites, public squares and streets, which exist originally inside the Ecomuseum. These resources are evidence of the stories underpinning the Ecomuseum.
- Discovery trails: trails that display and explain stories about cultural resources for citizens and visitors. They are composed of a group of satellites that tell specific stories.

It was considered necessary to implement an appropriate system in order to manage the Ecomuseum, targeting the entire area of the city appropriately so as to accelerate tourism development. The Project proposed and assisted the establishment of a management framework consisting of the following four systems, based on characteristics of the Ecomuseum in As-Salt.[1]

Type	Cultural resource management	Tourism management	Townscape management	Community management
Function	To conserve and inherit cultural resources and manage those creations by conducting research and establishing a database.	To establish a tourism system composed of the core museum, satellites and discovery trails, and to manage tourism marketing and promotion, as well as a revenue management system.	To evaluate and conserve all composing factors of the townscape, including historical buildings, and control new constructions according to the guidelines.	To establish a system to encourage the participation of local residents in activities of the Ecomuseum and to share the benefits of tourism with local communities.

Figure 2 Ecomuseum Management System

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(2) Implementation policy

For the implementation of the Project, the three issues below were adopted as basic policies.

① Technical transfer focusing on concrete models and promotion of rediscovery

This is the first time in Jordan whereby the major tourism resources are either archaeological or natural and work to develop tourism for a city where local people still live. The Project decided on two policies, showing concrete examples and facilitating local people's rediscovery of As-Salt as basic principles in terms of technical transfer.

Regarding the former issue, the Project utilised the cases of Hagi, Sawara and Nagasaki in Japan. For the latter, the Project team tried to take every opportunity to facilitate local people's rediscovery of As-Salt's value and explain the Ecomuseum concept in relation to the activity, thereby encouraging local people to improve their understanding of the concept while progressing the activities.

② Step-by-step technical transfer depending on the capacity of CPs

As explained in (1), tourism development based on the Ecomuseum is very different from traditional tourism development in Jordan. None of the CPs or local people had any concrete image of the goal of tourism development based on the Ecomuseum concept. Therefore, the Japanese expert led the major activities by the end of the second Project year, and most of the activities in the third and fourth Project years were carried out by Jordanian CPs. The experts guided the CPs in order for them to lead the activities, providing advice and support if required.

③ Ensuring information sharing and accountability

It was very important for the Project to gain trust from concerned people in As-Salt so as to implement activities in this conservative society. The Project team tried to share information on the Project activities as much as possible and to explain what the team was planning and why particular decisions were made. In order to ensure equal opportunities, the Project team tried to disseminate information on new activities through public media wherever possible rather than informing selected people or organisations. Where public selection was not feasible, the Project tried to disseminate the information to as many people as possible.

To gain the trust from the local community and concerned people, the Project team tried to convey that it was working for As-Salt's development by following rules of fair and equitable conduct.

(3) Implementation structure

The implementation structure of the Project is shown in the figure below. Each constituting organisation of SEM is in charge of activities for each Output, and the SEM Management Committee, which the Project assisted in establishing, is in charge of overall coordination. The Joint Coordination Committee (JCC) is

placed at the top of the structure and makes decisions regarding the direction of Project implementation.
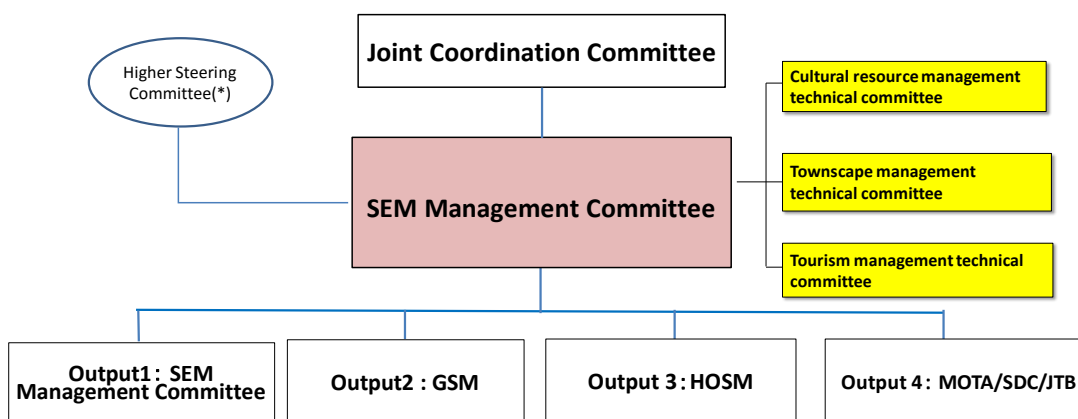
Figure 3 Implementation structure

3. Achievement of the Project objective and Outputs

The Project objective was almost achieved.

Table 1 Situation of the achievement of the Project objective and its indicators

Project Purpose: Tourism development which utilizes local cultural resources and benefit local community is promoted in As-Salt City	
Verifiable Indicators	Situation of achievement as of June 2016
1. No. of people who want to have more tourists is increased in the project area to 75%.	The target was achieved. The results of the baseline survey and the endline surveys show that the number of residents who want to have more tourists has increased from 71.3% to 96.1%.
2. No. of people who want to tell stories about Salt is increased by 10%.	The degree of achievement of the target cannot be properly judged due to the following reasons. There was a difference in methodology between the baseline survey and the endline survey. There is also a possibility that the question and respondents might not have been appropriate to measure the change in the local community's understanding of the Ecomuseum concept through Project activities. On the other hand, the local community members in As-Salt who directly engaged with the Project activities understood the Ecomuseum concept properly.

3. The model of historical buildings utilized for tourism is realized at least one case.	At least 30 models of historical buildings utilised for tourism were realised as satellites of trails.

Mosque	Church	House	Gathering place	Office	Shop	School
2	4	4	1	1	15	3

4. No. of visitors to HOSM is increased by 15%.	The number of visitors to HOSM increased by 366% from 3,277 in 2012 to 12,000 in 2015, as shown in the table below. This is regarded as a notable result given that the number of visitors to Jordan was on a downward trajectory during the same period. On the other hand, the drastic drop in the number of tourists in 2015 causes concerns over visitors to As-Salt during 2016 and the future.

Year	2012	2013	2014	2015	2016 (As of 21 June)
No. of visitors	3,277	4,355	10,365	12,000	5,322
Percent change	-17.0%	32.9%	138.0%	15.8%	N/A

Source: HOSM

5. Satisfaction level of tourists to As Salt City is improved to 75%.	The target was achieved. At the terminal evaluation, the results of monitor tours for Japanese participants and tour operators implemented at the outset of the Project were used, since the tour for tourists had not been started. According to the results of the certified guide tour in February 2014 and the Japanese monitor tour in April 2015, around 90% of participants expressed a positive (excellent and good) impression, thereby surpassing the target. After the terminal evaluation, the results of the paid tours were summarised. Out of 69 participants, 53 answered "Very satisfied", 15 answered "Satisfied" and 1 answered "OK". A high level of satisfaction was thus verified.
6. No. of families to receive continuously "home visit" is increased	The target was achieved. Three families applied to MOTA and received permission. Another family is under evaluation. There are other applications for Home Visit, and MOTA and SDC will conduct the site visit to the house.

Situation of achievement for each Output is shown below. Planned Outputs were almost achieved.

Table 2 Situation of achievement for Outputs and their indicators

Output	Situation of achievement as of June 2016
Output 1	Achieved the targets.

Output	Situation of achievement as of June 2016
A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.	➢ Establishment of SEM Management Committee (December 2013) ➢ Development of the new SEM plan (revised in Feb 2014 and Aug 2015) ➢ Holding seminars on SEM for the local community: 33 times (Target: 11) ➢ Establishment of operation structure of SEM activities (stated in new SEM plan revised in Aug 2015) ➢ Implementation of tourism related activities by the new SEM structure
Output 2 A mechanism to conserve historical urban townscape is established.	<u>Almost achieved the targets.</u> ➢ The guideline draft for townscape management was approved by the As-Salt city council. At the application for World Heritage in February 2016, the guideline was also approved by the Technical Committee, which GSM presides over for World Heritage registration, as one of the necessary documents for heritage management. ➢ Applied cases of the guideline on townscape maintenance projects by MOTA and renovation projects by GSM/ASCD ➢ Technical transfer to ASCD staff for the tasks of townscape management ➢ Development of the awareness handbook 'Rediscover and Save Our As-Salt' ➢ Workshop for the local community on raising awareness of cultural heritage conservation (2 times)
Output 3 A tourism system consisting of core museum, satellite and trail is established.	<u>Achieved the targets more than planned</u> ➢ 14 types of exhibition and interpretation materials for the Ecomuseum were prepared (Target: 5) ➢ 8 local interpreters were trained (Target: 5) ➢ 37 satellites were set (Target: 5) ➢ 3 kinds of trails (Harmony Trail, Daily Life Trail and Education Trail) were completed (Target: 2)
Output 4 Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are	<u>Achieved the targets</u> ➢ Development of a tourism marketing and promotion plan (March 2014) and annual action plans for MOTA and SDC (December 2015) ➢ Salt Brand: -Establishment of the Brand Management Committee (October 2015) and certification of 16 products. -Opening of Salt Brand shop (May 2015) and around 200JD of sales per

Output	Situation of achievement as of June 2016
developed.	month
	➢ Opening of Gateway (May 2015) featuring 2,599 visitors (Jordanian 1,633 and foreigners 966) from May 2015 to May 2016
	➢ Development of tour products: Harmony Trail tour and Daily Life Trail tour
	➢ Operation of tour products: Harmony Trail tours were conducted 42 times from January to May 2016, and an average of 430JD tour sales per month was recorded.
	➢ Preparation of promotion materials: 10 kinds (Target: 5)

4. Good practice, lessons and issues for project implementation

(1) Conformity between the Ecomuseum concept/culture and traditional values of the local community

Although the Ecomuseum was a new concept for the local community and CP organisations in As-Salt, the concept of facilitating local people to rediscover their strength and describe what they are proud of to visitors has a strong appeal to the local community and CPs, who are proud of and have affection for the history and culture of As-Salt.

(2) Learning from existing models

The Project effectively utilises existing models in Japan such as Hagi, Nagasaki and Sawara as a tool that enables CPs to understand the Ecomuseum. Many CPs visited these cities to see the examples of Ecomuseum activities during training, and this allowed them to deepen their understanding of the Ecomuseum concept. It is confirmed that utilising existing models and providing the opportunity for CPs to see them through training is extremely effective if the Project introduces a concept or system that is new in the beneficiary country.

(3) Tourism development assistance based on the Ecomuseum concept

It is important to note that tourism development for a city that does not receive a meaningful number of tourists requires the development of various systems necessary to attract tourists from scratch. On the other hand, developed systems will not be established fully unless they are tested and improved by accepting tourists. Therefore, it is important to formulate a project that takes into consideration not only the timing of the establishment of systems but also the operation of these systems.

5. Sustainability after Project completion

Regarding financial stability, it is not realistic to expect that the sales of tour products alone can cover the

cost of SEM activities for SDC, since the business model of SEM targets individuals or small groups. In order to ensure the financial resources from introducing a membership system and other features (as opposed to tourism profit alone), serious discussion among the concerned people has to be started soon.

As for institutional stability, the Project staff and CPs to whom the Project team transferred technology are the biggest assets for the Project. They understand the concept in depth and are highly committed to its realisation. The Project strongly requests that two research assistants who have carried out the task of Output 3 be employed by MOTA and retain main CPs at their positions until their successors are trained.

In terms of the relation with other donors, if similar assistance is provided to the same area, prior discussion and coordination regarding the contents and procedures of assistance among stakeholders are required so as to avoid confusion. Introduction of new assistance without coordination may cause duplication of systems or exclusion of people who worked hard for the previous project. Any new assistance provided to As-Salt's tourism development should utilise the framework of SEM and aim to sustain and develop the ongoing activities of SEM.

6. Contents of this report

This report is divided into four chapters. The first chapter summarises the background and outline information of this Project. The second chapter explains the Project input, structure and implementation methodologies. The third chapter describes the activities and output in more detail. The fourth chapter mentions the good practice, lessons and issues for Project implementation, along with sustainability after completion.

Chapter 1 Background and Outline of the Project

1.1 Background of the Project

With Jordan having insufficient natural resources, the tourism industry is an important source of foreign exchange that makes up for chronic trade deficits as it embraces cultural heritage from the eras of Rome, the Christian Crusade and the Ottoman Turks, and natural heritages such as the Dead Sea and the Wadi Rum Desert. The tourism industry accounts for approximately 20% of the invisible trade balance, and promotion of the industry is one of major policy agendas for stability and development of the economy in Jordan. "The Executive Development Program 2011–2013" of Jordan therefore focuses on diversification of tourism products and conservation of domestic cultural heritages. "The National Agenda 2006–2015", which sets expansion of opportunities for income generation as a major concern, considers employment creation in the tourism industry as a challenge for this issue.

Starting with assistance on "the Study on the Tourism Development Plan in the Hashemite Kingdom of Jordan" from 1994 to 1996, the Japanese government has continuously supported development of the tourism industry in Jordan. As-Salt was one of the target areas under loan assistance during the "Tourism Sector Development Project (TSDP)", which was conducted between 1999 and 2011. The project supported preparation of the Historic Old Salt Museum (HOSM), whose management system was established by a technical cooperation project: the "Tourism Development through Museum Activities Project (TDMAP) 2004–2007". This project led to the launch of the "Special Assistance for Project Implementation (SAPI) 2008–2009", which assisted development of the Salt Ecomuseum Plan (SEM plan) and aimed at a comprehensive promotion of tourism in As-Salt.

Even after the projects mentioned above, JICA had been providing assistance to the tourism industry in As-Salt through dispatches of experts and volunteers. Their activities covered various areas such as promotion of the concept of the Ecomuseum, an opening of HOSM, development of the tourism promotion plan and tourism trails, and surveys on historical buildings. This assistance, however, was not able to exert a visible impact on tourism development using the advantages of the historical townscape and local uniqueness, this failure being due to several challenges such as vulnerability of executing agencies, insufficient legal systems and the absence of the tourism promotion plan required for materialising the Ecomuseum concept.

Against these backgrounds, the Jordan government made a request for implementation of a technical cooperation project titled "Sustainable Community Tourism Development in As-Salt City" (hereinafter called "the Project"). The Project aimed, by making use of HOSM as a core museum, to (1) establish a management system of public-private partnership so as to enhance autonomous and sustainable tourism development by encouraging the participation of local residents, (2) prepare for a legal system, (3) strengthen capacities of promotion and marketing, and (4) develop tourism products.

1.2 Outline of the Project

The Project, whose implementation agency was the Ministry of Tourism and Antiquities (MOTA), was expected to contribute to conservation of urban heritages and livelihood improvement of local residents in As-Salt by promoting tourism development through the use of local cultural resources and benefitting the local community. The main activities are divided into: (1) establishment of a system for tourism development based on the concept of the Ecomuseum and conservation of historical buildings, (2) preparation for a tourism system by using HOSM and (3) development of tourism products. These activities were supposed to be carried out through a cooperation of local governments, related industry organisations (including private entities) and local residents.

The basic information on the Project is as follows:

- Project period: from 1 September 2012 to 15 October 2016 (four years)
- Project area: As-Salt City in Jordan
- Executing agency: Ministry of Tourism and Antiquities (MOTA)

The Project period was originally three years but was extended by one year as a result of the terminal evaluation conducted in April 2015.

1.2.1 Introduction of As-Salt

As-Salt flourished thanks to commercial trade from the end of 19th to the early 20th century, with buildings and markets of that time having been inherited through changes in lives. Other tourist sites in Jordan are mostly archaeological heritages whereas As-Salt has a tourism resource as urban heritage, which has been inherited with a combination of historical townscape and people's daily lives. As-Salt thus embraces the values of both tourism resources and historical heritage as a "living heritage" in which people continue to subsist.

Figure 1-1 Distant view of As-Salt

Even though As-Salt possesses these values, it had not been developed enough as a tourist site. Because the

tourism trade has not been considered a major industry in As-Salt, neither infrastructure development for tourism nor organised tourism promotion had been carried out. In addition, traffic jams inside the city and a shortage of car parking has hampered As-Salt from developing tourism.

With Jordan being home to many archaeological heritages, As-Sal is expected to become a new type of tourist site in which, by communicating with local residents, tourists are able to experience local lifestyles and cultures in a town that features a characteristic historical townscape of the end of the 19th century and the early 20th century.

Unlike conventional mass tourism, tourism focusing on individuals has the highest growth rate in the industry at a global level.[2] As-Salt, which is aligned with the growing trend, is an important area in which Jordan can diversify its tourism products. If the Project achieves success in tourism development in As-Salt, the model will be applied to other cities that have similarly historical townscapes and unique cultures, which could contribute to strengthening the competitiveness of Jordan in the international tourism industry.

1.2.2 Ecomuseum concept

The "Ecomuseum" is an idea whereby local natures and cultures (such as buildings and equipment) and cultural resources of lifestyles should be conserved, preserved, displayed and used in a sustainable manner through the participation of local residents, with the site comprising a specific area that is termed a "museum with no roof".

The objectives of these activities are to make visitors understand the values of the communities, enhance understanding of local residents regarding these values and contribute to development of the local community.

(1) Composing elements of the Ecomuseum

The Ecomuseum is composed of the core museum, satellites and discovery trails.

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[2] For instance, ecotourism has been growing at a rate of 20–34% annually, which is about triple that of conventional mass tourism (UNEP (2011) "Keeping track of our changing environment: From Rio to Rio+ (1992–2012)", P86).
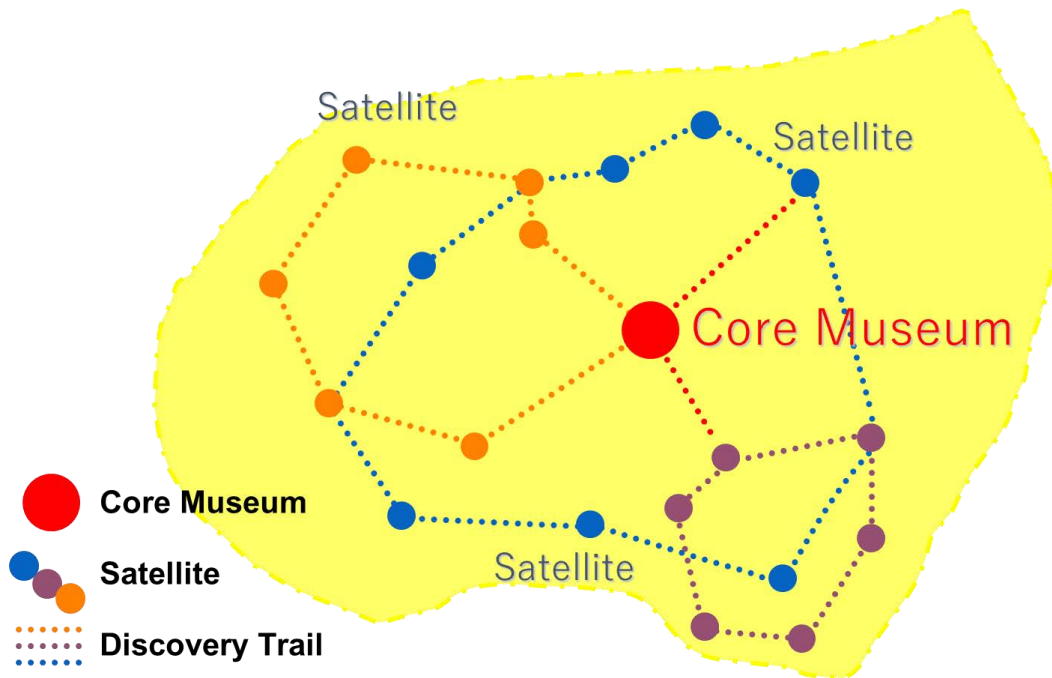
Figure 1-2 Composing elements of the Ecomuseum

The definitions of each element are as follows:

- Core museum: this functions as an information centre that collects and manages all information on the Ecomuseum and provides explanations to visitors on how to use the museum. It also supplies visitors with information on satellites (such as open spaces and facilities) to guide them to those areas.
- Satellites: these are cultural resources such as buildings (including small museums, restaurants and shops), archaeological sites, public squares and streets that exist originally inside the Ecomuseum. These resources are evidence of the stories underpinning the Ecomuseum.
- Discovery trails: these are trails that display and explain stories about cultural resources for citizens and visitors. They are composed of a group of satellites that tell specific stories.

The Project supported establishment of the Ecomuseum system by developing discovery trails composed of several satellites in line with specific themes and featuring HOSM, which was renovated with the assistance of Japan, as a core museum in As-Salt.

(2) Ecomuseum Management System

It was considered necessary to have an appropriate management system in order to manage the Ecomuseum, targeting the entire area of the city appropriately for accelerating tourism development. SAPI proposed a management system consisting of the following four systems, based on characteristics of the Ecomuseum in As-Salt.

Type	Cultural resource management	Tourism management	Townscape management	Community management
Function	To conserve and inherit cultural resources and manage those creations by conducting research and establishing a database.	To establish a tourism system composed of the core museum, satellites and discovery trails, and to manage tourism marketing and promotion, as well as a revenue management system.	To evaluate and conserve all composing factors of the townscape, including historical buildings, and control new constructions according to the guidelines.	To establish a system to encourage the participation of local residents in activities of the Ecomuseum and to share the benefits of tourism with local communities.

Figure 1-3 Ecomuseum Management System

The Project provided assistance for the establishment of a management system composed of the four systems above.

1.2.3 The Overall goal, the Project purpose, the outputs and activities

The Project has the overall goal, purpose, outputs and activities necessary to achieve its aims, as shown below. The Project Design Matrix (PDM) of the Project is described in Appendix 1. The operation schedule is shown in 2.3.

■ **Overall Goal**:

　The implementation of tourism development in As-Salt City contributes to conserve historic townscape as well as to improve their livelihood.

■ **Project Purpose:**

Tourism development which utilizes local cultural resources and benefit local community is promoted in As-Salt City.

■ **Output:**

5. A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.

6. A mechanism to conserve historical urban townscape is established.

7. A tourism system consisting of core museum, satellite and trail is established

8. Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed

■ **Activity:**

1.1 Review existing tourism development plans, regulations and procedures related to conservation of heritages and historic townscape, study and analyze the current conditions of tourism marketing and promotion as well as verify tourism resources.

1.2 Review the Ecomuseum plan developed by SAPI (Special Assistance for Project Implementation)

1.3 Formulate a new Ecomuseum plan and an action plan

1.4 Conduct awareness campaign for local community to understand the values of living heritage as well as learn hospitality

1.5 Pilot, monitor and revise the new Ecomuseum plan and the action plan

1.6 Summarize experiences and lessons learned from implementation of aforementioned activities.

2.1 Review and update the implementation area and the list of townscape resources developed by GSM.

2.2 Formulate guidelines for Townscape management and implement pilot project(s) in accordance with the guidelines

3.1 Decide composition of trail stories and design satellites

3.2 Prepare exhibition interpretation functions of HOSM as core museum including guidebooks, videos and maps

3.3 Train museum staff members and others to be heritage interpreters

3.4 Implement pilot project(s) utilizing the tourism system (composed of core museum, satellite and trails)

4.1 Formulate Tourism marketing and promotion plans including Salt Brand development plan based on the result of the study conducted in Activity1.1.

4.2 Conduct marketing activities and promotional activities in accordance with each plan

Chapter 2 Implementation policy and input of the Project

2.1 Implementation policy

(1) Technical transfer focusing on concrete models and promotion of rediscovery

The Project aims to promote tourism development based on the Ecomuseum concept, which utilises local cultural resources and benefits the local community. It is the first time in which Jordan's major tourism resources are either archaeological or natural and serve to develop tourism for a city where local people still live.

As the table below demonstrates, tourism development based on an Ecomuseum concept is entirely different from traditional tourism development. As traditional systems of tourism development do not fit the Ecomuseum, a new system has to be developed. In order to develop a new system, it is crucial to ensure that major Project stakeholders understand the concept and share the same image of tourism development based on the Ecomuseum concept.

Table 2-1 Comparison of tourism development

Type of tourism development	Traditional tourism development	Tourism development based on the Ecomuseum
Examples in Jordan	Petra, Jarrahs	As-Salt
Type of tourists	Group	Individual
Tourism activities	Site visit, shopping	Trail walk, experience
Type of tour products	A package tour developed and organised by tour operators	A tour product developed by local community and provided to tour operators or individuals
Community participation	No involvement except for those providing tourism services	Local guides, meals at local houses, shopping at local market

For this purpose, the Project followed concrete examples, facilitating local people's rediscovery of As-Salt in terms of basic principles of technical transfer.

As a concrete example, the Project utilised the cases of Haig[3], Sawara[4] and Nagasaki[5] in Japan. Haig is appropriate as a model due to its similarity to As-Salt in terms of scale of city and nature of heritage. In particular, Haig's government-led approach, which has adopted tourism development based on the Ecomuseum concept, is similar to As-Salt, where the power of civil society is still in a nascent stage. Utilising Haig's case as a model, the Project team includes two officials of Haig Municipality who have played a key role in Haig's Ecomuseum as experts, with these individuals visiting Jordan for the purpose of technical

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[3] http://machihaku.city.hagi.lg.jp/
[4] http://m-kaze.com/gurumi/
[5] http://www.saruku.info/index.php

transfer to Jordanian CPs. In addition, major Jordanian CPs visited Haig as a part of annual training in Japan to exchange views on tourism development based on the Ecomuseum concept with various stakeholders in Haig. The Project developed training programmes in Japan using the models of Sawara and Nagasaki to complement Haig's model. In contrast to Haig, the community-led approach of Sawara, especially successful commercial activities conducted by the private sector, was considered useful for As-Salt. On the other hand, 'Nagasaki Sarouk', which refers to the advanced local guide system in Nagasaki and its mechanism to develop new walking trails through local people's initiatives, was also considered very inspiring. By showing various models with different characteristics, the Project could facilitate comprehensive understanding of the Ecomuseum among participants of training and provide participants with an opportunity to think about the activities and systems required to realise the Ecomuseum in As-Salt.

As for facilitating local people's rediscovery of As-Salt, the basic belief is that every activity can facilitate this rediscovery. The Ecomuseum is a concept that conserves, preserves, displays and utilises local cultural resources in a sustainable way. Although local people in As-Salt had strong pride in their history and culture at the beginning of the Project, the concrete resources and stories were scattered and there was no systematic mechanism to collect, conserve and utilise specific cultural resources and stories. With this background, the highest priority was placed on visualising cultural resources hidden in the local community. Facilitating local people's rediscovery is an effective way of identifying local cultural resources. As many local people in As-Salt have affection and pride in their city, asking them to think about stories that they want to tell to tourists or children produced a favourable cycle whereby new stories identified were visualised in the form of trails or Open House, thus facilitating further rediscovery of As-Salt.

Table 2-2 Effects of Project activities on rediscovery of As-Salt

Project activities	Effects on rediscovery of As-Salt
Salt Festival (Output1)	● Rediscovery of As-Salt by Project staff and local people through discussion of the themes and procedures of holding the festival ● Promotion of rediscovery by participants through events such as Open House, trail and demonstration of traditional culture
Townscape management awareness activity (Output 2)	Rediscovery of As-Salt by recognising the importance and values of its historical landscape through awareness activities and a townscape management booklet
Trail development (Output 3)	● Promotion of As-Salt's rediscovery and collection, accumulation and utilisation of cultural resources through interactions with local people in the process of identifying

Project activities	Effects on rediscovery of As-Salt
	themes and collecting stories for trails • Accumulation and visualisation of stories and cultural resources based on the selected themes
Local interpreter training (Output 3)	• Rediscovery of As-Salt by trainees through learning of the history, culture and tradition of As-Salt • Promotion of rediscovery through interaction with the local community during guiding tours
Promotion material development (Output 4)	Systematisation of values and tourism resources in As-Salt through developing the SEM logo and promotion materials
Tour operation (Output 4)	Identifying and sharing new stories and insights through interactions between tourists and the local community during tours
Salt Brand development (Output 4)	Reconfirmation of As-Salt's values through developing and improving the Brand products that exemplify As-Salt's values

The awareness activities normally take the form of a seminar or workshop. In the Ecomuseum, however, developing trails, training local interpreters and interacting with tourists give people an opportunity to realise As-Salt's values and deepen their understanding of the Ecomuseum concept. The Project team tried to take every opportunity to facilitate local people's rediscovery of As-Salt's value and explain the Ecomuseum concept in relation to the activity so that local people would improve their understanding of the concept while progressing with the activities.

(2) Step-by-step technical transfer depending on the capacity of CPs

As explained in (1), tourism development based on the Ecomuseum, which is very different from traditional tourism development, was attempted for the first time in Jordan. None of the CPs or local people had a concrete image of the goal of tourism development based on the Ecomuseum concept. The Project team tried to transfer the necessary technology step by step in order to enable CPs to lead the activities. The basic three steps are shown below:
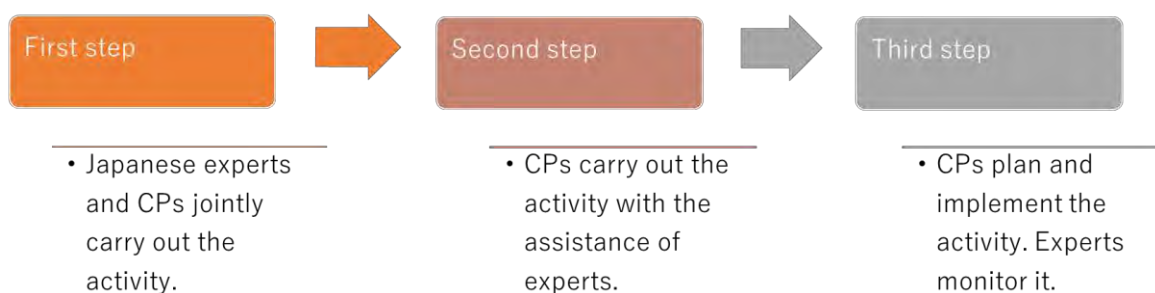
Figure 2-1 Three stage technical transfer

As shown in the table below, the Japanese expert led the major activities by the end of the second Project year, while most of the activities in the third and fourth Project years were carried out by Jordanian CPs. The experts guided the CPs in order for them to lead the activities, providing advice and support if required.

Table 2-3 Step-by-step technical transfer of major activities

Year	Festival	Trail	Tour
1st year	--	Cultural resource survey	--
2nd year	Training in Haig Expert-led festival	Expert-led trail development (Harmony Trail)	Training of master trainers for local interpreter by experts
3rd year	Jordanian CP-led festival	Trail development with more involvement of CPs	Local interpreter training Implementing test tours
4th year	Holding Spring Festival, planned and implemented by Jordanian CPs based on training in Japan	Starting discussion on new trail development by Jordanian CPs	Local interpreter training (continued), commercial tour operation by SDC

In the fourth Project year, the activities of experts focused on giving hints for activities by showing various examples in and outside Jordan and improving skills required for Project activities by providing basic training, as the ownership of CPs was sufficiently strong.

To this end, the Project team planned and implemented site visits within locations in Jordan, such as Madaba and Petra, in addition to training in Japan. These visits provided participants with valuable opportunities to understand the difference between As-Salt and other tourist destinations in Jordan and to think about what the role and tasks of organisations and local interpreters in the Ecomuseum should be. In addition, interaction with stakeholders in other tourist destinations promoted understanding of initiatives in As-Salt in other cities, as well as understanding of initiatives in other cities within As-Salt. Through these interactions, stakeholders in As-Salt reconfirmed the meaning of promoting the Ecomuseum in As-Salt.

(3) Ensuring information sharing and accountability

Tourism development based on the Ecomuseum concept assumes the participation and cooperation of various stakeholders in the local community. However, it is not common in Jordan for different government departments to work closely together. As the authority and power of the government is strong, local people tend to rely on the government while the government has a tendency to control the community. The concept of equal partnership between the government and community was still not common in Jordan when the Project began.

The complex and close personal relationships in the conservative society of As-Salt made collaboration among different organisations complicated. People tend to work as individuals, not as organisations, and want to be recognised in this capacity. Dealing with people's feelings therefore required a lot of care.

A donor-funded project in a local city like As-Salt naturally attracts the attention of local people. The Project team took extra care when hiring staff, as well as selecting trainees for training in Japan. Showing that the Project team works for As-Salt's development and that the team is working on the basis of rules, as well as in a fair and equitable manner, was extremely important in gaining the local community's trust.

For this purpose, the Project team tried to share information on activities as much as possible and explain what the Project team was planning and why particular decisions were made. In order to ensure equal opportunities, the Project team tried to disseminate information on new activities through public media as much as possible and endeavoured not to inform selected people or organisations. The mail magazine described later was very effective in sharing the activities and schedule of experts during a specific period with others. The outcomes of important meetings were also recorded and shared, and the Project team tried to promote collaboration and information sharing at every opportunity. In case of conflict between CPs, Japanese experts were willing to act as coordinators.

The Project team admitted that sharing information and collaboration in the Japanese way was not fully understood or accepted in As-Salt. Nevertheless, the willingness of the Project team to be fair and transparent was well received by all CPs. The sense of trust that the Project team gained from stakeholders certainly contributed to smooth implementation of the Project.

2.2 Implementation mechanism of the Project

2.2.1 Organisations and base of activities

(1) Organisations related to the Project

The implementation organisation is MOTA, which is in charge of tourism development and promotion at the national level. However, the Project covers not only tourism but also a wide variety of activities such as cultural resource management and townscape management. Therefore, some departments of plural organisations are related to the Project, as below.

Table 2-4 Main organisations related to the Project

Organisation	Function	Department
Ministry of Tourism and Antiquities (MOTA)	• MOTA governs the tourism public administration and management of heritages in Jordan. MOTA headquarters in Amman have the right of policy and decision making. The branches in each district have the responsibility of implementing tourism regulation and promotion. • One of the departments of MOTA, the Department of Antiquities (DOA), is in charge of the management of archaeological antiquities. • In As-Salt, MOTA Balqa Directorate manages HOSM, which was renovated by Japanese loan assistance.	In Amman MOTA headquarters DOA In As-Salt MOTA Balqa Directorate HOSM
Greater Salt Municipality (GSM)	• GSM is in charge of public administration in As-Salt. GSM manages waste management, building permission, traffic management etc. • GSM is also the secretariat of As-Salt City Development Project (ASCD), which was started to preserve the historical townscape in As-Salt. ASCD implements the Project to keep the townscape in the historical urban area and to preserve historical buildings. ASCD also has the authority to grant permission for approval of the renovation of historical buildings from local people.	In As-Salt GSM ASCD
Salt Development Corporation (SDC)	• SDC is a non-governmental organisation (NGO) created for the purpose of development in As-Salt. SDC implements many activities related to the survey of historical townscape in As-Salt, along with cultural and educational projects. • From January 2015, SDC was delegated by MOTA to the management of Gateway[6] and the Salt Brand shop,[7] the development of which was supported by the Project.	In As-Salt SDC
Jordan Tourism Board (JTB)	JTB is an affiliated organisation of MOTA and is in charge of tourism promotion and marketing in the foreign market.	In Amman JTB

The related organisations and places of each output are shown below.

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[6] Gateway is the information centre for SEM. The Historic Old Salt Museum (HOSM) serves as core museum at the ground floor and provides basic information about SEM to visitors.

[7] The Brand shop is the antenna shop of Salt Brand products, which utilise the tradition and specialities in As-Salt. It is located at the ground floor in HOSM.

Table 2-5 Organisations and places of each Output

Output	Organisation	Place (Main/Sub)
1. A mechanism to materialise tourism development based on the Ecomuseum concept is prepared.	SEM Management Committee (to be described later)	Amman/As-Salt
2. A mechanism to conserve historical urban townscape is established.	GSM/ASCD	As-Salt
3. A tourism system consisting of core museum, satellite and trail is established.	HOSM	As-Salt
4. Tourism products that utilise and conserve local cultural resources and benefit the local community in a sustainable way are developed.	MOTA/SDC/JTB	As-Salt/Amman

(2) Project offices

The locations of Project activities are As-Salt and Amman. The Project set up three offices at MOTA headquarters in Amman, HOSM/MOTA Balqa Directorate (which is the hub for Project activities in As-Salt) and the GSM/ASCD office.

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┌─────────────────────────────┐        ┌─────────────────────────────────────┐
│          Amman              │        │              As-Salt                │
│                             │        │                                     │
│     Output 1, Output 4      │  ⟺    │  Output 1, Output 2, Output 3, Output 4 │
│                             │        │                                     │
│  MOTA Headquarters          │        │  GSM/ASCD office ＜Project office＞   │
│                             │        │                                     │
│  ＜Project office＞         │        │  MOTA Balqa Directorate /HOSM       │
│                             │        │  ＜Project office＞                  │
│  JTB                        │        │  SDC                                │
└─────────────────────────────┘        └─────────────────────────────────────┘
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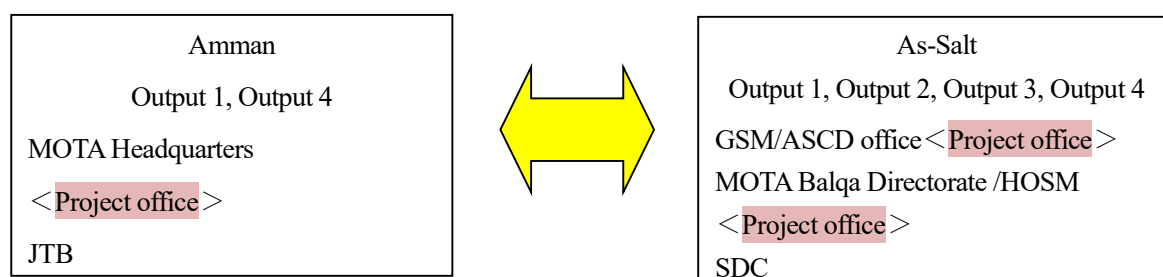
Figure 2-2 Places and outputs

2.2.2 Coordination mechanism

The Project has a three-tier coordination mechanism, at policy, project and output levels.

Table 2-6 Coordination mechanism

Level	Organisation/Meeting		Function	Frequency of meetings
Policy level	Joint Coordination Committee: JCC		Important decision-making	At least once a year
Project level	Until June 2014	Executing Committee	Coordination and authorisation between each output	At least once a quarter
	After June 2014	SEM Management Committee		

Level	Organisation/Meeting	Function	Frequency of meetings
Output level	Each organisation (Monthly Coordination Meeting)	Coordination at output level	At least once a month

The Executing Committee was the coordination body for core members to discuss and approve policies and the direction of Project activities. The SEM Management Committee, established in February 2014, has since become the decision-making body for SEM operations, as explained in 3.3.1. The SEM Management Committee includes the Project Director and Project Manager as members, and a decision was taken at the Joint Coordination Committee (JCC), which was held on 2 June 2014 with the JICA mid-term review mission, that the SEM Management Committee will act as Executing Committee for the Project for the remaining period, as shown below.
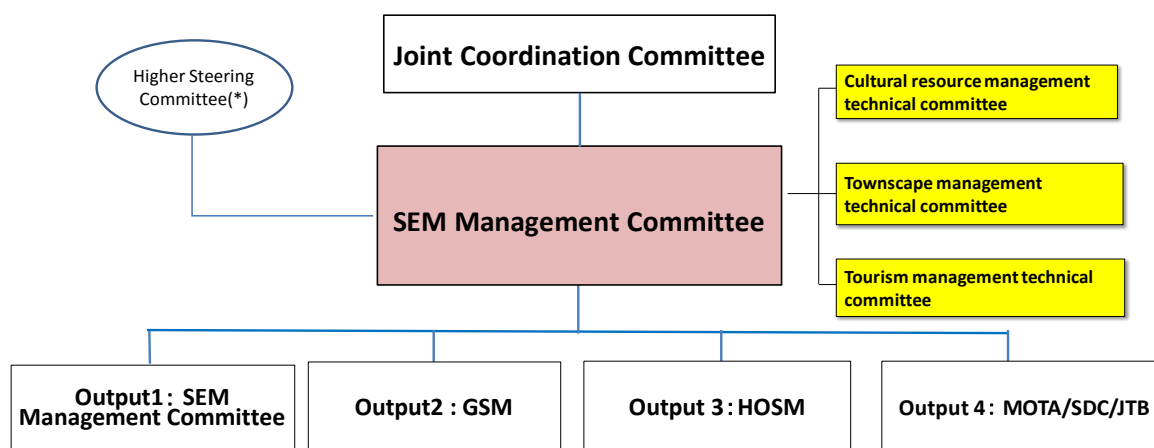
*SEM Management Committee has been established officially under the Higher Steering Committee of As-Salt City Development Project by Decision No.5-26, dated 16 March 2014.

Figure 2-3 Revised Implementation Mechanism

For the coordination mechanism at output level, working groups for each output were formulated by related organisations at the beginning of the Project. However, the sharing roles and activities became clear through the progress of each activity, and SEM Management Committee is in charge of coordination among related organisations. The working group changed into the activities of each organisation, and the Monthly Coordination Meeting is held by SDC only for the management of Gateway and the Brand shop as the activity of output 4.

Explanation of this mechanism is featured below.

① **Joint Coordination Committee (JCC)**

The JCC is the highest decision-making body of the Project. The JCC meets at least once a year to confirm

the direction and policies of the Project and to make important decisions on implementation, such as budget and human resource allocation. The JCC consists of the following members.

Table 2-7 Joint Coordination Committee

Status		Member
Chairman		Minister of MOTA
Members	Jordanian side	Secretary general of MOTA, MOTA Technical Team head,[8] mayor of GSM, head of ASCD, chairman of SDC, director general of JTB
	Japanese side	JICA expert team, representative(s) of JICA Jordan office
Observer		Officials of the Embassy of Japan

During the Project, JCC meetings were held, as shown below.

Table 2-8 Timing of JCC meetings and agendas

Project year	Timing	Agenda
First	19 September 2012	· Board members and participants of JCC and the Executing Committee, and the modality of holding both committees · The Project's objective, outputs and activity schedule (discussion and approval of inception report)
	28 February 2013	· Confirm progress on activities and outputs after the previous JCC · Share the baseline survey results · Approve Project Design Matrix (PDM) indicators · Approve future activity policy and schedule
Second	8 May 2013	· Approve the work plan for the second year · Approve the revised PDM and Plan of Operation (PO)
Third	2 June 2014	· Confirm progress on Activities and Outputs after the previous JCC · Share the results of mid-term review
	21 April 2015	· Confirm progress on Activities and Outputs after the previous JCC · Share the results of terminal evaluation
Fourth	August 2016 (scheduled)	· Share progress and Outputs of the Project · Sustainability of SEM activities after the Project

② **SEM Management Committee**

The SEM Management Committee was established in February 2014 as the decision-making body of SEM. Members of the committee are listed below. The mayor of GSM served as chairman of the committee for the first two years. At the SEM Management Committee in December 2015, it was decided that the mayor continue to serve as chairman.

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[8] In March 2012, before the Project started, the Technical Team in charge of implementing the actual operation of this Project was organised in MOTA. After the Project started, the working group mentioned absorbed the Technical Team, which no longer carries out any activity under its former title. The name Technical Team is used in this section for convenience.

Table 2-9 Members of SEM Management Committee

No.	Organisation	Member
1	GSM	Eng. Khaled Kheshman, Mayor
2		Eng. Salah Yousef Arabiat
3	MOTA	Mr. Issa Gammoh, Secretary General
4		Eng. Ayman Abu Jalmeh, Director, Balqa Directorate
5	SDC	Dr. Awni Al Bashir, Board Member
6		Ms. Lida Khlifat, Executive Manager
7	DOA	Dr. Monther Dahash Jamhewi, General Director

Although the SEM Management Committee was held every month at first in order to get used to management, it was decided at the SEM Management Committee in August 2015 to hold it quarterly. The details of each SEM Management Committee are described in 3.3.1.

③ **Monthly Coordination Meeting**

In the third year, local interpreters were trained, the Gateway and Brand shop was opened in May 2015 and SEM system started to receive visitors. In order for the stakeholders in the tourism management tasks to share information and discuss how to improve operations, the Monthly Coordination Committee has been held once a month since September 2015. An overview of the meetings is shown below.

Table 2-10 Overview of Monthly Coordination Meeting

Organiser	SDC
Date	First Sunday every month
Participants	SDC, MOTA, local interpreters, representatives of Salt Brand shop
Agenda	-The number, sales, evaluation of tour and major inquiries at Gateway in the previous month -The sales at Brand shop -Plan for the coming month -Discussion on any issues related to operation of the tour, Gateway and Brand shop

2.2.3 Progress management

In order to improve the effectiveness of progress management based on the PDM and PO, as well as to promote information sharing among Project members, a special website for the Project has been developed.[9]

(1) Information available and users

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[9] Google or Google apps is utilised.

The structure of the Project website[10] is shown in Table 2-11.

Table 2-11 Structure of Project website

Page	Information available
Project Framework	PDM and PO
Progress Monitoring	Plan and progress of respective outputs
Project Reports	Outputs required for the Project, including Inception Report and Project Progress Reports
Minutes of Meetings	Minutes of meetings for JCC, Executing Committee and working group monthly meetings
Training in Japan	Documents relating to training programmes in Japan
Baseline Survey	Documents relating to baseline survey conducted in the first year
Newsletter	Archive of newsletters issued to the local community
Salt Festival	Documents relating to Salt Festival
Archives	Documents and records of workshops and seminars. Any other information collected for the Project.

(2) Progress management

Worksheets have been developed on the Progress Monitoring page of the website for each working group to record its targets and achievements for each month, as well as activities and progress for each week.

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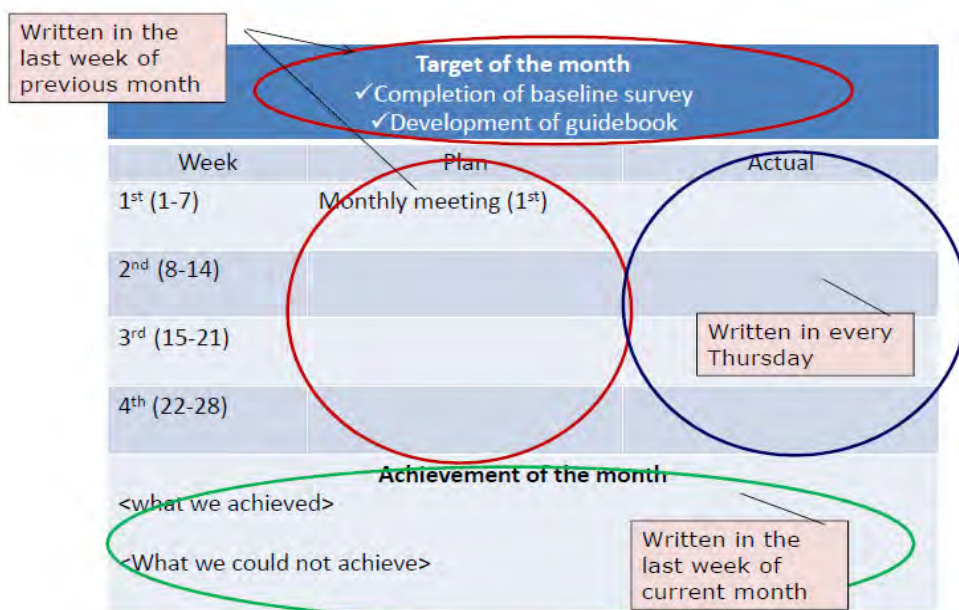
10   After the important materials is saved in CD-ROM, the Project website will be closed.

Figure 2-4 Image of monthly worksheet

(3) Promotion of effective use of website

In order to encourage use of the website, the Project issues mail magazines featuring updated information on the Project to members' email addresses. The mail magazine gives the address of the Project website, and members can access the website by clicking the link.

The mail magazine contains information such as Project status, the latest schedule of Japanese experts' assignments, coming events, new minutes of meetings and other material relating to the Project. This enables the Project to convey the minimum necessary information to members; including those who do not check the website frequently. The weekly mail magazine might consequently help increase Project members' interest in the website.

2.3 Plan of Operation

The Plan of Operation is below.

Table 2-12 Plan of Operation (August 2012–August 2016)

Activity	Plan/Actual	First year (August 2012~March 2013)			Second year (April 2013~March 2014)				Third year (April 2014~August 2015)						Fourth year (September 2015~October 2016)			
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Output 1: A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.																		
1-1. Review existing tourism development plans, regulations and procedures related to conservation of heritages and historic townscape, study and analyze the current conditions of tourism marketing and promotion as well as verify tourism resources.	Plan																	
	Actual																	
1-2. Review the Ecomuseum plan developed by SAPI (Special Assistance for Project Implementation)	Plan																	
	Actual																	
1-3. Formulate a new Ecomuseum plan and an action plan	Plan																	
	Actual																	
1-4. Conduct awareness campaign for local community to understand the values of living heritage as well as learn hospitality	Plan																	
	Actual																	
1-5. Pilot, monitor and revise the new Ecomuseum plan and the action plan	Plan																	
	Actual																	
1-6. Summarize experiences and lessons learned from implementation of aforementioned activities	Plan																	
	Actual																	
Output 2: A mechanism to conserve historical urban townscape is established.																		
2-1. Review and update the implementation area and the list of townscape resources developed by GSM	Plan																	
	Actual																	
2-2. Formulate guidelines for Townscape management and implement pilot project(s) in accordance with the guidelines	Plan																	
	Actual																	
Output 3: A tourism system consisting of core museum, satellite and trail is established																		
3-1. Decide composition of trail stories and design satellites	Plan																	
	Actual																	
3-2. Prepare exhibition interpretation functions of HOSM as core museum including guidebooks, videos and maps	Plan																	
	Actual																	
3-3. Train museum staff members and others to be heritage interpreters	Plan																	
	Actual																	
3-4. Implement pilot project(s) utilizing the tourism system(composed of core museum, satellite and trails)	Plan																	
	Actual																	
Output 4: Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed																		
4-1. Formulate Tourism marketing and promotion plans including Salt brand development plan based on the result of the study conducted in Activity1.1.	Plan																	
	Actual																	
4-2. Conduct marketing activities and promotional activities in accordance with each plan	Plan																	
	Actual																	

Although the activities basically progressed as planned, the activities below differ between plan and actual implementation.

Table 2-13 Changes in activities and the reasons

Output	Change	Reason
Output 3	Preparation of the functions of the core	It was late because of the resignation of Project

Output	Change	Reason
	museum took more time than expected.	staff and the delay in work due to outsourcing contractors.
Output 4	The formulation of the tourism marketing promotion plan was delayed and finished in the third quarter of the second Project year. It was expected to be finished in the first quarter.	The delay arose in order to reflect the result of the Salt Festival, which was held in the third quarter during the second Project year, in the tourism marketing promotion plan.

2.4 Project Inputs

2.4.1 JICA experts and Project staff

The structure of Japanese experts in this Project is shown below. The members are from different organisations such as a university, a municipality and a consulting company. Most of the experts from Hokkaido University and Hagi City engaged in Hagi Machijuu Museum, which is the model concept for As-Salt, and dealt with the Ecomuseum plan in As-Salt in the previous project (such as SAPI and others).

Table 2-14 Structure of expert team

No.	Task	Name	Organisation	Task in charge
1	Chief advisor/Tourism development 1	Chiyo MAMIYA	Kaihatsu Management Consulting, Inc.	Task management and Output 1
2	Deputy Chief Advisor/Tourism development 2	Noriaki NISHIYAMA	Hokkaido University	Task management, Output 1 and Output 2
3	Ecomuseum 1	Mitsuyuki SHIMIZU	Kaihatsu Management Consulting, Inc. (Hagi City)	Raising awareness activities of Output 1 and Output 3
4	Ecomuseum 2	Kayo MURAKAMI	Hokkaido University	
5	Townscape management 1	Yoji OTSUKI	Kaihatsu Management Consulting, Inc. (Hagi City)	Output 2
6	Townscape management 2	Takuro HANAOKA	Hokkaido University	
7	Tourism marketing 1/ Tourism development 3[11]	Naomi OIWA	Hokkaido University (JTB Thailand) Until Feb 2014	Output 4
		Hidetoshi KOBAYASHI	Kaihatsu Management Consulting, Inc.[12] From March 2014	Output 1 and 4
8	Tourism marketing 2	Motoaki JO	Kaihatsu Management Consulting, Inc.	Output 4 (Except for Salt Brand)

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[11] Also in charge of tourism development since the third year
[12] Visiting professor at Hokkaido University

No.	Task	Name	Organisation	Task in charge
9	Regional brand development /Organisational coordination	Kiyoko SANDAMBATAKE	Kaihatsu Management Consulting, Inc.	Output 4 relating to Salt Brand and project coordination

According to Assignment of experts (Annex 2), senior and young experts formed pairs for each area, and young experts carried out the activities in Jordan while senior experts provided advice. This was how the officers of the municipality and the professors of the university could participate as experts in the Project; otherwise, they were basically too busy for the daily tasks.

In addition to the experts, the Project employed five Jordanians. Making them understand the concept of the Project was critical in enabling them to assist the Project activities. The Project sent staff members to Japan using its own funds so as to deepen their understanding of the Project concept and strengthen relations with other people concerned with the Project.

Table 2-15 Project staff

No.	Organisation	Title	Name	Task
1	MOTA headquarters	Coordinator	Ms. Mais Samir Ghawi	Coordination with MOTA headquarters, JTB, tour operators and so on. Assistance with creating promotion materials. Participation in the third training in Japan.
2	MOTA Balqa directorate/HOSM	Research assistant	Ms. Rula N. Shneiket	Assistance on establishing the Ecomuseum system. Master guide. Worked until July 2014. Participation in the second training in Japan.
3		Research assistant	Ms. Aseel Basem Hyasat	Besides the tasks of Ms. Shneiket, assistance on Gateway operation. Participation in the third and fourth training in Japan.
4		Research assistant	Ms. Mais Jalal Alnahleh	Aside from the tasks of Ms. Shneiket, assistance in the Brand shop operation. Worked from September 2014. Participation in the fourth training in Japan.
5	ASCD	Research assistant	Dr. Rafif Mohammad Ja'afar Alzu'bi	Research on the current condition of townscape management and awareness activity regarding the Ecomuseum. Worked until March 2013.

Project staff occupied further roles in addition to acting as assistants to the experts, since there was lack of CPs at the beginning and they became the first targets of technical transfer. Staff members consequently played a central role in involving concerned people such as CPs and the local community. From the standpoint of ensuring the sustainability of the Project effects, their presence is important and the possibility is being sought to recruit two staff members at HOSM as MOTA officers.

2.4.2 Training in Japan

In this Project, there was a training session in Japan every year. The contents and achievements of the training will be explained in chapter three. The summary and the number of participants for each year are shown below. There were 25 participants in total over the course of four years.

Table 2-16 Summary of the Training in Japan

Year	Duration	JICA Center	Place	Participants	Number of participants
1	1 and 10 December, 2012 (10 days)	JICA Chugoku	Hagi, Tokyo	Management class	5
2	15 May and 4 June, 2013 (21 days)	JICA Chugoku	Hagi, Hiroshima	Practitioner class	5
3	28 July and 6 August, 2014 (10 days)	JICA Tokyo	Tokyo, Hagi	SEM Management Committee members	5
4	21 November and 6 December, 2015 (16 days)	JICA Kyushu	Hagi, Nagasaki	Local community and a representative from private companies	10

Participants for each year are shown below. The training sessions were good opportunities for the enhancement of understanding the Project concept and team building, since participants could share the time and discuss issues after seeing the same things. It is characteristic that some persons participated more than once based on the concept of each training session. Because all the training sessions visited Hagi City, some participants who participated before played a role in explaining the Project to new participants.

Table 2-17 List of participants for training in Japan

Year	Name	Organisation	Title
1st year	Issa Gammoh	MOTA	Secretary General
	Yazan Alkhadiri		Director of Strategic Planning Directorate (Project Manager)
	Hussam Maharmeh		Director of MOTA Balqa Tourism Directorate/HOSM Director
	Lina Abu Salim	GSM/ASCD	Architect
	Awni Bashir	SDC	Member of Board of Directors
2nd year	Ayman Mohammad Abu Jalmeh	MOTA	Director of MOTA Balqa Tourism Directorate/HOSM Director

Year	Name	Organisation	Title
			(Project Manager)
	Ibrahim Al-Masri		Curator
	Randa Arabiat		Curator
	Nadia Omar Abdel Latif		Expert on handicrafts
	Lida Khlifat	SDC	Manager
3rd year	Issa Gammoh	MOTA	Secretary General
	Ayman Mohammad Abu Jalmeh		Director of MOTA Balqa Tourism Directorate /HOSM Director (Project Manager)
	Monther Jamhewi	DOA	General Director
	Khaled Kheshman	GSM/ASCD	Mayor
	Awni Bashir	SDC	Member of Board of Directors
4th year	Awni Bashir	SDC	Member of Board of Directors
	Khaldoun Khraisat		Manager
	Andrea Papadimitriou		Local guide
	Saber AL Khlifat		Local guide
	Ma'in Arabyat		Local guide
	Hussam Arabeyyat		Local guide
	Abdullah Abu-Romman		Local guide
	Yazeed Khrisat		Local guide
	Mohammad Omran Abedelmajid	Jordan Experience Tours	Product Manager
	Ibrahim Al-Masri	MOTA	Curator

*Light blue highlight: Participants who joined more than one time

2.4.3 Outsourcing

The outsourcing of the Project is listed below.

Table 2-18 List of outsourcing

Contents	Outsourcing contractor	Term (Project year)	Cost
Baseline survey (As-Salt)	Eda'a Research Center	October 2012–February 2013 (First Project year)	25,000 JD
Baseline survey (Amman)	Interdisciplinary Research Consultants	October 2012–February 2013 (First Project year)	20,476 JD
Renovation of core museum	Athmad Al Sahra	September 2014–May 2015 (Third Project year)	6,858JD
Endline survey	Interdisciplinary Research Consultants	December 2014–April 2015 (Third Project year)	13,000 JD
Training in Nagasaki, Japan	NPO Nagasaki Comprador	November 2015–December 2015 (Fourth Project year)	667,440 JPY

2.4.4 Equipment Procurement

The Project procured equipment during each Project year. In the first year, the Project purchased the necessary equipment for each CP in order to start Project activities. During the second and third years, the Project provided HOSM with the equipment for the core museum and Gateway. The equipment for each Project year is listed below.

Table 2-19 List of equipment

\<First Project year\>

Name of Equipment	Quantity	Place
Copy machine (Canon iR C2020L)	1	MOTA
Colour Printer (Brother MFC-J 6510DW)	1	
Projector (NEC-V260G)	1	
Laptop Computer (Dell XPS 13 with Office)	1	
Desktop Computer (Lenovo ThinkCentre M92P with Office)	1	HOSM
Copy machine (Canon iR C2020L)	1	
Colour Printer (Brother MFC-J6510DW)	1	
Projector (NEC-V260G)	1	
Laptop Computer (Dell XPS 13 with Office)	1	
Tablet Computer (iPad) with case	1	
Software for picture edit (Adobe Creative Suite Design Standard 6.0)	2*	
Distance Measurement Device (Leoca DISTO D8)	1	
Digital Video Camera (LEGRIA HF R26E) with Tripod & recording mic	1	
Compact Digital Camera (Olympus SZ-14)	1	
Desktop Computer (Lenovo ThinkCentre M92P with Office)	1	ASCD
Colour Printer (Brother MFC-J6510DW)	1	
Laptop Computer (Dell XPS 13 with Office)	1	
Tablet Computer (iPad) with case	1	
Software for picture edit (Adobe Creative Suite Design Standard 6.0)	2*	
Distance Measurement Device (Leoca DISTO D8)	1	
Digital Camera (Nikon D3200)	1	
Compact Digital Camera (Samsung WB850)	1	
Total	22	

* No. of users

\<Second Project year\>

Name of Equipment	Quantity	Place
LCD monitor (Panasonic TH-P50X60M)	2	HOSM
DVD player (SONY DVP-SR760HP)	1	
Personal computer (Dell XPS 13, Microsoft Office, case)	1	
Total	4	

\<Third Project year\>

Name of Equipment	Quantity	Place
Panels for core museum (240*70cm)	3	HOSM
Panels for core museum (120*70cm)	6	

Name of Equipment	Quantity	Place
Panels for core museum (180*120cm)	2	
Panels for core museum (320*130cm)	1	
Removable panels	3	
Relocating the model	1	
Monitor, control panel and special software	1	
Lamps	12	
Total	29	

<Fourth Project year>

Name of Equipment	Quantity	Place
Cash register (Casio SE-S10)	1	Brand
Laptop computer (DELL NB CI3-4005U)	1	shop/
Spotlight	1 set	Gateway
Projector (VIEWSONIC PROJECTOR, PJD5155)	1	
Total	7	

2.4.5 Cost of the Project activities

The cost of the Project activities for each year is listed below.

Table 2-20 Cost of the Project activities

Project year	Cost (JPY)
First year	4,177,000
Second year	8,865,000
Third year	16,117,000
Fourth year (until the end of May 2016)	8,493,000
Total	37,652,000

By contrast the cost of the project activities is as above mentioned, Jordanian CP organization bore the cost of the Project offices, personnel costs of CPs and the cost of festivals. Regarding the festivals, the cost of the events of festival in the second project year was covered by the MOTA, JTB, SDC and commercial sponsors. Spring festival in the fourth project year was covered by SDC.

Chapter 3 Project activities and outcomes

3.1 Achievement of the Project objective and Outputs

3.1.1 Achievement of the Project objective

Situations of the achievement of indicators related to the Project objective as of June 2016 are shown in Table 3-1. The Project purpose is regarded as achieved.

The target figures were surpassed greatly. However, one of the indicators for measuring the level of awareness, "No. of people who want to tell stories about Salt is increased by 10%", could not be judged properly for level of achievement, since there was difference in methodology between the baseline survey and the endline survey. There is a possibility that the question and respondents might not have been appropriate. Hearing from the local community who directly engaged with the project activities indicated that the Ecomuseum concept was properly understood and that raising awareness among the local community was progressing.

Table 3-1 Situation of achievement for the Project objective and its indicators

Project Purpose: Tourism development which utilizes local cultural resources and benefit local community is promoted in As-Salt City	
Verifiable Indicators	Situation of achievement as of June 2016
1. No. of people who want to have more tourists is increased in the project area to 75%.	The target was achieved. The results of the baseline survey and the endline surveys show that <u>the number of residents who want to have more tourists has increased from 71.3% to 96.1%</u>.
2. No. of people who want to tell stories about Salt is increased by 10%.	<u>The degree of achievement of the target cannot be properly judged due to the following reasons.</u> There was a difference in methodology between the baseline survey and the endline survey. There is also a possibility that the question and respondents might not have been appropriate to measure the change in the local community's understanding of the Ecomuseum concept through Project activities. On the other hand, the local community members in As-Salt who directly engaged with the Project activities understood the Ecomuseum concept properly.
3. The model of historical buildings	<u>At least 30 models of historical buildings utilised for tourism were realised as satellites of trails.</u>

utilized for tourism is realized at least one case.	Mosque	Church	House	Gathering place	Office	Shop	School	
	2	4	4	1	1	15	3	

4. No. of visitors to HOSM is increased by 15%.	The number of visitors to HOSM increased by 366% from 3,277 in 2012 to 12,000 in 2015, as shown in the table below. This is regarded as a notable result given that the number of visitors to Jordan was on a downward trajectory during the same period. On the other hand, the drastic drop in the number of tourists in 2015 causes concerns over visitors to As-Salt during 2016 and the future.

Year	2012	2013	2014	2015	2016 (As of 21 June)
No. of visitors	3,277	4,355	10,365	12,000	5,322
Percent change	-17.0%	32.9%	138.0%	15.8%	N/A

Source:　HOSM

5. Satisfaction level of tourists to As Salt City is improved to 75%.	The target was achieved. There was no family at the beginning of the Project. At the terminal evaluation, the results of monitor tours for Japanese participants and tour operators implemented at the outset of the Project were used, since the tour for tourists had not been started. According to the results of the certified guide tour in February 2014 and the Japanese monitor tour in April 2015, around 90% of participants expressed a positive (excellent and good) impression, thereby surpassing the target. After the terminal evaluation, the results of the paid tours were summarised. Out of 69 participants, 53 answered "Very satisfied", 15 answered "Satisfied" and 1 answered "OK". A high level of satisfaction was thus verified.
6. No. of families to receive continuously "home visit" is increased	The target was achieved. Three families applied to MOTA and received permission. Another family is under evaluation. There are other applications for Home Visit, and MOTA and SDC will conduct the site visit to the house.

3.1.2 Achievement of the Project Outputs

The situation of achievement for each Output is shown below. All the Outputs were achieved, and the details of the achievements are specified in Annex 3.

Table 3-2 Situation of achievement for Outputs and their indicators

Output	Situation of achievement as of June 2016
Output 1 A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.	Achieved the targets. ➢ Establishment of SEM Management Committee (December 2013) ➢ Development of the new SEM plan (revised in Feb 2014 and Aug 2015) ➢ Holding seminars on SEM for the local community: 33 times (Target: 11) ➢ Establishment of operation structure of SEM activities (stated in new SEM plan revised in Aug 2015) ➢ Implementation of tourism related activities by the new SEM structure
Output 2 A mechanism to conserve historical urban townscape is established.	Almost achieved the targets. ➢ The guideline draft for townscape management was approved by the As-Salt city council. At the application for World Heritage in February 2016, the guideline was also approved by the Technical Committee, which GSM presides over for World Heritage registration, as one of the necessary documents for heritage management. ➢ Applied cases of the guideline on townscape maintenance projects by MOTA and renovation projects by GSM/ASCD ➢ Technical transfer to ASCD staff for the tasks of townscape management ➢ Development of the awareness handbook 'Rediscover and Save Our As-Salt' ➢ Workshop for the local community on raising awareness of cultural heritage conservation (2 times)
Output 3 A tourism system consisting of core museum, satellite and trail is established.	Achieved the targets more than planned ➢ 14 types of exhibition and interpretation materials for the Ecomuseum were prepared (Target: 5) ➢ 8 local interpreters were trained (Target: 5) ➢ 37 satellites were set (Target: 5) ➢ 3 kinds of trails (Harmony Trail, Daily Life Trail and Education Trail) were completed (Target: 2)
Output 4 Tourism products which utilize and conserve local cultural resources and benefit local community in a	Achieved the targets ➢ Development of a tourism marketing and promotion plan (March 2014) and annual action plans for MOTA and SDC (December 2015) ➢ Salt Brand: -Establishment of the Brand Management Committee (October 2015) and certification of 16 products.

Output	Situation of achievement as of June 2016
sustainable way are developed.	-Opening of Salt Brand shop (May 2015) and around 200JD of sales per month ➢ Opening of Gateway (May 2015) featuring 2,599 visitors (Jordanian 1,633 and foreigners 966) from May 2015 to May 2016 ➢ Development of tour products: Harmony Trail tour and Daily Life Trail tour ➢ Operation of tour products: Harmony Trail tours were conducted 42 times from January to May 2016, and an average of 430JD tour sales per month was recorded. ➢ Preparation of promotion materials: 10 kinds (Target: 5)

BOX 1: Baseline survey and endline survey

This box explains the outline of the survey of local people in the baseline and endline surveys. In the endline survey, the Project team focused on the questions asked to local people about the indicator of the Project purpose and the participation of Project activity, with the intention of confirming the achievement of the evaluation indicator. The sample was decreased in size compared to the baseline survey because of limitations of time and budget. The outline of each survey is listed below.

Table B-1 Outline of baseline survey and endline survey

Item	Baseline survey	Endline survey
Survey period	From October 2012 to February 2013	From December 2014 to March 2015
Company	Eda'a Research Center	Interdisciplinary Research Consultants
Planned sample number	Total: 900 ➢ People living in the historical buildings: 400 ➢ People living in the non- historical buildings: 500	Total: 200 ➢ People living in the historical buildings: 100 ➢ People living in the non-historical buildings: 100
Valid sample number	Total: 700 ➢ People living in the historical buildings: 350 ➢ People living in the non-historical buildings: 350 ➢ Male-to-female ratio = 66:34	Total: 206 ➢ People living in the historical buildings: 106 ➢ People living in the non-historical buildings: 100 ➢ Male-to-female ratio = 66:34

Survey method	The Project team requested the interview-style survey. However, the company changed this into the delivery and collection of questionnaires.	As the Project team requested, the survey was implemented using the interview-style template by field surveyors.
Survey content	➢ Number of questions: Around 60 ➢ Content: Age, Sex, Type of house, transportation, view in As-Salt, Perception of As-Salt and tourism, local community, living environment, future	➢ Number of questions: Around 25 ➢ Content: Age, Sex, Type of house, Perception of tourism in As-Salt, Interest of tourism activity, Salt Festival

The reason why one of the indicators of the project purpose, '2. No. of people who want to tell stories about Salt is increased by 10%', could not be judged properly was considered due to the setting of the indicator itself. The purpose of the indicator, 'Number of people who want to tell stories about Salt is increased', is to examine the change of the perception of local people. However, the samples of local people in the baseline and endline surveys differed from the people that the Project utilised for the awareness activities. Therefore, it was unreasonable to ask this question to local people who did not know the concept of the Project. After the beginning of the Project, it turned out that some local people cannot tell the stories, even if they understand the concept, because they do not have much knowledge about the tradition and stories in As-Salt or they have not become used to dealing with tourists. Since such a situation was not recognised in the baseline survey, this indicator was set. It is considered more appropriate to assess the change of awareness of local people who were not involved in Project activity directly by asking more general questions.

3.2 Activities and Outcomes of the Training in Japan

3.2.1 Training in Japan

As explained in 2.1, the Project has placed emphasis on training in Japan in order for CPs to experience and learn Japanese examples such as activities in Hagi. Trainees are consequently more able to promote tourism development in As-Salt based on the Ecomuseum concept, which is introduced in Jordan for the first time. When the Project planned the training every year, the Project team made flexible arrangements for participants and contents of the training so that these programmes could respond to prioritised issues of the Project.

Table 3-3 shows the outline of the training in Japan on a yearly basis. The Project originally planned to send private entities to the training in the third year; however, the plan was changed to send members of SEM Management Committee, because the private enterprises had not been involved in the Project at the end of

the second year. Meanwhile, upon establishment of SEM Management Committee in February 2014 just before the end of the second year, it had become imperative to enhance understanding of the committee members on the Ecomuseum concept and come to a consensus on a future plan for the SEM.

Table 3-3 Outlines of the Training in Japan

Year	Target, number of participants, period	Contents
The first year	● High level officials from the CP organisations ● Five participants ● December 2012 (ten days)	The main objective was team building. In the programme, participants made a visit to the "Hagi Machijyu Museum" in Hagi, which was the model area for the Project, and shared information with local Japanese staff so that high level officers of the CP organisations could share a common vision toward tourism development in As-Salt. Especially for the programme, the Project invited managers from Japanese authorities to share opinions with Jordan's officers.
The second year	● Main CPs in charge of each output ● Five participants ● May 2013 (21 days)	The participants made a visit to the "Hagi Machijyu Museum" in Hagi, which was the model area for the Project, and engaged in discussion with Japanese officers, resulting in sharing a common vision about activities in As-Salt among working-level officers. In particular, the programme included a visit to the "Hamasaki Otakara Museum" to study its preparation and implementation in order to use these experiences for the Salt Festival to be conducted in October.
The third year	● Core members of SEM Management Committee ● Five participants ● July 2014 (ten days)	The objective was reaching a consensus about a future vision for SEM among its members and creating an action plan with clarification of the roles upon establishment of SEM Management Committee in February 2014. The programme focused on making participants understand that an initiative of local residents for town tourism would lead to sustainable development in As-Salt.
The fourth year	● Representatives of local residents and private entities ● Ten participants ● November 2015 (16 days)	The objective was to train local interpreters as core human resources for Ecomuseum activities and improve the quality of SEM tourism products by strengthening the capacity of those interpreters and enhancing a partnership with travel companies. The programme also aimed at deepening understanding of implementation structure and participations of local people for SEM activities through the learning activities of the "Hagi Machijyu Museum" in Hagi (a model area of the Project) and visiting Nagasaki to study a leading case of a walking tour initiated by local people, as well

Year	Target, number of participants, period	Contents
		as activities of the "Nagasaki Saruku" and the "Nagasaki Compradore[13]", which is an implementing organisation.

In every training session, the Project planned to make the participants visit Hagi so that they could learn the activities of the "Hagi Machijyu Museum" and engage in discussion with related Japanese officers. The Project received substantial cooperation from relevant organisations in Hagi municipality for the planning, preparation and implementation of the training. For preparation of the programme, members of the Project visited Hagi prior to training in order to discuss the objectives and contents of the training programmes, as well as to see the training sites and finalise the programmes with related officers in Hagi.

As explained in 2.4.2, the Project sent the same stakeholders to the training in Japan several times. Considering that the training in Japan could be a good opportunity to promote team building among participants, the Project prioritised dispatching appropriate persons to the training in response to the objectives of the programme. For this purpose, the Project has sent staff employed directly by the Project to the training using the team's own budget since the second year. Additionally, the Project sent one CP of SDC to a group training session titled "product branding and marketing by utilising local resources" in the fourth year. The training was effective for the CP's capacity building, as the programme was directly related to the Salt Brand shop managed by SDC.

3.2.2 Outcomes of the Training in Japan

The table below shows the outcomes of the training. The training achieved the outcomes to a greater degree than expected.

Table 3-4 Outcomes of the Training in Japan

Year	Objectives	Status of achievements
The first year	- To enhance understanding of the Ecomuseum - To build trust among participants - To agree on distribution of roles by organisation	As a result of the training, the participants deepened their understanding of the concept of the Ecomuseum. They agreed on distribution of roles by organisation, and SEM Committee was established under the initiative of SDC after the training. Based on these results, SDC became an executing agency formally, which led to the establishment of SEM Management Committee.
The second year	- To learn how to implement an event initiated by local residents - To enhance understanding of tourism development	As a result of the visit to the "Hamasaki Otakara Museum" and discussions with Japanese officers, the Project held the first Salt Festival. The Project also developed a programme of awareness activity named "Kids Activity" by learning about Japanese experiences

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[13] http://www4.cncm.ne.jp/~compradore/

Year	Objectives	Status of achievements
	through activities at a museum ● To experience techniques of tourism guides	of activities at the museum.
The third year	● To enhance understanding of the importance of local residents' participations in the Ecomuseum ● To agree on a future vision of As-Salt and action plans	The participants developed an action plan, the priorities of which were participation of local residents, conservation of cultural heritages and strengthening of the partnership among stakeholders. Based on the action plan, an opening of SEM was announced with attendance by the mayor of Hagi City at the Salt Festival in October 2014. The Project earned a great deal of trust from high-level officials such as the secretary and mayor.
The fourth year	● To enhance understanding of the walking tour guide concept ● To improve the quality of SEM tour products	The participants deepened their understanding of the city walking tour by experiencing it in Hagi and Nagasaki. Participants from various organisations such as interpreters, travel companies, museum officers and representatives of local residents shared a common objective of tourism development based on the concept of the Ecomuseum. They consequently reached a common understanding of how to materialise the activities of the interpreters and tours, which was reflected in the action plan. Based on this plan, CPs conducted the "Spring Festival" in March 2016.

Although the Project had provided CPs with explanations about the concept of the Ecomuseum and a system of SEM while working together in As-Salt, the training in Japan (especially in Hagi) definitely helped deepen their understanding with clearer visions through learning activities based on the concept of the Ecomuseum systematically. In general, it is difficult to make Jordanian CPs understand conceptual issues, even though the participants became able to explain the concept by using examples in Hagi after having completed training.

The training in Japan, in which the participants observed practical activities in the Ecomuseum, has led to the materialising of similar activities in As-Salt. Several examples are as follows: 1) Salt Festival was planned and implemented by the Project based on the activities of the "Hamasaki Otakara Museum"; 2) a curator of HOSM used her initiative to conduct the "Kids Activity", which was enjoyed by more than 180 children, by taking a tip from similar experiences in the Hagi museum; 3) the Project and participants used experiences of a walking tour in Nagasaki for planning tastings and field experiences in the Daily Life Trail and 4) the participants gained practical ideas on how to use local resources for tourism through experiencing local foods, souvenirs made of local products such as summer orange, a restaurant utilising traditional building, and traditional clothes and music in the training. Furthermore, participants concerned with community development showed high interest in a farmers' market of local produce offered for local consumption, as

well as the branding activities of Kintaro[14] (local fish), which resulted in the planning of similar markets and a festival to sell local products in As-Salt after the training.

The most important outcome of the training in Japan was the team building of participants, who had not been able to get together to meet and discuss in Jordan because of busy schedules. They could nurture common recognition of the current situations and challenges in As-Salt, along with a future direction for the Ecomuseum, by spending time together and having discussions during the training period. The participants actively shared their opinions and discussed their activity in As-Salt during the training. The action plans for each year were developed solely by the participants, with little help from Japanese experts. The Project realised with certainty that, when it supported activities of a new concept with various stakeholders who had not worked jointly before, it was very effective to invite core members from each organisation to the training in Japan and provide them with opportunities to learn Japanese experiences and discuss various issues.

From this perspective, it was very important to select appropriate persons who would work together for the purpose of the training. By selecting appropriate participants, individuals were motivated to gain actual results from the training, which improved team building significantly.

< Scenes from the training in the first year >

| Sharing opinions with local organisations | Making a visit to a traditional building |

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[14] Japanese name is Himeji, the fish is known in Hagi from of old. Since the volume of fish catches was not enough, the fish was thought as coarse fish in urban area. The fish is the related species, which is high rank fish 'Rouge' in France. From this idea, the branding of 'Kintaro' succeeded such as the marketing to French restaurant and the development processed product.

Making a courtesy call to mayor of Hagi City	Sharing opinions about the Hagi Machijyu Museum

< Scenes from the training in the second year (in Hagi and Hiroshima) >

Making a visit to a museum (in Hagi)	Making a visit to the Hamasaki Otakara Museum (in Hagi)
Making a visit to a traditional building (in Hagi)	Experiencing a workshop for children (in Hagi)

< Scenes from the training in the third year (in Sawara and Hagi) >

Experiencing a lecture on town development

Making a visit to Sawara, Chiba prefecture

Making a courtesy call to the mayor of Hagi City

Walking around Hagi City

< Scenes from the training in the fourth year (in Hagi and Nagasaki) >

Learning Japanese volunteers' activities (in Hagi)

Experiencing local foods (in Hagi)

| Making a courtesy call to the mayor of Nagasaki City | Experiencing Japanese culture (in Nagasaki) |

Figure 3-1 Scenes of the Training in Japan

3.3 Activities and outcomes of Output 1 - SEM management

Activities specified as Output 1 are as follows:

(1) Review existing tourism development plans, regulations and procedures related to the conservation of heritages and historic townscape; study and analyse the current conditions of tourism marketing and promotion, as well as verify tourism resources
(2) Review the Ecomuseum plan developed by SAPI (Special Assistance for Project Implementation)
(3) Formulate a new Ecomuseum plan and an action plan
(4) Conduct an awareness campaign for the local community to understand the values of living heritage, as well as learn hospitality
(5) Pilot, monitor and revise the new Ecomuseum plan and the action plan
(6) Summarise experiences and lessons learned from implementation of the aforementioned activities

Of the above, only (5) is related to awareness activities for the local community; the others are all related to SEM plan. In addition, the Project team supported the holding of Salt Festival, which aims at raising the awareness of the local community, as well as strengthening the capacity of SEM system. The following sections explain each activity and its outcomes.

3.3.1 SEM system

(1) Activities

Activities related to the establishment of SEM system are listed in Table 3-5. As SEM consists of four management systems in different areas (cultural resource management, townscape management, tourism management and community management), one existing organisation cannot manage the overall system. How to operate and manage SEM had been an issue since the beginning of the Project period. Setting up a single united operation body for SEM, which was proposed by SAPI, was the first option pursued. This option, however, turned out to be unfeasible. First, it was realised that interests, culture and business practices differed substantially among related organisations, and collaboration was thus considered more difficult than expected. Second, the stakeholders became hesitant to establish a new body, as there was no shared image of the functions and activities of a planned body. Every stakeholder preferred to carry out the required tasks for SEM via an existing organisational structure. Consequently, the SEM Management Committee consisting of MOTA, GSM and SDC was established in February 2014.

Table 3-5 Activities related to establishment of SEM system

Date	Activity
September 2012–August 2013	Review and revision of SEM plan developed under SAPI
September –December 2013	Developing consensus on framework of SEM operation and management

Date	Activity
	based on the revised SEM plan
8 December 2013	Signing Memorandum of Understanding (MOU) upon establishment of SEM Management Committee
27 February 2014	Establishment of SEM Management Committee (First meeting was held)
May 2014–July 2015	Holding regular meetings Establishment of Technical Advisory Committee Establishment of new systems for SEM
August 2015	Approval of second revision of SEM plan, which incorporated the new developments (above) after the previous revision

After the establishment of SEM Management Committee, the Project team assisted the respective organisations that constitute the committee in carrying out their assigned tasks based on the Memorandum of Understanding (MOU) and strengthening the capacity of the committee. Although the MOU specified that the management committee meet quarterly, the Project team proposed that the committee meet monthly at the beginning in order for the committee members to familiarise themselves with the necessary tasks. The members shared information, coordinated the activities and made decisions on issues related to the operation and management of SEM. In addition, the Project team invited the core members of the management committee to participate in training in Japan, where they learned examples of the Ecomuseum in Japan, shared the vision of SEM and developed organisation-wise action plans to realise this vision.

The Project team also supported establishment of three technical advisory committees; namely, cultural resource management, townscape management and tourism management. In addition, development of new systems under SEM such as local interpreters, Home Visit and Salt Brand were supported by taking the relations with existing tourism regulations into consideration. The Japanese experts presented concepts and provided suggestions on these new systems, while Jordanian CPs worked hard on drafting, authorising and implementing the plans.

As the activities of SEM Management Committee were on track and newly developed systems were introduced, the Project team assisted with the review and revision of the SEM plan. The new plan aims not to establish (as in the previous version) but to operate SEM. The new SEM plan was approved by SEM Management Committee in August 2015.[15]　In the new plan, it is proposed that the activities of SEM be based on annual activity plans developed by member organisations every year, and the main task of the management committee is to approve the activity plans and review their progress quarterly. The Project team assisted in the establishment of the Plan-Do-Check-Action (PDCA) cycle, which includes the formulation and approval

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[15] For the new SEM plan, see supplementary appendix for Work Completion Report for the third Project year.

of annual activity plans and their quarterly review.

CPs for this activity had been core members of each output until the establishment of SEM Management Committee. After the establishment of the committee, the Project team worked with committee members or agents nominated by the members as CPs.

(2) Outcomes

① Establishment of SEM Management Committee

SEM Management Committee and technical advisory committees were established based on the framework proposed in MOU (Annex 4), as agreed in December 2013. The framework of the SEM system is presented below.
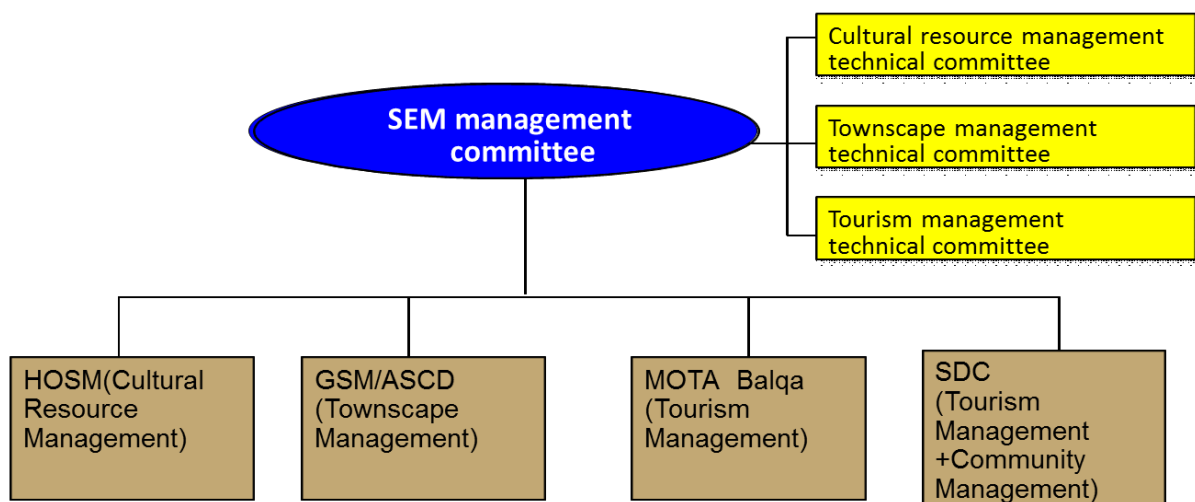

Figure 3-2 Framework of SEM system

Detailed tasks and responsibilities for each management system are shown in Annex 5.

Tasks, members and meetings of SEM Management Committee and technical advisory committees are explained below.

1) SEM Management Committee

SEM Management Committee is a decision-making body for the operation and management of SEM. Members of the committee are listed in the table below. One high-level member and one working-level member were selected from each organisation. As tourism based on the Ecomuseum concept requires the development of new policies and systems, high-level officials who have the authority to make decisions are included as members. In addition, in view of having technical advisors, the General Director of the Department of Archaeology was included in the committee.

Table 3-6 Members of SEM Management Committee

No.	Organisation	Member
1	GSM	Eng. Khaled Kheshman, Mayor
2		Eng. Salah Yousef Arabiat
3	MOTA	Mr. Issa Gammoh, Secretary General
4		Eng. Ayman Abu Jalmeh, Director, Balqa Directorate
5	SDC	Dr. Awni Al Bashir, Board Member
6		Ms. Lida Khlifat, Executive Manager
7	DOA	Dr. Monther Dahash Jamhewi, General Director

The committee meetings were held 16 times, more or less monthly, from the committee's establishment in February 2014 until August 2015. It was decided that each organisation would carry out its task based on the annual activity plan, and the task of the management committee would be to approve and monitor the activity plans and coordinate issues related to their implementation. In addition, MOTA Balqa Directorate was nominated as the secretariat for the committee, and it was decided that Project staff members should be employed after the project completion in order to carry out the task of the secretariat. It was also decided to hold monthly coordination meetings for Gateway and the Brand shop, operated by SDC. The 2016 activity plans for each organisation were approved in December 2015, and the first quarterly reviews were conducted in April 2016.

Table 3-7 SEM Management Committee meetings

No.	Date	Agenda items	Place
1	27 February 2014	Confirmation of present state of tourism infrastructure development in As-Salt, discussion of As-Salt's core values, discussion of roles and responsibilities of SEM Management Committee and technical advisory committees	Hotel Saltos
2	4 May 2014	Work plan for the Project's third year, procedures for holding committee meetings	HOSM
3	2 June 2014	Implementation plan for Salt Festival	ASCD
4	17 August 2014	Planning for Salt Festival	HOSM
5	3 September 2014	Planning for Salt Festival	HOSM
6	5 November 2014	SDC tourism management tasks, permits for local interpreters and Home Visits, Gateway operation, SEM volunteer system	HOSM

No.	Date	Agenda items	Place
7	3 December 2014	Draft agreement between MOTA and SDC on operation of Gateway and Brand shop, draft guidelines on SDC tourism management tasks, progress on Home Visit permits, local interpreter training programme, Daily Life Trail map	HOSM
8	14 January 2015	Signing of MOU between MOTA and SDC on operation of Gateway and Brand shop, draft guidelines on SDC tourism management tasks, local interpreter training, Daily Life Trail map, promotional materials and website	MOTA headquarters
9	11 February 2015	Daily Life Trail map, schedule for opening of Gateway and Brand shop, draft agreement on SDC tourism management, local interpreter training, promotional materials and website, current status of technical advisory committees, participation of local NGOs in SEM activities, planning for Salt Festival	HOSM
10	4 March 2015	SEM activity invitation to universities and schools, local interpreter training, Salt Festival, Daily Life Trail map, schedule for opening of Gateway and Brand shop, website	HOSM
11	7 April 2015	Sustainability of Project effectiveness, proposal for revising SEM plan, local interpreter training, planning for SEM Experience day, Daily Life Trail map, promotional materials	HOSM
12	10 May 2015	Review of SEM Experience day, sustainability of Project effectiveness, townscape management, core museum development	HOSM
13	5 August 2015	Approval of the new SEM plan, secretariat of the management committee, annual activity plan, Home Visit permit, local interpreter training	SDC
14	5 October 2015	Approval of activity plan of fourth Project year, operation of Gateway and Brand shop, training in Japan, Salt Festival, employment of research assistants	SDC
15	29 December 2015	Approval of 2016 activity plans, outcomes of training in Japan, membership system, employment of research assistants, members of SEM Management Committee	SDC
16	25 April 2016	Sustainability of Project effectiveness, possibility of collaboration with JICA volunteers, review of progress of	SDC

No.	Date	Agenda items	Place
		activity plan in the first quarter, plan for the closing seminar	

The continuous holding of monthly meetings is considered a big achievement in terms of establishment of SEM system. Even though members are very busy, they have sometimes attended the meetings when coming from Amman. The committee meetings have discussed new systems under SEM, such as local interpreters, and have visited as a decision making body for SEM. Since January 2016, the committee meets quarterly and MOTA Balqa Directorate has played the role of secretariat. It is hoped that the committee will function smoothly even after the Project's completion.

Figure 3-3 SEM Management Committee meetings

2) Technical Advisory Committee

SEM Management Committee has three technical advisory committees (cultural resource management committee, townscape management committee and tourism management committee) in order to form scientific and objective opinions on technical issues such as cultural resource management and thus ensure that its decisions are made in a transparent and accountable manner. Technical advisory committees discuss

issues related to formulation, change and application of guidelines for each management system. The current status of the technical advisory committees is shown below.

Table 3-8 Current status of technical advisory committees

Committee	Members	Meetings held
Cultural resource management	Two historians and Dr. Ibrahim Masri of MOTA	First meeting: 19 May 2014
Townscape management	The committee was established in March 2015; however, it has never met. Another committee, established by GSM to discuss various issues of infrastructure development in As-Salt, functioned as a townscape advisory committee.	No meetings held
Tourism management	Representatives of Salt Chamber of Commerce, Restaurant Association, Education Directorate, VTI, JSTA, Women's Association	First meeting: 20 May 2014 Second meeting: 26 June 2014

These committees have not yet become active. The reasons are as follows:

➢ The committees are to be held on an irregular basis, only when issues in each specialised area arise. Currently, there are few agenda items, because SEM activities have only just begun and the number of tourists to As-Salt is still low.

➢ MOTA and GSM, the hosts of the committees, do not have sufficient budgets for payment of committee members and are therefore likely to postpone committee meetings to conserve their financial resources.

➢ Project stakeholders tend to discuss issues directly with individual committee members when necessary, due to the difficulty of coordinating committee meetings with members who have regular jobs, lesser understanding of the meaning of discussion at meetings, and constrained payments.

Nevertheless, all Jordanian stakeholders understood the necessity of organizations which can provide technical advice like technical advisory committees. The activities of the committees would be revived once there are issues for discussion. In addition, the committees are considered as an important mechanism to involve and reflect the opinions of broader stakeholders to the activities of SEM.

Although the committees have not functioned well, the Project uses the network of committee members

effectively. Good examples include: 1) A member of the committee on cultural resource management supported the review of the panel contents for the Daily Life Trail and core museum, 2) a member of the committee on tourism management supported SDC in coordinating the awareness campaign workshop and 3) a representative of the committee member Jordan Society of Travel and Tourism Agent (JSTA) gave the Project advice on implementation of tours. These examples show good potential for the committee to function once the issues for discussion arise.

The Project team believes that sharing opinions among various stakeholders will become more crucial when the tourist business grows more vibrant. The team is willing to review the roles and responsibilities of the committees with CPs in order to develop a desirable system.

② SEM new systems and guidelines

In the framework of SEM, how to manage cultural resources, townscape and tourism activities based on the Ecomuseum concept is defined in the guidelines; indeed, all the activities in SEM are supposed to be judged by guidelines. Technical advisory committees consisting of experts with rich knowledge and experiences or stakeholders with high interest in the issues are supposed to discuss and recommend how to formulate and apply guidelines, while SEM Management Committee makes decisions upon recommendation from the technical advisory committee. In this way, various stakeholders can participate in the process of SEM operation, and their opinions can be reflected in the decisions made by SEM Management Committee. In addition, the process of decision making becomes transparent and accountable.

The Project team supported development of the guidelines and manuals listed below. They are developed jointly by experts and CPs. Jordanian CPs are expected to operate and improve in a sustainable manner after Project completion.

Table 3-9 Developed guidelines, manuals and systems

Management system	Guidelines/manuals/systems	Modality
Cultural resource management	Guidelines for operation of cultural resource database	Annex of SEM plan
	Guidelines for development and operation of satellites and discovery trails	Annex of SEM plan
	Local interpreter training manuals	Annex of SEM plan
Townscape management	Townscape management guidelines	Annex of SEM plan
Community management	Manuals for operation of Open Houses	Annex of SEM plan

	Tourism management guidelines	Annex of SEM plan
Tourism management	Manuals for sale and operation of tour products	Annex of SEM plan
	Guidelines for promotion	Annex of SEM plan
	Salt Brand certification manual	Annex of SEM plan
	SEM trail guide (local interpreter) system	New MOTA system
	Home Visit permit system	New MOTA system

The Project team supported establishment of special permit systems for local interpreters and local homeowners providing the Home Visit service. Table 3-10 summarises the current status of the two permit systems.

Table 3-10 Current status of SEM new system

System	Organisation(s)	Current status
Local guides	MOTA, SDC	The proposal for a new permit drafted by the CP of MOTA was approved by MOTA's Central Tourism Committee.[16] Eight trainees who completed a designated training programme organised by MOTA were certified as local interpreters by the minister of MOTA in February 2016.
Home Visit	MOTA, GSM, SDC	The proposal for a new permit drafted by the CP of MOTA was approved by MOTA's Central Tourism Committee. MOTA will conduct an initial screening of applications from local families and issue a non-objection letter to GSM. GSM will confirm that each house meets satisfactory conditions, considering factors such as hygiene conditions, and make a final approval. Three families have gained approval to date.[17]

For both systems, permissions are valid for only one year as a trial. It will be possible to suspend permissions for families or guides if they do not meet qualifications or to adjust the systems after the trial period. Certifications are to be renewed after one year. There is potential to change the systems into certifications with an indefinite period in the years to come, if applicable.

MOTA is planning to add a new category of local guide based on the case of As-Salt in the revised guide law, which is currently under discussion. At present, only licensed general guides who have undergone the

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[16] The concerned committee is set up within MOTA and chaired by MOTA's minister. The committee consists of representatives from tourism industries such as the hotel association, restaurant association and JSTA.

[17] Although GSM approved four houses, the approval for one house was cancelled due to intentional destruction of the historical door by the owner.

seven-month training can accompany and guide tourist groups. This regulation greatly limits the flexibility of local interpreters' work and thus burdens the financial sustainability of SEM. Establishment of a license system for local guides will open up opportunities for local interpreters, who are defined as volunteers at present, by ensuring their status and authorising them to receive fair remuneration from visitors. This is a great step forward in realising SEM.

In addition, MOTA decided to open HOSM on Saturdays in February 2016 so as to receive more tourists.

3.3.2 Salt Festival

(1) Activities

The Salt Festival was held with objectives of (1) providing local residents and related entities with an opportunity to experience the concept of the Ecomuseum, (2) building a partnership among stakeholders and (3) strengthening CPs' capacity to plan and implement an event in the communities. The idea of the festival came from the "Hamasaki Otakara Museum" held every May in Hagi. During the Project period, the festival was held two times, in October 2013 and 2014. Table 3-11 shows preparation and implementation activities for the festival.

Table 3-11 Preparation and implementation activities for the festival

Month	The first year (conducted in October 2013)	The second year (conducted in October 2014)
May	· Confirmed the policy and framework of the festival · Shared an image of the festival and discussed its application to As-Salt during the training programme in Japan	· Proposed implementation mechanism and a mechanism for wider local participation · Decided on policy, theme and major events for the festival
June	· Project members agreed the theme, events and awareness activities for the festival at a workshop · Surveyed houses that could participate in the festival · Surveyed producers and producer organisations of handicrafts · Assigned responsibility for events and other necessary tasks to Project members · Formulated and discussed plans for the festival using the worksheet · Held regular preparatory meetings	· Announced holding the festival to stakeholders, including local community, on 26 June · Announced and called for applications for Handicraft Souk and Open House
July	· Held an awareness workshop to announce the festival to the local community · Held regular preparatory meetings (continued) · Selected candidate houses to participate in the festival	· Selected candidate participants for Handicraft Souk and held a preparatory workshop · Called for applications for Salt Brand products and ideas for events

Month	The first year (conducted in October 2013)	The second year (conducted in October 2014)
	・ Selected producers for Handicraft Souk ・ Started promotional activities through Jordan Tourism Board (JTB)	
August	・ Formulated the overall plan ・ Clarified the budget and sources of finance ・ Recruited and trained volunteers ・ Formulated a detailed plan for each event	・ Confirmed implementation policy, budget and implementation structure of the festival at the SEM Management Committee meeting on 18 August.
September	・ Finalised budget and sponsors ・ Finalised agreements with supporting organisations ・ Coordinated the content of events ・ Developed posters, flyers and panels ・ Conducted promotional activities ・ Conducted an awareness campaign targeting local people who support the festival ・ Arranged facilities, security, traffic control and sending of invitations ・ Preparation of FAM trip	・ Discussed and took decisions on the SEM opening ceremony, security, parking, promotion and events related to the mayor of Hagi's visit at the SEM Management Committee on 3 September. ・ Introductory workshop on the Salt Brand competition held at As-Salt Chamber of Commerce on 8 September, and submission of applications and selection of handicraft producers on 15 September ・ Prepared and distributed promotional materials such as posters and flyers ・ Prepared map and signage ・ Volunteer training
October	・ Preparation of facilities ・ Held the festival on 4 and 5 October ・ Reviewed the outcomes of the festival at the Executing Committee on 9 October	・ Cleaning campaigns ・ Arranged venue ・ Festival on 3 October

For the first festival in October 2013 (in the second year of the Project), the Project sent related officers to training in Japan so that they could experience the "Hamasaki Otakara Museum" in Hagi and share a common vision for the festival, which was useful for planning and implementation.

In the course of the preparation, the Project held a workshop for stakeholders and local residents, which enhanced their understanding and facilitated discussions on the programmes of the festival and demarcation of the roles. At the time, it was agreed that the necessary budget was burdened jointly by MOTA and SDC.

For the second festival in October 2014 (in the third year), the Project delegated the responsibilities of the organiser to MOTA, with an intention that the SEM Management Committee established in December 2013 could take initiative. Its roles included decisions on programme policy and detailed contents, preparations and management of the festival. Japanese experts provided assistance only for new activities such as the Salt Brand competition. The festival of 2014 was combined with an opening ceremony for SEM, which was attended by the mayor of Hagi City, Mr. Koji Nomura.

In the fourth year, the Project did not intervene in the festival, instead leaving all decisions to the Jordanian

side.

(2) Outcomes

Table 3-12 shows outcomes of the Salt Festival by year.[18]

Table 3-12 Outcomes of the Salt Festival

Item	The first year (conducted in October 2013)	The second year (conducted in October 2014)
Summary	・ October 4 (Fri) and 5 (Sat) ・ Open House, Trail Walk, Handicraft Souk, Music Event, FAM Trip	・ October 3 (Fri) ・ Opening ceremony of SEM (attended by MOTA Minister) ・ Open House, Daily Life Experience Tour, Salt Brand competition, Handicraft Souk, demonstration of tradition (such as bread making and coffee making)
Collection of visitors, PR	2,500–3,000 visitors on the first day and 1,000–1,500 visitors on the second day. The preparation of posters, brochures and panels for PR activities was delayed.	There was no information on the total number of visitors; however, this number was less than that of the previous festival because the festival was held on a Friday and the day before Eid-al-Adha. Although the preparation of posters and brochures was completed promptly, they could not be distributed until just before the festival because of a delay in deciding on the date and the programmes.
Management	The management was successful in the collaborative work of MOTA, GSM and SDC, as well as the involvements of volunteers. However, there remained issues regarding collaboration and coordination.	The management was successful with the initiative of volunteers. However, there was an issue regarding coordination, with the opening ceremony of SEM featuring few participants from outside As-Salt. This consequently indicated that the information centre did not

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[18] Please refer to the appendix of the work completion report for the second year of the first Salt Festival, and appendix 4 of the progress report (number 3) (as of March 2015) for the second festival.

Item	The first year (conducted in October 2013)	The second year (conducted in October 2014)
		work well.
Finance	Financed jointly by MOTA, JTB and SDC. It took time to gain approval from MOTA for the budget.	The budget was provided by MOTA.
Experience of Ecomuseum	The festival staff in traditional clothes was attractive to visitors. However, there were no sufficient mechanisms to guide visitors to the trails and the Open Houses, which hampered them from enjoying various experiences.	The festival successfully included sizeable participation by local people who could demonstrate traditional cultures. Well-designed programmes such as demonstrations of traditional cultures in historical buildings or in the course of the trails gained good responses from visitors. However, the number of visitors who joined in such programmes was not significant.

The first festival collected a much greater number of visitors than expected. The festival contributed to increasing awareness of the Jordanian side of the Project, such as the MOTA minister, which fuelled the establishment of SEM Management Committee, materialising following the festivals and the opening ceremony of SEM. The festival also was useful for the Project in that local residents came to know about the concept of the Ecomuseum and the activities of the Project.

Based on lessons learnt from the first festival, the Project improved the management system and programme contents. At the second festival, the Project successfully trained volunteers; especially the local youth involved in the activities. On the other hand, there remained a significant challenge regarding coordination at a higher level of decision making. For instance, a decision on the date and the programme contents was delayed because of bureaucratic procedures at the MOTA headquarters for the entirety of the festival. At the time of the second festival, in particular, the plan was subject to change from time to time because of difficulty in coordinating with the opening ceremony of SEM. Those issues resulted in demotivating stakeholders, especially local people, who had worked hard for the preparations. The Project team expects MOTA to deepen its understanding of the concept that local residents are major players and to realise practices aligned with the fundamental idea, as MOTA has a strong and valuable willingness to promote SEM.

In the fourth year, although the Salt Festival initiated by MOTA was not held, SDC and local interpreters collaboratively conducted the "Spring Festival" based on what they learnt from the training in Japan.

Table 3-13 Outline of the Spring Festival

Date	12 March (Sat) 2016
Place	Ain Plaza, HOSM, Hammam Street
Event	· Traditional breakfast, museum tour, farmers' market, demonstration of cheese and butter making, a shopping tour in Hammam Street (as part of the Daily Life Trail) · Conducted a bus tour for participants from Amman, attended by 25 Japanese, ten Jordanian, and one Dutch, with 36 participants in total.
Organiser	SDC

Although there were many issues to be improved in the Programme, it was notable that the festival was planned and implemented mainly by local people and was not dependant on governmental organisations. A strong ownership of CPs was observed clearly for the implementation of the festival. The Project team expects that if, CPs continue implementing these festivals, regardless of scale, then this could lead to improving their capacities of planning and management.

< Scenes from the festival in the second year>

Opening remarks by the Japanese ambassador	A volunteer explaining antiques
Visitors in traditional clothes enjoying the festival	A local resident explaining his traditional house

< Scenes from the festival in the third year>

Opening remarks of MOTA minister at the opening ceremony of SEM	Granting certifications of the Salt Brand
Demonstration of traditional coffee ceremony	Demonstration of traditional bread making

< Scenes from the festival in the fourth year>

The opening ceremony	Experiencing a traditional breakfast

| Demonstration of cheese making | Experiencing shopping in Hammam Street |

Figure 3-4   Scenes from the Salt Festival

3.3.3 Awareness campaign for local people

(1) Activities

  As explained in 2.1, the Project took every possible opportunity to implement an awareness campaign on the Ecomuseum for local people and to promote 'rediscovery of As-Salt'. The awareness campaign is embedded in the activity of each output. This section explains the awareness campaign aimed at children and local people, which is included in output 1.

  Table 3-14 describes the main awareness campaign aimed at local people as the activities of output 1. Most of the activities are for children, which form part of the work of the museum. In the third and fourth years, the Project enlarged the area of school activities and also implemented the activity of local women in order to involve more local people in the SEM activity.

  The main organisations are HOSM and SDC. In HOSM, Ms. Randa is the main CP and Ms. Khloud and Ms. Amal also participated in the Project. In SDC, Ms. Lida Khlifat is CP, and Ms. Aseel and Ms. Mais supported the activities as Project staff.

Table 3-14 Main awareness campaign for local people

Title	Target	Organisation	Activity
Kids' Activity	Children	HOSM	The activity was developed based on the lecture 'Museum activities involving children and the Ecomuseum', which was part of the training programme implemented in Hagi in the second year. From the end of August 2014, the contents and flow of the activity were developed through discussion and a site survey with the CP based on the methodology learned in

Title	Target	Organisation	Activity
			Hagi. The activity was implemented for the first time on 11 September 2014, and the activity continues today.
Workshop on making a map of Hammam Street	Children	HOSM	This activity aimed to rediscover the value of As-Salt by walking through Hammam Street, which is the oldest and most prosperous place in As-Salt. Children also drew pictures of the things that they were proud of in Hammam Street. This activity was developed through discussion and a site survey with three HOSM staff from March 2014.
Cleaning campaign	Students	SDC	This activity was planned in order to clean up the town of As-Salt before the second Salt Festival on October 2014. In response to a request from SDC, the Balqa Education Directorate invited school officials. SDC and the Project team consequently explained the concept of the Salt Festival to them and requested their participation.
Workshop for school officials	School	SDC	SDC held a workshop to involve school officials more actively in Project activities on 12 March 2015. Eng. Ayman, Director of Balqa Tourism Directorate, explained SEM and the reasons why As-Salt could be a tourism site. Ms. Randa, a staff member of HOSM, introduced the Kids' Activity, training Manqala (a kind of traditional game) and the Museum tour.
Workshop concerning historical photographs	Local people	HOSM	On 5 May 2015, the Project team held a workshop using historical photographs, with the expert of the Ecomuseum acting as lecturer. After a selection of twelve old photographs, the Project team trained museum staff in locating the spots where the photographs had been taken and decided a route for use in the workshop.
Training in making Khalaga (traditional dress)	Women	SDC	Some houses feature Khalaga: traditional dress in As-Salt. However, there are few people who know how to make it. The Project thus implemented training in making Khalaga for women in As-Salt. One woman became a trainer and taught 20 women. She conducted the training 24 times (three hours/time) and explained the technique to them.

(2) Outcomes

① Kids' Activity

This activity involves walking around the city to find the answers to the quiz in the worksheet. Participants can learn the features and meanings of traditional buildings in As-Salt by searching for the answers to the quiz. Through the activity, participants rediscover the enjoyment of walking in As-Salt, along with traditional buildings and traditional games.

Figure 3-5 Kids' Activity worksheet

These events were implemented 19 times.[19] 187 students and teachers from six schools participated.

Table 3-15 Kids' Activity

No.	Date	School	No. of participants
1	11 September 2014	Academiya school in Salalem	6
2	18 September 2014	Academiya school in Salalem	6
3	28 September 2014	Academiya school in Salalem	6
4	3 October 2014	Der Al-Latin School	10
5	16 October 2014	Academiya school in Salalem	6
6	20 October 2014	Der Al-Latin School	7
7	27 October 2014	Om Salamah School	7
8	6 November 2014	Om Salamah School	6
9	13 November 2014	Om Salamah School	8
10	20 November 2014	Om Salamah School	8

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[19] The activity halts during the school vacation and Ramadan.

No.	Date	School	No. of participants
11	1 December 2014	Om Salamah School	6
12	16 April 2015	Maymonah Bnt Al-Hareth	10
13	21 April 2015	Maymonah Bnt Al-Hareth	9
14	4 November 2015	Roman Orthodox School	13
15	18 November 2015	Roman Orthodox School	13
16	2 December 2015	Roman Orthodox School	17
17	15 December 2015	Roman Orthodox School	20
18	4 April 2016	Ruqqaya Bnt Al Rasool school	17
19	13 April 2016	Ruqqaya Bnt Al Rasool school	12
	Total		187

It is a significant achievement that HOSM staff independently implements such activity without Japanese experts, since HOSM has not featured its own activity so far.

② **Workshop on making a map of Hammam Street**

A workshop on making a map of Hammam Street was given on 8 April 2014 by three HOSM staff members to the eleven students and two teachers. Through this workshop, participants could find the attractive points in the ordinary scenery of Hammam Street and share them with one another. Participation of new HOSM staff members and implementation without Japanese experts was a significant achievement.

Figure 3-6 Workshop on making a map of Hammam Street

③ **Cleaning campaign**

As a part of the preparation for the Salt Festival on 3 October 2014, a cleaning campaign was conducted on

1 and 2 October to clean up near the Harmony Trail and the area of the Festival. Four HOSM staff members led the campaign. On the first day, 27 children and three escorting staff participated, and, on the second day, 20 children and three escorting staff took part. Through this campaign, children came to understand the importance of not throwing away garbage in the town.

Figure 3-7 Cleaning campaign

④ **Workshop for school officials**

The workshop for school officials was held by SDC on 12 March 2015 and 45 school officials participated. This workshop made the linkage with school officials for the implementation of tours and museum activity. Moreover, it was important to have the chance to announce the museum activity by HOSM staff officially.

Figure 3-8 Workshop for school officials

⑤ **Workshop concerning historical photographs**

The workshop concerning historical photographs was held on 5 May 2015. The participants searched for the locations pictured in six historic photographs and took photographs of the same spots from the same angles. The workshop was attended by one museum staff member, two local interpreters, two Project research assistants, two ASCD staff members and two JOCVs. The workshop especially inspired the participating

local interpreters, who voluntarily interviewed elders once the workshop had concluded.

Figure 3-9 Workshop concerning historical photographs

Figure 3-10 Historical photograph and the photograph taken in the workshop

⑥　**Training in making traditional dress (Khalaga)**

For three months between May and July 2016, the training in making traditional dress, Khalaga, was implemented, and women in As-Salt acquired the technique. Through this training, the process was recorded. At the end of the training, each trainee made a small doll-size Khalaga. Nowadays, the demand for original size Khalaga is low; however, the technique is inherited by encouraging the making of small Khalaga for souvenirs.

Figure 3-11 Small Khalaga for souvenirs

Figure 3-12 Making original size Khalaga

3.4 Activities and outcomes of Output 2 -Townscape Management

The activities of Output 2 stipulated in PDM are as follows:

(1) Review and update the implementation area and the list of townscape resources developed by GSM
(2) Formulate guidelines for townscape management and implement pilot project(s) in accordance with the guidelines

Regarding Output 2 (Townscape Management), the Project team conducted technical transfers to Eng. Lina in the areas of regulation, planning and administrative authority, whereas it targeted Arc. Ashar, Arc. Bayan, Arcata and Arc. Sakha; particularly to transfer practical techniques, such as designing for the construction of renovation. All of those CPs belong to ASCD and are specialised in architecture.

In addition, Dr. Rafeef engaged in activities of Output 2 as a research assistant of the Project and conducted progress management, as well as a survey about regulations of townscape management, during the first year of the Project.

3.4.1 Supports for improving administrative practice about townscape management

(1) Activities

① **Clarification of the direction for conservation of the old city**

In As-Salt, several surveys such as a detail survey for samples of traditional buildings and a survey on the remains of traditional buildings were conducted, which revealed characteristics of each architectural structure and the current situations and challenges for the conservation of traditional buildings. Although the progress shows that As-Salt has been collecting necessary information to conserve traditional buildings, as well as improving preparation for the conservation of traditional buildings, the Project additionally analysed and evaluated the uniqueness of the old city of As-Salt (a group of traditional buildings) as a cultural heritage site in the baseline survey conducted in the first year of the Project.

Furthermore, the Project conducted a field survey in several old cities such as Karak, Dana and Irbid, from which it gathered materials. Using information collected by the survey, the Project team and CPs held a series of discussions and confirmed that the old city of As-Salt was a valuable place in Jordan. To clarify the direction for conservation of the old city, the Project team and CPs shared an understanding that As-Salt had a similarity to Japanese conditions of conservation of townscape in that (1) both As-Salt and Japan differed from the European situation, in which traditional buildings of a high quality were conserved with high density and local residents had a high level of consciousness about conservation of traditional buildings, and (2) traditional buildings had been lost in a wave of modernisation and local residents did not have enough awareness to conserve those valuable buildings. By sharing the Japanese experience that, in addition to a system of "Important Cultural Properties" to conserve a specific traditional building, a system of "Important

Preservation Districts for Groups of Traditional Buildings" (which identifies a conservation area to protect the area of traditional architecture; i.e., implementation area) contributed to enhancing conservation of townscape, the Project team and CPs agreed that the Japanese experience would be useful for As-Salt.

② **Review and update the implementation area and the list of townscape resources developed by GSM**

The Project team and CPs jointly studied a draft of the scope for the implementation area based on a policy of townscape management featured in the guidelines, with the Japanese experts sharing several proposals of scopes for implementation areas. The Project team additionally provided the following data necessary for GSM to update townscape resources:

・A list of townscape resources made by JOCV survey (excel data)
・A map of townscape resources made by JOCV survey (illustrator data)

The Project team did not need to transfer techniques of managing data, because a staff member who was in charge of GIS and able to handle data had been allocated to the office of CP. Activities such as update of data, however, progressed behind schedule because the staff member retired during the Project period and a PC owned by ASCD was stolen. The Project is therefore updating the data again based on the backup as of July 2016.

The Project also conducted a field survey to collect information necessary for updating the list of townscape resources. It drafted an evaluation standard to assess traditional buildings, which is needed for developing the list, and then analysed the effectiveness of the standard.

③ **Development of guidelines for townscape management**

The Project confirmed the types of construction that should be subject to the current regulation and listed items for the guidelines to decide on in their frameworks. The Project did not need to conduct technical transfers, as Eng. Lina, CP, was a member of the International Council on Monuments and Sites and was able to understand the specialised terminologies of world standards.

The framework for the management system of the guidelines was decided as follows:
 a) A system of permission and authorisation to change the current conditions (regulation side)
     A system to give permission, starting with receiving an application from a client who wants to construct a new building or expand or renovate a building.
 b) A system of project implementation (construction side)
      A system to implement a project that has technical assistances or subsidies

c) A system of project support and awareness (non-construction side)

    A system to support a project and awareness activities regarding conservation of the old city

Based on the above framework, the Project drafted the guidelines based on discussion with CPs.

Before developing the guidelines, in 2010, GSM drafted the City Core Special Regulation (CCSR) on conservation of townscape in the historical city and submitted this to the Ministry of Planning. The regulation came into effect in July 2015 and is currently implemented by GSM. Considering that the Ministry of Planning had been taking time in approving CCSR, the Project aimed at developing and implementing the "townscape management guidelines" as a guideline based on the SEM plan. As a result of enforcement of CCSR, CP was given further authority to regulate more practical contents of townscape management, such as specifications on material and construction method and size, in addition to its existing authority (one facet of which is its ability to grant permission for construction). Under CCSR, CP became able to give guidance or permissions in reference to the "townscape management guidelines", which led to making the guidelines more practical.

The current version of CCSR is based on analysis made in 2010 and does not necessarily match the current needs in As-Salt. CCSR, therefore, is expected to be revised by GSM in the years to come. The Project proposed that the "townscape management guidelines" should be incorporated into CCSR as part of the regulation.

(2) Outcomes

① **Clarification of the direction for conservation of the old city**

As explained in the report of the baseline survey, the Project shared with CPs and stakeholders the recognition that the old city of As-Salt was a valuable cultural heritage and its value needed to be conserved and utilised via the concept of the Ecomuseum. In particular, the Project team and CPs reached a common understanding that it was important for As-Salt, which had a mixture of old and new buildings, to create a unique townscape by balancing renovations of traditional buildings with new constructions (landscaping).

By comparing As-Salt to other cities in Jordan, the Project found the following:

- The conservation of traditional buildings in the old city of As-Salt targets the entire area of the city, which contributed to a comprehensive conservation of the group of buildings. Unlike Jerash, As-Salt is not divided into the conservation area and the old city.
- Tourists can enjoy daily life of As-Salt because tourism has not fully been established. Unlike Madaba, where development of specific touristic sites has been a high priority, As-Salt has retained its historical characteristic.

- As-Salt is a pioneer of city tourism in that, by using cultural resources such as Abu Jaber House, mosques and churches, tourism has been developed in the entire city. Although Jordan has other historical cities such as Karak, priority is given to conservation of a specific cultural property such as a castle; not to inviting tourists inside cities.
- As-Salt can develop tourism of "living heritage" with local residents who still live inside the old city. There are several cities in Jordan like Dana, where conservation of settlement has been pushed forward, although most residents left the area.

As the number of traditional buildings has been decreasing in Jordan, As-Salt is a very valuable city in light of several unique qualities: (1) As-Salt is a pioneer city with a pioneering spirit, (2) it has outstanding townscape and (3) it is a living heritage. The Project incorporated these values of As-Salt into an explanation document (refer to Appendix 6), in which it is cited as being of Outstanding Universal Value for World Heritage.

② **Review and update the implementation area and the list of townscape resources developed by GSM**

The Project team had a discussion with CPs to create a draft of the scope of the implementation area by confirming that this area should be identified based on four types of information: (1) historical similarity, (2) similarity as townscape, (3) local (social) group and (4) group (distribution) of factors that are composing assets. Based on the draft, the Project decided that townscape management in As-Salt should be pushed forward by conserving cultural assets inside the area and understanding values of three types of scope: (1) the scope in which social activities had been conducted historically, (2) the scope in which values of cultural townscape can be given and (3) the scope in which values as an implementation area of group of buildings can be given. As a result of these works, the Project drafted two patterns for the implementation area.

When studying a nomination to World Heritage, the scope of property is different in size and shape depending on explanations of Outstanding Universal Value. The Project therefore studied another scope for World Heritage, separate from those for townscape management, which had more comprehensive scope to cover the entire area of the old city in As-Salt, exceeding the scope for World Heritage.

With regard to the list of townscape resources, the Project supported GSM to incorporate results of the survey conducted by JOCV into database. It also made a draft of the heritage property evaluation form to select townscape resources.
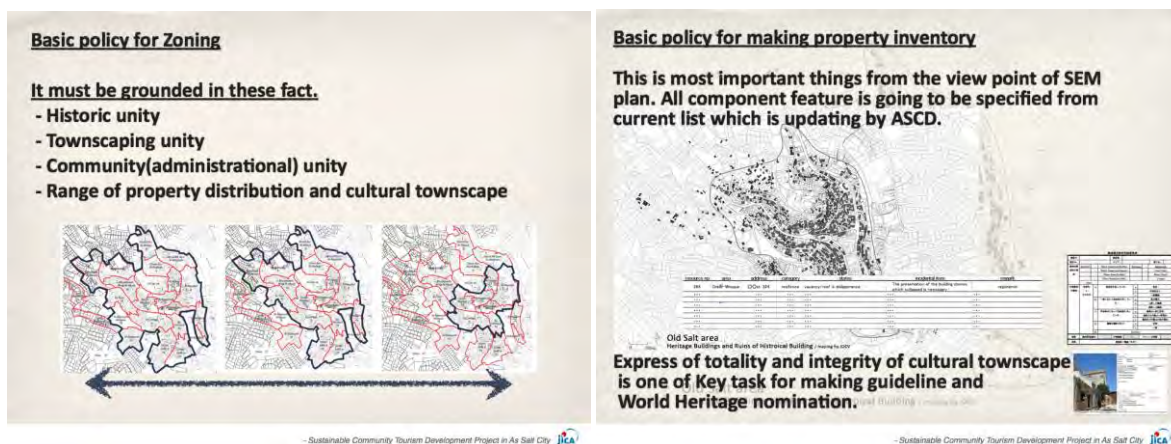
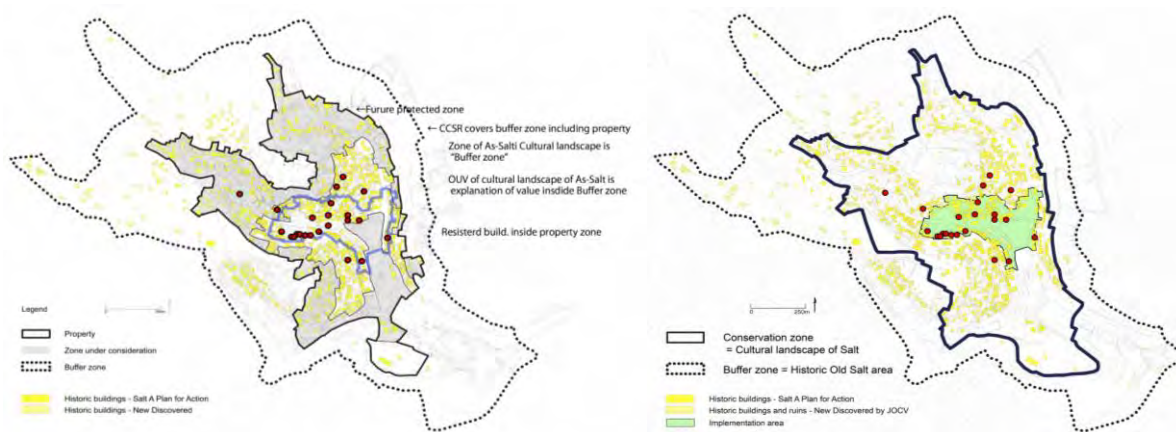Figure 3-13 The images of identification of the implementation areas, and a list of townscape resources

Figure 3-14 The target value areas as a group of buildings (left), and as an area of cultural townscape (right)

③ **Development of townscape management guidelines**

The Project decided on the direction of the guidelines, which was (1) to focus on enhancing understanding of local residents about activities of townscape management and (2) to use techniques that had been practiced in Hagi City (those techniques exceed the average level in conservation of cultural property in Japan). The Project team shared an understanding with CPs that all contents of the guidelines would be a part of the application documents for World Heritage. Based on the understanding, the Project decided the outline of the guidelines (refer to Appendix 7).

The study on CCSR had begun in five cities (Jerash, Ajlun, As-Salt, Madaba, Karak) in the country at the same time, and As-Salt was the first city where CCSR came into effect. This means that the efforts of CPs for townscape management have been bearing fruit, which will contribute to improving administrative performance in years to come.

The other cities still need time to enforce the ordinance. As-Salt will be able to share its experience in implementation of the regulation so that other cities can use lessons learnt to adapt or improve the management model of As-Salt.

The drafts of implementation area and townscape management guideline mentioned above were reported to the Salt city council and approved. And the contents were also approved by the technical committee, which GSM presides over for World Heritage nomination, as one of the documents of heritage management, in applying for World Heritage nomination in February 2016. Currently as of August 2016, based on the proof documents for availability of value explanation and conservation system for a World heritage site, evaluation by International Council on Monuments and Sites (ICOMOS) is being carried out for nomination.

3.4.2 Supports for the pilot project
(1) Activities

The scope of the activities was measurement, drawing, analysis of restoration, planning of renovation and training on risk management at construction sites. Although the Project originally planned to start construction during the Project period, it changed the plan to cover only the planning of constructions because it took time to gain the approval of the buildings' owners and secure the necessary budgets for the constructions.

Although the Project was not able to provide construction engineers and workers with technical guidance during the Project period, it could contribute to improving their techniques by providing them with training on risk management in the areas of security and sanitation at construction sites. Likewise, it could pilot several renovation techniques in preparation for the start of construction in the course of planning with the Project team and CPs.

① **Selection of the target buildings for the pilot project**

The Project established criteria to select the target buildings, as described below, and then selected three target buildings among nine candidates through field assessments conducted by the working group.

【Criteria to select target buildings】
1. buildings that can secure budgets for designing and construction from governmental or donor projects
2. buildings that can be satellites of the trail and related to the Ecomuseum plans
3. buildings that can gain maximum support from the members of the Executing Committee (which would approve the selection)
4. buildings that could have positive impact as part of a conservation project
5. buildings that can contribute to the creation of townscape in the old city of As-Salt
6. buildings that can provide a suitable site to learn conservation techniques practically

At the sites of the target buildings, the Project supported CPs in learning high-level techniques (academic knowledge) in restoration surveys, drawing for renovation and construction management that can satisfy the

requirements of World Heritage nomination. This consequently enabled the target buildings to serve as good examples for further implementation of conservation projects. Besides these three target buildings, MOTA has used its initiative to start a townscape conservation project. The Project therefore provided similar supports.

② Contents of technical transfer

1) Development of a work plan for the pilot project

The Project team conducted a field survey with CPs to check the current status such as the residual ratio of original parts and extent of damage. After the survey, the team set technical targets such as level of restoration and landscaping, consequently formulating a work plan.

2) Production of drawings on present state

As the CPs had the skills needed to measure buildings and draw their present state, technical assistance for the Project focused on teaching CPs the type and contents of drawings required for a renovation project and the location of measurements. Japan Overseas Cooperation Volunteers (Ms. Hiromi Kokubu and Mr. Michiaki Sato) also provided support for measurements and drawing.

3) Renovation plan

Japanese experts instructed and demonstrated to CPs how to identify the renovation items and how to carry out renovation on site using the drawings developed in 2). After identifying items needing renovation, the experts and CP management discussed the detailed renovation work and work schedule and formulated a renovation plan.

When drawing the original façade, it is necessary to confirm a history of the building (chronological change) by conducting a field survey and reviewing literature. The Project team therefore gave guidance on a method of historical identification to verify restoration.

4) Preparation for construction

Construction sites in Jordan often do not consider safety, environmental conservation and administration standards. Although not in the work plan, the Project decided to provide technical assistance on the safety and health issues and administration standards required for construction work of the pilot project, such as administration standards, safe work cycle, safety and health on site, and safety measures.

Most of the rooms in the target buildings had been vacant for a long time and the inside walls had been exposed to the weather and damaged by rubbish being thrown. In order to remove the rubbish and clean the site, the CP planned and organised a one-week cleaning campaign. Ten university students and JOCVs (Mr. Michiaki Sato, Ms. Honami Itokawa, Mr. Takamichi Hashimoto and Mr. Katsuhiro Hirose) working in As-

Salt joined the campaign, in addition to CPs.

The Project team gave CPs technical assistance for a series of pilot activities, which covered techniques on designing for execution (detail design for construction), measurement, drawing, development of renovation plans and analysis of restoration, by using the first building of Haddadin house as an example. The following constructions of the second and third buildings are being led mainly by CPs with minimal involvement of Japanese experts, though the Project gave technical support on historical review and development of renovation policy only when necessary.

On the other hand, the townscape maintenance project of MOTA keeps extending the Project period regularly and was still active as of June 2016. The Project team has been giving MOTA guidance on renovation through a discussion with officers in charge of Balqa since the beginning of the Project in 2014.

③ **The three target buildings for the pilot project**

Table 3-16 shows the progress of renovations of the three target buildings. All of the buildings conducted quantity surveys for renovations and are waiting for a final decision on budgets to start construction.

Table 3-16 Progress of the renovations of target buildings for the pilot project

No.	Name of the building	Progress	Current Status
1	Haddadin house (Al-Qalaa' hillside complex)	Survey & Measurement: done Analysis of restoration & Drawing: done Detail designing: to be done Construction: to be done	The building is vacant at present. It is partially but seriously damaged due to a collapse of slab, which needs renovation and structural reinforcement. Several doors and windows also are lost.
2	Jaghbeer house (Upper side of Khadel Street)	Survey & Measurement: done Analysis of restoration & Drawing: done Detail designing: to be done Construction: to be done	The building is vacant at present. Although doors and windows are partially lost, it maintains the original condition inside and outside. However, it needs improvement of the foundation and drainage system.
3	Falah Al Hamad house (Beside Municipality Street)	Survey & Measurement: done Analysis of restoration & Drawing: done Detail designing: to be done Construction: to be done	The building is used as a house, shop and storage facility. Its condition is good and renovation therefore seems easier, though the original materials have changed (in the walls, for example).

(2) Outcomes

① **Development of a work plan for the pilot project**

The implementation policy of the pilot project was decided based on a discussion with CPs on the important issues.

One of the problems in townscape conservation projects carried out in As-Salt to date is insufficient assessment of the current condition of buildings when developing the implementation policy. Consequently, original parts have been removed or unauthentic extensions made. The implementation policy for the pilot project was developed based on site visits and in-depth discussions with CPs. This resulted in engineers being made aware of technical points of the construction work, from the design to construction stage.

② **Production of drawings of the present state**

Receiving assistance from Japanese experts, CPs produced survey sheets and presentation materials to explain the present state of the pilot buildings cooperatively with JOCVs (Mr. Michiaki Sato and Ms. Hiromi Kokubu). The experts mainly provided instructions for drawings. MOTA normally subcontracts townscape management projects to consulting companies, and consultants then produce the drawings for MOTA, which hampers MOTA from piling up technical capacity within the ministry. However, the Project gave GSM staff members opportunities to carry out the survey and produce drawings by themselves, and this contributed to an accumulation of technology that can be utilised for future projects.

③ **Renovation plan**

Technical guidance from the Japanese experts enabled CPs to develop a renovation plan and create presentation materials on the original façade and renovation plans. In addition, the Project team transferred basic techniques on construction management, such as calculations of the quantity estimate and the operation process.

Construction works suitable for technical training were carried out on a trial basis, which included a vesting survey, check of original state, preservation of original parts, stone marking, removal of surface coating, and process management. A trial of the renovation construction enabled CPs to acquire fundamental skills. As a result of the trial, original materials were preserved adequately. The trial contributed to introducing and accumulating technologies for preservation of those valuable materials that had been demolished previously.

As the achievement from the technical transfer of the pilot project mentioned above, the presentation materials expressing the contents in table 3-17 for each three buildings were prepared by the CPs. Different kinds of drawings can be compared: the drawing of current condition which expresses the present situation before reflecting the guideline, the drawing of renovation plan which depicts the situation after the construction of renovation applying the guideline and the drawing of restoration which expresses the initial condition when it was built. The contents of architectural drawings can be understood according to the text representation in the guideline.

Table 3-17 Prepared items of necessary documents for renovation construction

for each building of the pilot project

1	Location	
2	Basic land information	
3	JICA information	
4	Historical ground	Interviews
		Timeline (Figure 3-15)
5	Architectural Drawings (Before applied guideline)	Site plan
		Plans (Figure 3-16)
		Elevations Plans (Figure 3-17)
		Section
		Architectural details
		Current condition
		Details
6	The Idea of technical Method	Exterior technical method
		Interior technical method
7	Designed architectural Drawings (After applied guideline)	Plans (Figure 3-16)
		Elevations (Figure 3-17)
		Section
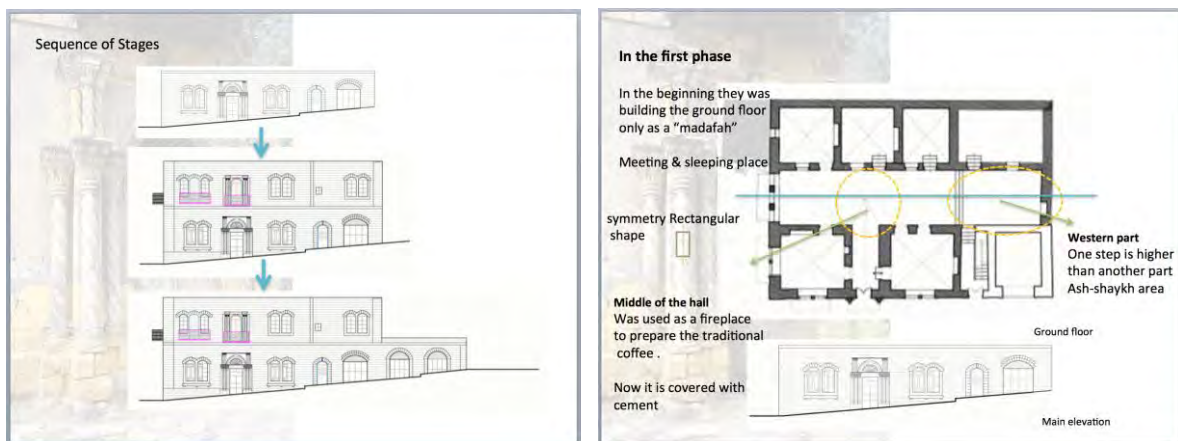
Figure 3-15 Prepared example of drawings of restoration (left: transition of elevation surface in three phases, right: plan in the ground floor)

Figure 3-16 Example of the current condition drawing (left)

and the drawing of plan after renovation, according to the guideline (right)
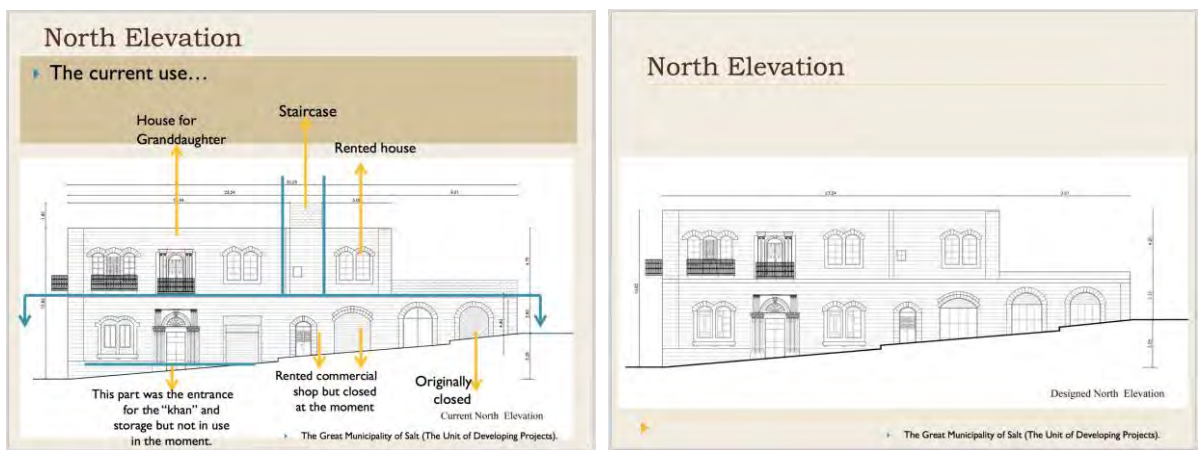
Figure 3-17 Example of current condition drawing (left)

and the drawing of elevation after renovation, according to the guideline (right)

④ **Preparation for construction**

The Project team gave technical guidance on safety and health, as well as compliance rules, and made preparations for the construction. The preparation took one week to dispose of debris and garbage and to clean the spots surrounding the target buildings. CPs undertook instructions for the preparation fully, without any support from the Japanese experts. Some of the young CPs were able to take the initiative to create media for advertisement and announcement to local residents, as well as to give instructions on the ground. Fortunately, the preparation progressed smoothly, without any accidents.

⑤ **Outcomes of the pilot project and influence on nomination to World Heritage and MOTA's projects**

1) Outcomes and challenges of the pilot project

CPs made use of experiences from the pilot activities regarding the first building when carrying out renovation of the other two buildings. They worked on measurement, drawings of the present state,

development of a work plan and reviewing the architectural history. The Project team confirmed that necessary technologies were transferred to CPs for the preservation of architectural heritage in As-Salt.

CPs are expected to carry out administrative practices based on the guidelines, and construction managements through continuing the pilot projects and their supervisions. Furthermore, CPs are required to improve and strengthen their capacities in terms of administrative practices and construction management by updating the guidelines based on lessons learnt from the pilot projects, as well as executing regular monitoring and evaluation.

The activities mentioned above, however, are not enough to satisfy the required level for conservation of World Heritages. It is necessary for CPs to accumulate many years' experience of renovations so that they can acquire not only basic techniques but also specialised knowledge and a sense of how to assess the renovations of cultural properties. CPs therefore require the supervision and support of experts, which should cover all steps from planning to completion; at least for several instances of renovation of the target buildings.

Table 3-18 Values of the target buildings, and degrees of support from Japanese experts

No.	Name of the building	Revealed values of the building	Support of Japanese experts
1	Haddadin house (Al-Qalaa' hillside complex)	The building, which features compositeness over extensions and reconstructions, is important in understanding the history of architecture in As-Salt.	The Project team gave overall support, which included provision of technical guidance on the survey and methods of drawing by working together.
2	Jaghbeer house (Upper side of Khadel Street)	The building, which features outstanding designs, is important in learning about architectural design in As-Salt.	About 80% of the works are being conducted by CPs. The Project team gives assistance only partially.
3	Falah Al Hamad house (Beside Municipality Street)	The building has a typical style of shop-cum-house, which has been used as madāfa. It is being used for multiple purposes at present.	100% of the works are being executed by CPs. The Project team gives assistance only when necessary.

2) Outcomes and challenges of support for preparing nomination of As-Salt to World Heritage

All the support provided in Output 2 to date has contributed to the efforts of GSM to nominate As-Salt as a World Heritage site. Furthermore, the pilot project has a very important meaning in that it underpins the existence of renovation techniques in As-Salt for nomination to World Heritage. In particular, techniques on methodology for evaluation of historic buildings, along with restoration study and diachronic analysis, are indispensable for collecting vital information required for World Heritage nomination. Although the pilot project has assisted one compound building, the CPs have applied the skills and techniques learnt from the

project to other buildings, which are subject to World Heritage nomination. In addition, the formulated townscape management guidelines and the agreed conservation area are expected to be used in the management plan of As-Salt once it is listed as a World Heritage site.

3) Outcomes and challenges of support for the project of MOTA

With regard to the townscape maintenance project of MOTA, the Project team contributed to improving MOTA's technical levels of planning and construction. ASCD controlled the activities of MOTA via administrative direction, and the Japanese experts then provided technical guidance on the field and at the office, as well as engaging in discussion with MOTA staff members. As a result of this support, MOTA became able to renovate cultural heritage in a way that respects authenticity, which had never been achieved before.

On Khadel Street, more than 20 historical buildings have been renovated by the Project, which has resulted in a striking difference in historical townscape on the street. The Project team found, however, several examples of inadequate construction management that were caused by limited time and budget. MOTA should build a robust collaboration mechanism with ASCD, which has the role of supervising and correcting constructions.

3.4.3 Awareness activity to enhance conservation of townscape

(1) Activities

① Implementation of awareness workshops

The baseline survey revealed that more than half of the local residents did not know about the regulation on townscape management. Based on the finding, the Project conducted awareness workshops separately for citizens, experts and local interpreters. The Project team and CPs made joint presentation materials and held ten workshops, in which staff members of ASCD facilitated discussion, information sharing and identification of challenges for the future among participants.

② Development of the awareness handbook 'Rediscover and Save Our As-Salt'

The Project developed a handbook that explains how to conserve historical buildings and townscape in As-Salt in a simple way, in cooperation with CPs and JOCV (Ms. Hiromi Kokubu and Mr. Takamichi Hashimoto). The tasks were distributed as follows: (1) CPs: planning and drafting of contents, (2) Ms. Kokubu: copy editing and illustrating, (3) Mr. Hashimoto: drafting of the page on environmental conservation, (4) the Project team: support for CPs and provision of advice based on Japanese experiences of townscape conservation and awareness activities.

Figure 3-18 Excerpts from the handbook for awareness activities on townscape conservation

(2) Outcomes

① Implementation of awareness workshops

In As-Salt, there is ample evidence that many residents have kept using historical buildings carefully and renovated them on their own initiative, while the number of vacant buildings and alterations of historical architectures has increased.

The awareness workshops for citizens focused on sharing the recognition that it was important for local residents to take leadership in conservation activities. At the workshops for experts, participants shared opinions about the current situation and challenges of As-Salt from three aspects: (1) detailed systems of townscape conservation in Japan and other countries, (2) outcomes and challenges from practical examples of renovation and restoration, and (3) challenges of As-Salt considering the high technical standards of World Heritage. As a result of the discussion, participants reached the consensus that As-Salt needed a comprehensive policy and technical solutions for townscape conservation.

The workshops for local interpreters facilitated the sharing of specialised knowledge, with a question and answer session about information necessary for the guides.

ASCD took the initiative to invite participants and prepare venues and refreshments for all sessions of the workshops, which contributed to smooth implementation of the activities.

② Development of the awareness handbook 'Rediscover and Save Our As-Salt'

The Project team, CPs and JOCVs have jointly developed a handbook titled 'Rediscover and Save Our As-Salt', which explains the values of the townscape in As-Salt in simple ways so that ordinary citizens can understand them. Copies of the handbook (1,000 copies of the English version and 1,000 copies of the Arabic version) were distributed to households, shops, religious facilities and schools, where people have started reading them to children.

The handbook is the first material in As-Salt that explains the values of historical buildings in the community and ways to conserve them, and this is consequently expected to enhance people's understanding and awareness of their historical heritage.

Figure 3-19 Woman reading the handbook to her grandchildren

3.5 Activities and outcomes of Output 3 - Cultural Resource Management

The activities of Output 3 stipulated in PDM are as follows:

(1) Decide on composition of trail stories and design satellites

(2) Prepare exhibition interpretation functions of HOSM as core museum, including guidebooks, videos and maps

(3) Train museum staff members and others to be heritage interpreters

(4) Implement pilot project(s) utilising the tourism system (composed of core museum, satellite and trails)

The following sections explain activities and outcomes by summarising the relevant items, which are divided into trails, core museum, heritage interpreters and the Open House.

CPs who engaged in Output 3 were Eng. Ayman and Dr. Ibrahim, who worked in the areas of trails, heritage interpretation and the core museum, whereas Ms. Randa played a key role in developing educational activities at the museums, in conjunction with Ms. Khloud and Ms. Amal. They are staff members of HOSM or MOTA Balqa Directorate.
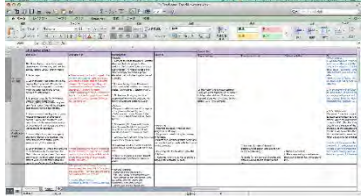
Ms. Aseel, Ms. Mais and Ms. Rula also worked on activities as research assistants of the Project and assisted CPs in progress management, trail activities, heritage interpretation and the core museum.

3.5.1 Development of trails

(1) Activities

At the beginning, the Project conducted a hearing survey with six staff members of HOSM and one research assistant. The survey targeted 141 residents around Hammam Street, which was the oldest and most active street in As-Salt, to decide on the designs of the trails (composition of stories). From the survey, the Project collected responses to questions such as "what kinds of stories do you want to tell to tourists?" and "what kinds of stories do you want to tell to children living in As-Salt?". The results provided the Project with several stories, such as "coexistence of Muslim and Christian", "traditional sweets of Arab", "famous Kabab shop", "traditional cigarette shop", "As-Salt High school" and "cooperation among tribes". Among these stories, the Project extracted three themes, which were "harmony", "daily lives" and "education". Based on these themes, the Project decided on satellites and routes, in parallel to developing maps and videos. Table 3-19 shows the procedures for developing a trail.

Table 3-19 Procedures for developing a trail

	Step	Method	Photograph
(1)	Decide contents of the trail (framework of the story)	Conducted a hearing survey to ask residents questions such as "what kinds of stories do you want to tell to tourists?" and "what kinds of stories do you want to tell to children living in As-Salt?"	
(2)	Collect stories through workshops with local community	Collected stories relating to their daily lives from local people who participated in the workshop, and put them on the map.	
(3)	Verification of collected stories	Literature review, interview with experts and workshops with experts.	
(4)	Develop database	Accumulated collected information into a database.	
(5)	Decide on satellites and the route of the trail	Extracted candidate satellites from the database to examine the route for the trail.	

	Step	Method	Photograph
(6)	Negotiate with satellite owners	Negotiate with the owners of houses or shops that can serve as satellites (HOSM and SDC).	
(7)	Develop a map	Develop a map to be produced by an illustrator.	
(8)	Develop a trail video	Develop a video that can attract visitors to the trail walk.	

(2) Outcomes

The Project designed three trails: Harmony Trail, Daily Life Trail and Educational Trail. It then developed maps (English and Arabic versions) and videos for each trail.

The Harmony Trail is a trail based on harmony of religions, architecture and society in As-Salt. The trail has eight satellites.

(Front page of the Harmony Trail Map)   (Back page of the Harmony Trail Map)

Figure 3-20 Harmony Trail Map
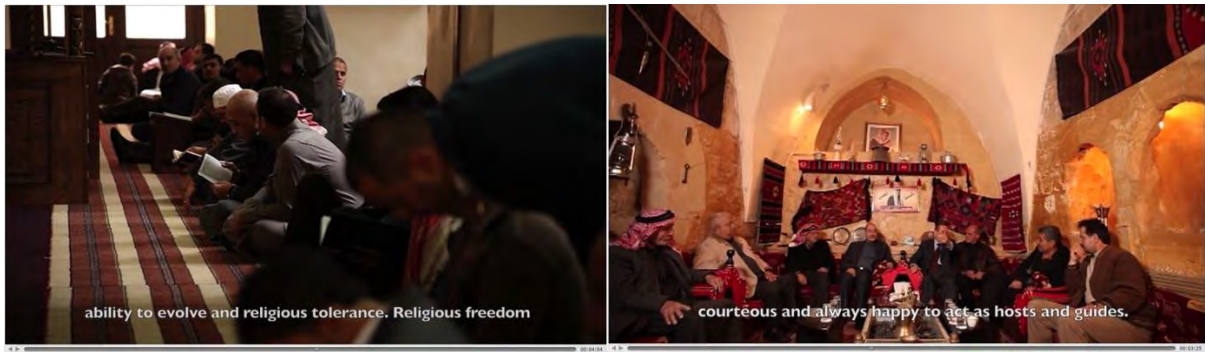
Figure 3-21 Screenshots from a video on the Harmony Trail

The Daily Life Trail is a trail that moves along Hammam Street, the most historical and active street in As-Salt, in which visitors can experience daily lives in As-Salt. The trail has 22 satellites.
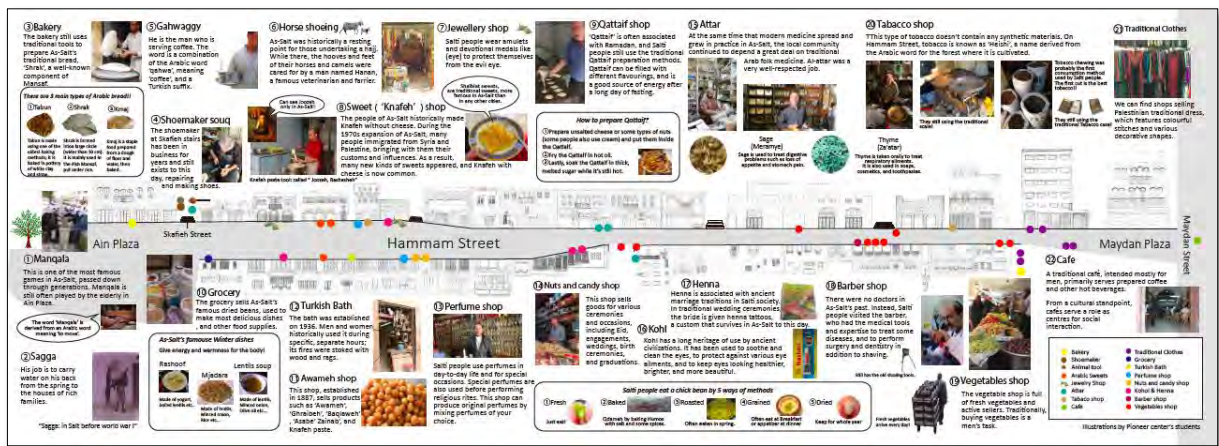
(Front page of the Daily Life Trail Map)

(Back page of the Daily Life Trail Map)

Figure 3-22 Daily Life Trail Map

Figure 3-23 Screenshots from a video on the Daily Life Trail

The Educational Trail, which embraces the first school in Jordan, is proud of As-Salt. It has five satellites.
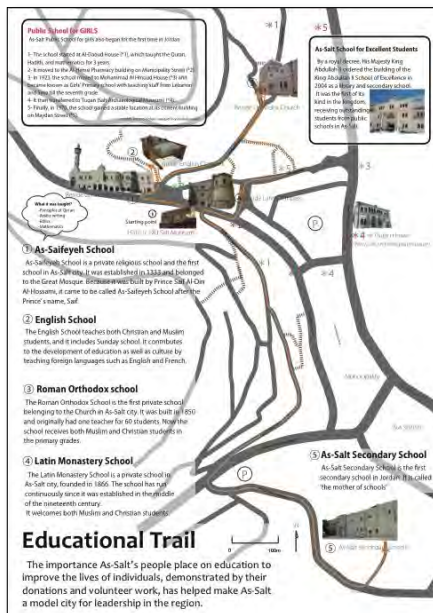
(Front page of the Educational Trail Map) (Back page of the Educational Trail Map)

Figure 3-24 Educational Trail Map

Figure 3-25 Screenshots from a video on the Educational Trail Map

Based on works regarding the development of the three trails, the Project created a manual for developing trails, and then three staff members of HOSM and two research assistants learnt how to design and develop a trail.

In the course of training local interpreters, CPs and trainees understood methods of developing a trail by receiving a lecture conducted by Japanese experts. When developing maps of the trails, the Project involved many local residents such as high school students, historians and elders in the activities through workshops, which made it possible for the Project to let them know about SEM.

The maps included not only places that tourists want to visit but also ones that local residents want to introduce (or permit tourists to visit) as having contributed to enhancing community initiatives for tourism in As-Salt.

3.5.2 Core museum

(1) Activities

As explained in 1.2.2, the Project considers HOSM a core museum in As-Salt and provided assistance to enable it to function in this capacity. There are three activities created for this purpose.

The Project gathered important information for visitors such as the history of As-Salt and an overview of the culture on the ground floor of the museum (1. preparation of the core museum). At the same time, the Project supported improving displays on the first and second floors of HOSM so that visitors can obtain detailed information on As-Salt (2. supports for improvement of displays at the core museum).

Additionally, the Project supported preparation of an information centre called the "Gateway" that provides ticket sales and a reception for tours at a tenant space on the ground floor (3. preparation of the Gateway), because it was difficult to recognise HOSM as a museum by its appearance.

① Preparation of the core museum

The Project engaged in preparation of the core museum, with two HOSM staff members and two research assistants aiming to create a flow of tourists based on the concept of the Ecomuseum. After the core museum's zoning plan and required number of panels were decided, the following tasks were accomplished: 1) finalisation of panel specifications, such as size and number of characters; 2) selection of contractor; 3) development of panel contents; 4) preparation of facilities.

② Support for improvement of displays at the core museum

One of functions of the core museum as Ecomuseum is collecting information. The core museum is expected to keep gathering and disseminating the latest information. Because HOSM had not carried out this function, the Project supported HOSM in holding an exhibition on a small scale every three months. Furthermore, the

Project also gave assistance in conducting workshops to connect the contents of the displays on the first and second floors with the information of the city and the trails.

③ **Preparation of the Gateway**

The Gateway is an information centre of SEM that provides visitors with guidance regarding the core museum, along with reception of trails and Home Visits. The concept of the Gateway was made by the Project because it was difficult to recognise HOSM by its appearance. The Project discussed the plan of the Gateway drafted by JOCV in 2008 among stakeholders such as HOSM, MOTA and SDC to confirm the objectives and decide on necessary facilities.

(2) Outcomes

① **Preparation of the core museum**

Preparation of the core museum was completed by the end of May 2015. The following figure shows the final layout of the museum.

Figure 3-26 Final version of the core museum layout

The Project team created five panel installations for the core museum, as follows:

- ➢ 3 panels, panoramic photographs (240 cm x 70 cm)
- ➢ 6 panels, summary of As-Salt (120 cm x 70 cm)
- ➢ 2 panels, living heritage (180 cm x 120 cm)
- ➢ 1 panel, chronological table (320 cm x 130 cm)
- ➢ 3 panels, introduction of trails (120 cm x 240 cm, 100 cm x 150 cm for panel)

The photos in Figure 3-27 show the core museum after completion.

Figure 3-27 Completed core museum

These panels were developed by recording and sharing the knowledge and information of HOSM staff members, which was a significant achievement. Via the process of development, staff members discussed and shared the types of information that the museum should disseminate to the public.

② **Supports for improvement of displays at the core museum**

In December 2015, one staff member of HOSM and two research assistants conducted a survey at their initiative and then held an exhibition on olive in March 2016. In the course of preparation for the exhibition, these members learnt how to design an exhibition, conduct a survey and make panels. The Project also held workshops for improving displays on the first and second floors, which were attended by five local interpreters, staff members of the museum and research assistants in order to foster discussion on the improvement of panels and captions.

Research for displays of olive	Displays of olive
Scene of the workshop	

Figure 3-28 Activities of support for improvement of displays at the core museum

③ **Preparation of Gateway**

On 14 January 2015, MOTA and SDC signed an MOU agreeing that MOTA would have ownership of equipment and SDC would be in charge of operation of the Gateway. In May 2015, the Gateway was opened with formal approval of SEM Management Committee. Under SDC supervision, the local interpreters operate the Gateway every day in shifts, except for a period of Ramadhan.

Figure 3-29 The Gateway, with local interpreters

3.5.3 Training of Heritage interpreters

(1) Contents of activities

SDC selected local interpreter candidates for the Harmony Trail, and MOTA provided training. MOTA drafted the contents of the training, which were approved by SEM Management Committee. The detailed training procedures are described in Table 3-20.

Table 3-20 Local interpreter training procedures

Step	Timing	Method	Photographs
1. Lecture	February to March 2015	Six lectures were provided, covering the history of Jordan, the history of As-Salt, desirable attitudes for guides, the role of guides, design of the trail, the Arabian lifestyle and the architecture of As-Salt's historical buildings.	
2. Tours guided by trainer	February 2015	The trainer showed an example of guiding on the Harmony Trail.	
3. Field practice	March 2015	Trainees practiced guiding along a portion of the trail.	
4. Personal lesson	March 2015	Each trainee conducted a full-scale guide activity, which was filmed and reviewed after the practice; the trainees were given advice based on the review.	

Step	Timing	Method	Photographs
5. Evaluation	March 2015	MOTA, trainers and experts evaluated each trainee based on specified criteria.	
6. Final test	March 2015	SDC, MOTA, trainers and experts made a final judgement by checking the video filmed at the time of evaluation.	
7. Tour practice	April 2015 to present (ongoing)	Each trainee is required to practice guiding the tour four times.	

(2) Outcomes

The Project trained eight local interpreters who were from As-Salt. As local interpreters, they have become a bridge between people in As-Salt and tourists.

Figure 3-30 Tour guided by the local interpreters

3.5.4 Open House

(1) Activities

At the Salt Festival, the Project piloted the "Open House", in which local residents welcomed visitors into their houses to show and explain to them their cultural resources. Learning from the Japanese experiences of the "Hamasaki Otakara Museum" in Hagi, which is held regularly every May, the Project conducted the Open House two times as part of the Salt Festival in October 2013 and 2014. Table 3-21 shows the outline of recruiting cooperating households and conducting a survey for the event.

Table 3-21 Outline of recruiting cooperating households and conducting a survey for the Open House

Purposes	・ To attract visitors by showing them around local houses ・ To rediscover the values of local houses and cultural resources owned by local people in order to pass on cultural resources to subsequent generations ・ To identify cultural resources in the community as a museum
Survey period	From June 2013 to the middle of August 2013 (still ongoing)
Survey place, target areas	Around the Harmony Trail and the Daily Life Trail
Method of recruiting	Distributing flyers to houses around the Harmony Trail and the Daily Life Trail, in addition to word-of-mouth communication
Method of the survey	Making visits to each house to explain the plan and gain approval

(2) Outcomes

At the Salt Festival (once a year), four households accepted visitors for the Open House. During this period, around 300 people visited the houses every day, which was a good opportunity not only for the visitors from outside As-Salt but also for local residents to rediscover the traditions and cultures of As-Salt. Based on those experiences, the Project made a standard procedure as follows:

Table 3-22 A standard procedure for the Open House at the Salt Festival

Procedure	Timing	Methods	Notes
Recruitment of households for the Open House	June to July	Making requests for cooperation of selected houses directly, as well as distributing brochures to all houses around the target area. The brochures were made by the museum and distributed by student volunteers.	The candidate houses are selected from those that have valuable cultural resources. Considering fairness, the Project also recruits households publicly.
Selection of the houses	August	Detailing explanations about the objectives of the activities, investigating their cultural	The Project provides an explanation that payment is made after the festival and

Procedure	Timing	Methods	Notes
		resources, negotiating remuneration for their services and concluding with a brief contract with the households.	might possibly be delayed because of the procedures of the related department.
Development of signs for advertisement	August	Requesting illustrations of each house and making two types of signs: one for introduction of the houses and another for guidance to the houses.	The Project can get local people involved in the activities through making the illustrations.
Order of the signs	September	Selecting a contractor for development of signs, placing an order, receiving the products and making an application to GSM for installation of the signs.	
Provision of advice for the houses	September, on the days of the Salt Festival	Providing advice on their displays and the flow of the programme.	The Project provides an explanation to the houses that each house should be cleaned by the occupants. If they need volunteers for the work, the Project can make arrangements for this service.
Clean up	October	Installing and removing the signs on the festival day.	
Courtesy calls	After the festival	Making courtesy calls to each house to show our gratitude. Collecting information to improve the programme further.	The Project should not avoid this step, as it is important for further improvement for the next year.

The activities of the Open House triggered development of the Home Visit Programme, which provides tourists with opportunities to experience local lunch and traditional clothes (refer to 3.3.1). Among the four households that participated in the Open House, three households were given a license to conduct the Home Visit while one was waiting for approval.

The objectives of the Open House are to encourage visitors and local residents to rediscover intangible cultural resources and their values. The Project expected the programme to help create a foundation to accelerate local research on the history and pass cultural resources down the generations. The programme made it possible for local residents to recognise the value of their cultural resources and increase their income through providing the services of the Home Visit.

3.6 Activities and outcomes of Output 4 - Tourism management

The activities of Output 4 stipulated in PDM are as follows:

(1) Formulate Tourism marketing and promotion plans including Salt brand development plan based on the result of the study conducted in Activity 1.1.

(2) Conduct marketing activities and promotional activities in accordance with each plan

Activities and achievements are explained separately below in terms of tourism marketing, development and operation of tour products and Salt Brand.

As for technical transfer, MOTA Balqa and SDC were the CPs for tourism marketing; on the other hand, SDC and local interpreters were the target for technical transfer on tour product development and operation. Ms. Mais Samir Ghawi, who worked at MOTA as a Project staff member, was involved in the tourism marketing activities. She assisted with progress management and coordination of tasks, as well as the development of promotion materials. Ms. Aseel, who worked at HOSM, assisted with the implementation and coordination of the development and operation of tour products.

MOTA worked on activities related to Salt Brand centrally until the third project year. After establishment of the Salt Brand Management Committee, SDC also became the CP and was entrusted with operation of the committee and Brand shop. Ms. Mais Samir Ghawi at MOTA and Ms. Mais Jalal Alnahleh at HOSM assisted the activities as Project staff.

3.6.1 Tourism marketing

(1) Activities

Regarding tourism marketing, the Project assisted with the four activities below during the project period.

    ① Development of a tourism marketing and promotion plan

    ② Promotional material development

    ③ Promotion at the Arabian Travel Market

    ④ Marketing and promotion to tour operators and hotels

① Development of a tourism marketing and promotion plan

After considering the results of the baseline survey, 3C analysis, core value in As-Salt and the target tourists, "the tourism marketing and promotion plan" was developed at the initiative of experts in March 2014.

② Promotional material development

Based on the promotion plan developed above, the Project assisted SDC and MOTA in preparing the SEM logo, four kinds of brochures, two kinds of tour flyers and a website as promotional materials.

③ Promotion at the Arabian Travel Market

A CP of SDC and Japanese experts participated in the Arabian Travel Market held in May 2015. In the tourism marketing and promotion plan developed under activity ①, tourists from Arab countries were less prioritised than European, American and Asian tourists. This was because concerns regarding security issues such as 'the Islamic State in Iraq and the Levant (ISIL)' caused the number of tourists coming to Jordan from Western countries and Japan to drop dramatically. It was, however, necessary to develop tourists from Arab countries, and participation in the Arabian Travel Market was thus intended to check the tastes of tourists from the Middle East.

The Project coordinated with JTB before participating in the expo and used part of the Jordan booth to promote As-Salt. The Project also explained the tour product of Salt to Jordanian participants, such as inbound tour operators and hotels, utilising the occasion for domestic marketing in Jordan.

④ Marketing and promotion to tour operators and hotels

According to the status of tour product development, the Project carried out marketing and promotion activities for the tour operators of some countries and hotels in Jordan. Marketing activities were conducted to Jordanian tour operators, who received inbound tours from Western countries, and to Japanese travel agents, who organised round tours in Jordan. Since then, the number of tourists coming to Jordan decreased and the Project also focused on marketing domestically in Jordan. For instance, it proposed the optional tour to hotels in Jordan and developed the channels for sales.

(2) Outcomes

Four outcomes of activities described at (1) are explained below.

① Develop a tourism marketing and promotion plan

The summary of the tourism marketing and promotion plan is shown in Table 3-23. The Project team decided that the best strategy would be to aim for a niche market, emphasising the characteristics of core values in As-Salt and targeting tourists and tour operators who appreciate these values.

Table 3-23 Summary of the tourism marketing and promotion plan

Core value	Experience of traditional Arab lifestyle in a well-preserved historic old city—Eishet As Salt (*Salti life*)
Four values	Value 1: Heritage buildings and historical townscape Value 2: Old capital and people proud of themselves Value 3: Traditional life style Value 4: Appropriate size of city tourists can walk freely

Target tourists	Priority 1: Individual tourists from Europe
	Priority 2: Individual, non-Jordanian tourists visiting Jordan for a vacation or business trip; group tourists from Europe and Asia visiting As-Salt on a tour
	Priority 3: Arab individual tourists visiting Jordan for a business trip
Main tour products	● Trail walk with map but without a guide
	● Trail walk with map and guide
	● Home Visits: Experience of local people's daily lives (lunch, coffee, sweets, opportunity to wear traditional clothing)
	● School visits
	● Experiences: cooking, making sweets, local handicrafts
Sales channel	1. Individuals
	• Direct sales at the information centre
	• One-day tour sales by tourist agents or hotels
	• For affluent people, individual arrangements made with the hotel
	2. Groups
	Inclusion of As-Salt as part of a package tour

Since there was no other tourism site where marketing activities were conducted based on the core value, MOTA, other donors and tour operators regarded it highly. As for the "Tourist target", the tastes of Arab tourists, less prioritised than those of other targets, were checked at the Arabian Travel Market, as mentioned before. Activities relating to the "Main tour products" and "Sales channel" were conducted almost as scheduled.
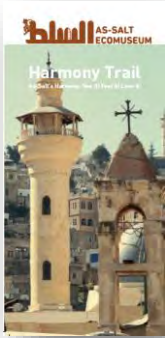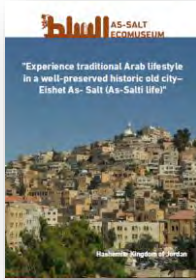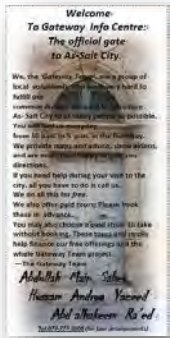
② **Promotional material development**

The SEM logo was developed according to the concept of the core value. This logo shows 'SALT' in Arabic, using the colour and shape of the yellow stone buildings. One of the characters portrays a door, intended to introduce people into the townscape of As-Salt shown in the background. The logo is basically used on its own, and the sketch in the background serves as a letterhead for documents.

Figure 3-31 SEM logo

Regarding the brochures, the Project intended to appeal to tourists wishing to learn more about As-Salt with particular themes such as "Home Visits" or "Harmony Trail". The local guides developed the contents and design of the Gateway brochure on their own.

Table 3-24 Summary of brochure content

Item	Harmony Trail	Home Visit	Salt city	Gateway
Purpose	Introduce the Harmony Trail (architecture, religion and tribal groups) and points to see at each satellite	Introduce the Arab lifestyle experience, such as communication with local people, homemade food and the opportunity to wear traditional clothing	Demonstrate the attractiveness and values of As-Salt as a tourist site and provide general information	Introduce paid and free tourism services available at Gateway
Image				

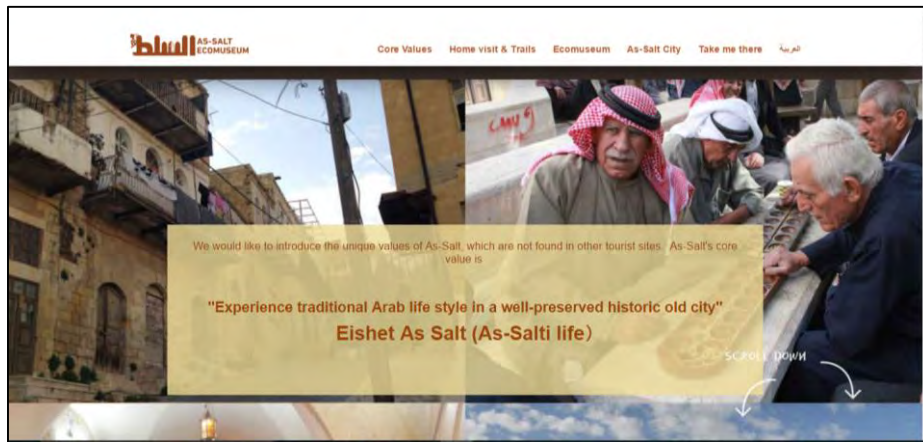A website was also developed, integrated with the concept of brochures.

Figure 3-32 SEM website

Since there were no other promotion materials that were organised systematically with the logo, image colour and design for one tourism site, MOTA and other related parties evaluated them highly.

③ **Promotion at the Arabian Travel Market**

Benefits of participation in the Arabian Travel Market (ATM) were increased understanding about how tourists from each country perceive the tour products in As-Salt, and discovery that promotion can target both tourists from Middle Eastern countries and tourists from other countries such as Dubai and Abu Dhabi. Dr. Awni Al-Bashir of SDC conducted aggressive marketing and promotional activities. The ATM offered him the opportunity to learn how to conduct marketing activities in the tourism industry. He utilised the experience in his negotiations with tour operators in Jordan after returning from the expo and introduced As-Salt with confidence.

| The Salt booth at the Arabian Travel Market | Dr. Awni (SDC) explains As-Salt |

Figure 3-33 At the Arabian Travel Market

④ **Marketing and promotion to tour operators and hotels**

Achievements from marketing activities toward Jordanian tour operators and Japanese travel agents are summarised below.

1) Marketing to Jordanian tour operators

The Project worked on marketing toward Jordanian inbound tour operators and proposed that As-Salt be included in their Jordan round tours from overseas. Results of the negotiations with the tour operators are summarised in Table 3-25.

Table 3-25 Achievements from the negotiation with Jordanian tour operators

Name of company	Company profile	Achievement from negotiation
Jordan Experience Tours	Main customers are from Europe and South America. Second biggest inbound tour operator in Jordan.	The company decided to include As-Salt in its package tour starting in 2016. It sent tourists to As-Salt through its optional tour.
Zaid Tours & Travel	An inbound operator mainly dealing with the Spanish language market, such as Spain and South American countries. Strength is high-income individual tourists.	The company decided to include As-Salt in its package tour starting in 2016. It sells the Harmony Trail tour as an optional tour. It became interested in the Daily Life Trail tour as well.
Dakkak Tours Internationals	A major inbound tour operator with eight offices in Jordan. Strength is large groups of around twenty participants.	The company decided to include Salt in its package tour starting in 2016. It sells the Harmony Trail tour as an optional tour. Its tour situation in 2016 is very severe.

All of these tour operators have experience and credibility. Their understanding of the tourism value in As-Salt and the new tourism concept in Jordan, as well as their promise to pay a set amount to a developed trail tour, are greatly advantageous; even though there are many reasonable domestic tours in Jordan. The Project anticipates maintaining positive relations with these tour operators and receiving tours from them continuously.

2) Marketing to tour operators selling optional tours through online booking sites

Companies such as Nittsu Pelican-travel net Jordan branch deal with optional tours from Amman online. The Project and Jordan Experience tour mentioned in Table 3-25 had offered proposals to those companies,

and the online sales of optional tours started. Websites that feature Japanese language pages mainly focus on Japanese expats living in Europe and the Middle East, and this leads to expansion of the sales area. An optional tour was made with HIS and SDC received a tour of five guests in May 2016, but online booking by the company is paused on account of its policy.

Table3-26 Optional tours on sale at online booking sites

Name of online booking site	Tour schedule	Language
Nittsu Pelican-travel net Jordan branch	As-Salt→Baptism site→Dead Sea panorama	Japanese
	As-Salt→Baptism site	Japanese
	Amman⇔As-Salt	Japanese
Petra desert marathon	Amman→Shoback→Petra→Madaba→Mt.Nebo→As-Salt →Amman→Jerash→Amman	English
Veltra	Amman⇔As-Salt	Japanese
Viator	Amman⇔As-Salt	English

Two visitors from the Middle East participated in the tour in January 2016 through the "Viator" website.

3) Marketing to Japanese travel agents

A Japanese travel agent called "Five-star club" started selling the Jordan round tour, including As-Salt. In September 2015, the Project team visited the company that dealt with various types of tours in the Middle East, and the company visited As-Salt in the next month.

Table 3-27 Developed tour packages

No.	Days of the tour	Price	Tour schedule
1	7 days[20]	189,000JPY～	Amman→Petra→Dead Sea→As-Salt→Amman
2	8 days[21]	228,000JPY～	Amman→Petra→Wadi Rum→Dead Sea→As-Salt→Amman

4) Marketing to hotels in Jordan

The Project distributed brochures to hotels in Amman and the Dead Sea and held FAM trips for the concierges. Intercontinental hotel, which was met at the Arabian Travel Market and Ramada resort in Dead Sea, participated. The Project visited the hotels in the table below and explained the characteristics of tourism

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[20] http://www.fivestar-club.jp/tour/?tcd=3J512
[21] http://www.fivestar-club.jp/tour/?tcd=3J513

and tourism core values in As-Salt.

Table 3-28 Hotels to distribute brochures

Area	Hotels
Amman	Intercontinental, Four Seasons, Sheraton, Le Royal, Crown Plaza, Le Meridien, Marriott, Art hotel and so on
Dead Sea	Crown Plaza, Kempinski, Movenpick, Ramada resort, Marriott, Holiday Inn

| Sheraton hotel | Four Seasons hotel |

Figure 3-34 Marketing to hotels

The Project prepared two kinds of trail tour flyers by which hotel guests could understand the contents in one glance and concierges could explain easily.

Table 3-29 Tour flyers

Harmony Trail	Daily Life Trail

The concierges of the hotels gave positive feedback (shown below) toward the tour products in As-Salt.

➢ "I am glad that there is a new kind of attraction. It's convenient that Gateway in As-Salt is open every day and I can request the trail tour anytime. Since I cannot recommend things to our guests that we haven't experienced, I want to see it for myself." – Four Seasons hotel

➢ "Hotel concierges need to propose tours all over Jordan according to the request of guests. This kind of proposal was anticipated." – Crown Plaza hotel

3.6.2 Development and operation of tour products

(1) Activities

The Project assisted with the four activities below so as to develop and operate tour products.

① Development of trail tour products

② Operation of tour products

③ Management and operation of Gateway

④ Coordination meeting

① **Development of trail tour products**

1) Harmony Trail tour

SDC and the Project decided on the contents and price of the Harmony Trail tour through multiple FAM trips and discussion with tour operators in Jordan.

Table 3-30 Harmony Trail FAM tour results

Date	Type of tour	Implementation body	Guide	No. of participants
February 2014	FAM trip for national certified guides	Project	Master trainer	40
May 2014	FAM trip for JSTA officials (part of a mid-term evaluation)	Project	Master trainer	4
June 2014	FAM trip for tour operators and JTB	Project	Master trainer	11
December 2014	Simulation tour for HIS	Project	Master trainer	2
April 2015	Monitor tour for Japanese individuals living in Amman	Project	Local interpreter	32
May 2015	SEM experience day for tour operators, media and related local persons	SDC/MOTA	Local interpreter	30

2) Daily Life Trail tour

Output 3 members, local interpreters and Japanese experts discussed the contents and price of the Daily Life trail. These were decided through evaluation of the required time, material cost and attractiveness of the activities, trials at "Spring Festival" and the test tour by local interpreters.

Trial at Spring Festival	Daily Life Trail test tour

Figure 3-35 Daily Life Trail tour

② **Operation of tour products**

The Project established the system of quality control and implemented training so as to enable local interpreters and house owners to run the developed tour products properly.

For the quality control system, the Project created the Code of Conduct in order to prompt behaviour according to the SEM concept; it also asked for signatures from the local interpreters and house owners.

The Code of Conduct is expected to promote desired behaviour from the people who represent the local community of As-Salt. The Code obliges them to follow agreed-upon rules and programmes, such as the tour operations manual, and additionally prohibits them from contacting tour operators, selling goods without permission or damaging cultural resources in As-Salt. Breaching the Code may result in warnings or cancellation of permits.

When conducting tours, the participants are asked to fill in the feedback sheet and evaluate the service of the local interpreters and house owners.

The Project also implemented the trainings listed in Table 3-31. The purpose was for the local interpreters and house owners to learn the tour operation system and techniques of guiding from other tourism sites and national certified guides.

Table 3-31 List of training to learn tour operation and guide techniques

Name of training	Date	Purpose
Cross-cultural communication	October 2015	Learned how to understand and communicate with foreign visitors from different cultural backgrounds
English conversation	November 2015	Learned basic English conversations for communicating with tourists
Site visit at	November 2015	Learned the guide technique from a national certified guide

Name of training	Date	Purpose
Madaba		
Site visit at Petra	May 2016	Learned the system of tour operation and handicraft product development in Petra

③ Management and operation of Gateway

1) Kaizen training

5S (Sort, Set in order, Shine, Standardize, Sustain)/Kaizen[22] training was organised three times in October 2015 and in February and May 2016 to help maintain a comfortable atmosphere in Gateway and the Brand shop, and to foster awareness of local interpreters regarding self-reliant operation improvements.

In the lectures, 5S/Kaizen concepts and success cases in Japan were introduced. For the practical exercise, the participants put yellow cards on places that needed improvement in Gateway and the Brand shop, explaining this process to other participants. Second and third training sessions were conducted for two reasons. First of all, they were intended to follow up the application of the 5S checklist and enable local interpreters to create a new Kaizen idea. Secondly, they were set up to enhance the activities for more advanced topics such as improvement of tour operation, customer satisfaction and increasing sales.

2) Analysis of visitors at Gateway

Local interpreters, SDC and Japanese experts improved visitor records after a series of discussions, thus enabling them to compare monthly figures and yearly figures for the same month.

The Project also created a table for the monthly tour profits of SDC, summarised automatically by calculating the sales and the cost of tours. The purpose of visualising the trend of tourist visits and sales is to prompt current situation analysis and discussions of measures by SDC and local guides.

④ Coordination meeting

The coordination meeting was proposed by the Project team and organised every month from September 2015 so that SDC, MOTA, local interpreters and house owners could share information and improve operations. Basic agendas are the number of visitors at the Gateway, sales from the tour and at the Brand shop, and reporting activities for the month.

(2) Outcomes

① Development of trail tour products

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[22] Methodology for improving the office environment and quality control. 5S consists of Seiri, Seiton, Seisou, Seiketsu and Shitsuke, and it is regarded as one of the methods of Kaizen. Kaizen activities were conducted in order to improve the productivity and service quality.

1) Harmony Trail tour

The below schedule of the Harmony Trail tour was decided as standard after multiple FAM and paid trail tours.

Table 3-32 Standard schedule of Harmony Trail tour

Time	Schedule
10:00	Arrive at As-Salt Visit Gateway
10:10-10:50	Introduction of Ecomuseum and trails at HOSM (Presentation & video)
10:50-12:10	Harmony Trail tour HOSM-Al Ein Plaza(Manqala)-Great Mosque-English Complex-Khader Street (Harmony view at the stairs)-Qaqish House-Dormition of Virgin Mary Orthodox Church's School-Al-Khader Orthodox Church
12:10-13:25	Home Visit ・Lunch ・Traditional cloth experience
13:25-13:55	Harmony Trail tour (Madafat Al Khalili)
13:55-14:30	Shopping at Hammam Street
14:35-14:50	Visit Salt Brand shop
15:00	Leave As-Salt

2) Daily Life Trail tour

There are around 15 activities that make up the Daily Life Trail tour. Activities that most kinds of tourists would enjoy were classified as basic, and activities that some tourists would like were classified as optional. Local interpreters will judge them after confirming the tastes of the tourists. Mr. Khaldoun of SDC worked on this categorisation, looking not only at the attractiveness of the activities but also considering whether they can convey the stories of As-Salt. This attitude reflects Japanese experts' advice that the activities and contents of guiding should be according to the core value of As-Salt. Local interpreters were actively involved in the process of developing the tour product by checking the costs and considering the contents of the activities.

Table 3-33 Contents of experience of Daily Life Trail tour

Classification	Contents of experience
Basic activities	Arabic sweet tasting/making, Perfume making, Nuts and candy tasting, Fruits tasting, Bread-making process watching and tasting, Traditional café, Shoemaker and horseshoeing, Henna (Arabic tattoo) drawing experience
Optional activities	Tobacco shop, Barber shop, Spice shop, Delivery coffee

Prices for the Harmony Trail tour and Daily Life Trail tour were set as shown in Table 3-34. Only the interpreters who were admitted by SDC and the Project can be in charge of tours from tour operators. In the

Harmony Trail tour starting at Gateway, there are satellites that might not be able to be visited, since satellites are closed depending on timing. The price of the tour from Gateway was separated from the one for tour operators and set lower. It was also intended to conduct the tours flexibly so that they would become training opportunities for local interpreters.

Regarding the Daily Life Trail tour, the tour price consisting of basic activities was set at 15JD per person. The price was decided by calculating the total tour costs that local interpreters checked at each satellite and comparing them with the appropriate price level from the standpoint of tourists.

Table 3-34 Tour price table

Tour	Price for land operators*	Price at Gateway
Harmony Trail tour + Home Visit lunch	1–2 person: 27JD/person 3–5 persons: 22JD/person 6+ persons: 20JD/person *Setting of price and number of participants varies depending on the tour operators.	1 person: 20JD/person 2 persons: 15JD/person
Daily Life Trail tour	Not decided	15JD/person

② **Operation of tour products**

For operation of tour products, the system shown in Table 3-35 was introduced (formats are referred to in Annex 8). Local interpreters and house owners followed the SEM Code of Conduct, and any claims from the local community in As-Salt about tour operation were not heard. Local interpreters ask the tour participants to complete the feedback sheet and also prepare the tour completion report by themselves.

Table 3-35 Quality control system of tour products

Name of format	Purposes and contents
SEM Code of Conduct	Facilitates the behaviour by which members serve tourists as representatives of As-Salt. It also decides the rules and procedures of tours by which, contacting tour operators directly, selling products is not permitted and causing damage or loss of original cultural resources in As-Salt is forbidden.
Feedback sheet	Satisfaction questionnaire about the tour as a whole, local interpreters and Home Visit
Tour completion report	Information about tour participants, route of guiding, evaluation of Home Visit owners and ideas for improving the tour

Time management was an aspect that was improved from previous tours. Local interpreters became able to finish the tour at the time that tourists wanted, changing the tour route according to their needs and interests.

From the reports after the trainings organised by the Project, it was perceived that local interpreters and house owners tried to incorporate the experiences into their guiding or treatment of tourists.

③ **Management and operation of Gateway**

1) Kaizen training

At the beginning, there were problems with cleanliness at Gateway. There were the situations wherein the garbage box was full of trash and cigarette butts and glasses of tea and coffee remained after use. The arrangement of tools and papers for recording purposes was also not undertaken. Through Kaizen trainings, each local interpreter improved their recognition of Seiri, Seiton and Seiso, and a comfortable environment was maintained for tourists. Using the Kaizen idea (yellow card) leads to practical discussion and enhancement of improving activities, and the problem of cleanliness was overcome in this manner.

Mr. Hussam, one of the local interpreters, was selected as the Kaizen leader and took leadership. He consequently made suggestions to other members in the monthly coordination meetings about improving clean up and visitor treatment at Gateway.

At the third training session conducted in May 2016, it was decided that one Kaizen idea from each member would be submitted, and a 3S (simplified from 5S) check sheet would be checked at a rate of one sheet each week. Examples in the below table summarise the Kaizen ideas at Gateway.

Table 3-36 Examples of Kaizen ideas

Places	Problems	Measures
Shelf	-There are different types of brochures on the shelf. -There are not enough brochures. -The shelf is dusty.	-Separate English and Arabic brochures. -The second row should be for inventories of the first row. Count the number that remains. -Clean the shelf every day.
Table	-Ashtrays filled with trash and glasses of coffee are left after use.	-Tables should be wiped clean and ashtrays cleaned after use. -After having coffee, appropriate persons should take the glasses away.
Table	-Ashtrays filled with trash and glasses of coffee are left after use.	-Tables should be wiped clean and ashtrays cleaned after use. -After having coffee, appropriate persons should take the glasses away.

Places	Problems	Measures
Garbage box	-Garbage is full and overflowing, with rubbish scattered on the floor.	-Put garbage into a bag when it is full and put the bag in the corner. Pass the bag to the cleaning person for garbage collection.
Social media	- Social media is not utilised.	-Make pages on FB and Twitter.
Customer treatment	-How communications with visitors should be started.	-Be calm when welcoming the tourists; use a clear voice to introduce attractive places, the Project and local guides.

2) Analysis of visitors at Gateway

As shown in Figure 3-36, the number of foreign tourists visiting Gateway has been on the rise since November 2015. In 2016, SDC conducted paid Harmony Trail tours 5 times in January, 3 times in February, 14 times in March, 11 times in April and 9 times in May. The tour sales increased greatly in March 2016 (725JD) and April (991.5JD).

On the other hand, sales decreased in February and May 2016 since there were not many tours for tour operators or public organisations. Since these tours are not conducted on a regular basis, a stable income is needed by encouraging visitors to participate in the tour. Each month, Japanese experts send a situation analysis of tour implementation and sales, and they have encouraged the local interpreters to discuss the measures to increase tour participants and share a successful experience.
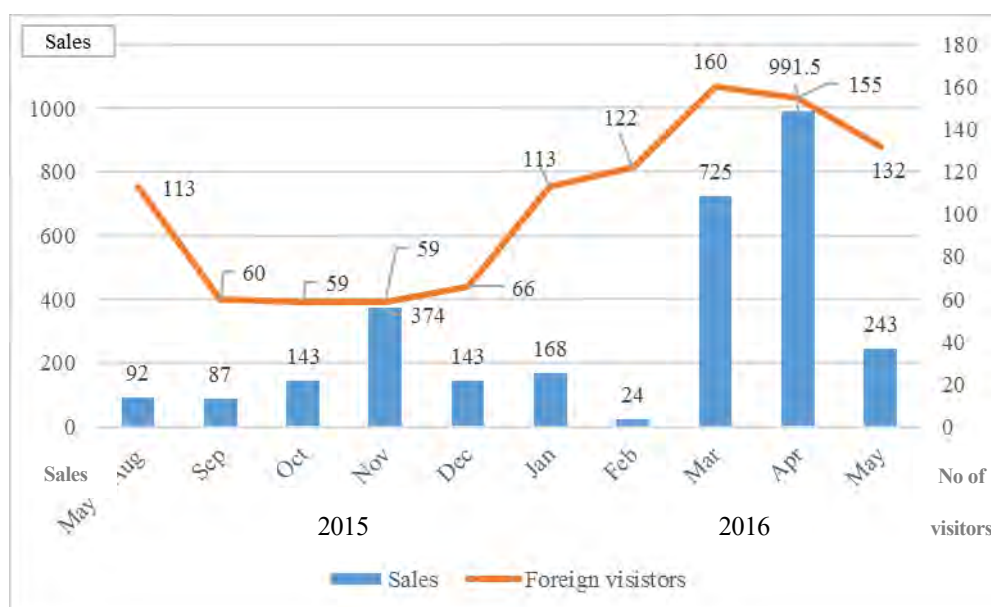

Figure 3-36 Monthly foreign visitors and tour sales at Gateway

④ **Coordination meeting**

The coordination meetings are becoming self-reliant activities. In the monthly meetings, the person in charge of each agenda reports the number of visitors by nationality at the Gateway, sales from the tour and at the Brand shop, and the activities for the month. Important agendas at the time of the meetings have also started to be discussed, such as preparation for important tours, preparation of the festival, and the results of awareness activities held at schools.

3.6.3 Salt Brand

(1) Activities

Salt Brand was developed for the purpose of creating a good quality model to express the value of As-Salt. This activity was not included in the Project activities at first. However, the Project decided to add the activity to support Salt Brand in the second Project year, as the number of handicraft producers in As-Salt was more than the Project had expected. Another reason is that some producers have sufficient capability to produce good quality products, and JOCV therefore tried to develop the shop for Salt Brand.

① **Certification of Salt Brand products**

In its second year, the Project collected basic information such as the specialties in As-Salt and producers through the handicraft souk at the Salt Festival. The Project held a workshop and training in the marketing and packaging for each kind of product, enabling the involvement of local producers in the Project activity.

Based on the result of the Festival in the second year, the Project examined the concept and certification system for Salt Brand. In the Salt Festival during the third year, the Project held a Salt Brand competition using the certification criteria, and the first Salt Brand products were certified. Since this was the first time that Salt Brand products had been certified, Japanese experts took the initiative in the whole process, holding an introductory seminar, accepting applications and consultations, screening, delivering results to applicants and preparing certificates. CPs also contributed to each process. Of the twenty products submitted to the Salt Brand competition, the products of eight producers were certified.

The Salt Brand Management Committee was established in October 2015 during the fourth Project year. At the first committee meeting, the Project members explained the concept, certification system and development of Salt Brand to the committee members. The Brand Management Committee now certifies the newly applied products and the renewal of existing products.

② **Management of Brand shop**

In the second Project year, the inside of the tenant space on the grand floor of HOSM was renovated with MOTA budget in order to open the Brand shop. Since MOTA is a governmental organisation, it cannot be involved in the management of the Brand shop, which is a commercial business. Instead, a plan was

formulated whereby the management of the Brand shop would be delegated to the Vocational Training Institute: VTI. VTI is responsible for training in the production of handicraft products, including pottery, under the Ministry of Labour. However, the plan was dismissed because of the financial cost.

MOTA called for bids for management of the Salt Brand shop in August 2014. However, due to the strict bidding conditions, few were received. After the bidding process, MOTA and SDC discussed the possibility of delegating management of Gateway and the Salt Brand shop to SDC. An agreement was concluded between them in January 2015. The Brand shop opened tentatively during April 2015 to cater to the monitoring tour of the Japanese, and it opened officially in May 2015.

In the fourth year, the Project supported the management of the sales for the purpose of ensuring the sustainability of the Brand shop after the Project. From October 2015, a record of the monthly sales was started. From November, sales have been recorded by week and by producer so that staff can analyse the sales by season and by producer. In order to manage the cash properly and to improve the environment in the Brand shop, the Project installed equipment such as a cash register, laptop computer and spotlights.

(2) Outcomes

The Project supported the development of Salt Brand based on the core value of As-Salt, the brand certification system and the management of the Brand shop. At present, the mechanism of the Jordan side is established to certify the Brand products and manage the Brand shop.

① **Certification of Salt Brand products**

Salt Brand aims to encourage the people of As-Salt to try to develop or improve products and services by showing the model products that demonstrate As-Salt's value. The experts showed the draft of the brand certification system and finalised it after discussion with CP. The qualifications for application are that the products are made or proceed in As-Salt. Both existing products and new products are able to apply for Salt Brand status. The qualifications for applicants are people who are living in As-Salt, understand the Ecomuseum concept, are interested in developing products in line with the concept and are willing and capable of sustainably producing the proposed products both financially and technically.

An applicant submits his/her product and the application form, and the Brand Management Committee judges whether a product fits with the certification criteria for the Salt Brand (as below). In the case that the product is not certified, the members of the committee give advice to the producers about which points they should improve if the product has the possibility of being certified as Salt Brand in the future.

Table 3-37 Certification criteria for Salt Brand

1. Tradition and pride
Products follow traditional thinking and techniques of As-Salt
Products express the pride of the producer
Products have their own story
2. Innovation and creativity
Products introduce new ideas
Products reflect new changes and trends
3. Trust and pride
Products are made from materials sourced in As-Salt, and producers make an effort to share this information with their customers
Producers set a price that values the credibility of customers
Producers have a system in place to maintain and control the quality of their products and make an effort to share this with their customers
Producers make an effort to maintain their customers' confidence

The Salt Brand Management Committee was set up in October 2015. Members of the committee were the ex-Mayor (who was selected as chairman) and representatives of SDC, MOTA, the Chamber of Commerce and Salt Brand producers. The representative of the producers was selected by the consensus of existing certified producers.

Table 3-38 Salt Brand Management Committee

Item	Contents
Member	Chairman: Eng. Mahel Abu Samen (ex-mayor)
	SDC representative: Mr. Khaldoun Khreisat
	MOTA representative: Ms. Randa Arabiat
	Chamber of Commerce representative: Ms. Eman Al Hadidi
	Producer representative: Ms. Andrea Papadimitriou
Role	- Screening and certification of new applied products
	- Renewal of existing certified products
	- Advice for Salt Brand producers

The Brand Management Committee convenes when it has received a certain number of applied products

and implemented the certified procedures. The committee also judges renewals of the existing certified products based on the brand concept. As of June 2016, sixteen products are certified as Salt Brand.

Table 3-39 Salt Brand certified products (As of June 2016)

Products	Producers	Timing to be certified
Soap	Rayya Arabiat (*)	September 2014
Handicraft (Embroidery)	Dalal Abu Shashyh	September 2014
Pottery	Andrea Papadimitriou	September 2014
Handicraft (Carpet)	Amani Hammad	September 2014
Grape products	Sana'a Al Saket	September 2014
Head cover for men	Laith Abu Al Samen	October 2015
Food products (such as fruit jam)	Myassar Al Hiary	October 2015
Pottery	Saltus	October 2015
Straw products	Shamma Ahmad	October 2015
Soap	Tamam Abu Dhrees	October 2015
Pottery	Balaqa Creative	October 2015
Pottery, wool pendants, bags featuring pictures of As-Salt	Vocational Training Corporation	April 2016
Soap	Nayla Abu Saleem	April 2016
Tapestry	Esra'a Al Hiary	April 2016
Citrus Honey, Basket	Ruqqaya Al Arood	April 2016
Bags, Shamgh (made like a scarf)	Rayya Arabiat (*)	April 2016

*The producer whose products are added as certified products.

| Pottery | Handicraft | Food products | Soap |

Figure 3-37 Example of Salt Brand products

The producers who are certified by the Brand Management Committee are provided with the Salt Brand logo, as below. They can use the logo for their shop and products to show their customers that their products are certified.

Figure 3-38 Salt Brand logo

MOTA manages the brand logo. The Agreement of User Policy for Salt Brand Logo is signed between MOTA and the certified producer. The certified producer can receive new brand logo stickers when the Salt Brand Management Committee renews his/her certification yearly. Because the brand logo is a significant mark to show that the product is Salt Brand, there are prohibited actions and cancellation of license actions (as below). If a certified producer breaches these actions, he/she loses the certification of Salt Brand.

Table 3-40 Content of the Agreement of the User Policy for Salt Brand Logo

Classification	Practices
Prohibited Actions	Giving the logo to someone else
	Putting the logo on a non-certified product
	Using the logo after the certified period, without renewal of the contract
	Making any modification or change to the logo
Will Result in Cancellation of License	Violation of prohibited matters
	Product no longer meets the certification criteria
	Certified producer does not heed requests from the Salt Brand manager
	Certified producer causes harm to another certified producer

③ **Management of the Brand shop**

The Brand shop opened on May 2015 and mainly sells the Salt Brand products. SDC manages the Brand shop and sells on a commission basis at the shop based on the agreement about the sales of Salt Brand products between SDC and the certified producers. This agreement specifies how to receive the sales when one's products are sold, as well as the commission fee for SDC. Sales staff members are also local interpreters and cooperate with other local interpreters to make a brief stop at the Brand shop before/after the tour. This serves as a way of promoting and marketing the Salt Brand products to the tourists.

Outside of the Brand shop	Inside of the Brand shop

Figure 3-39 Salt Brand shop

Producers began recording the sales in November 2015, and the monthly sales for the ensuing six months are shown below. The sales figure for autumn (November) and spring (March) is about 350JD and is the highest number due to the large number of tourists during these seasons.
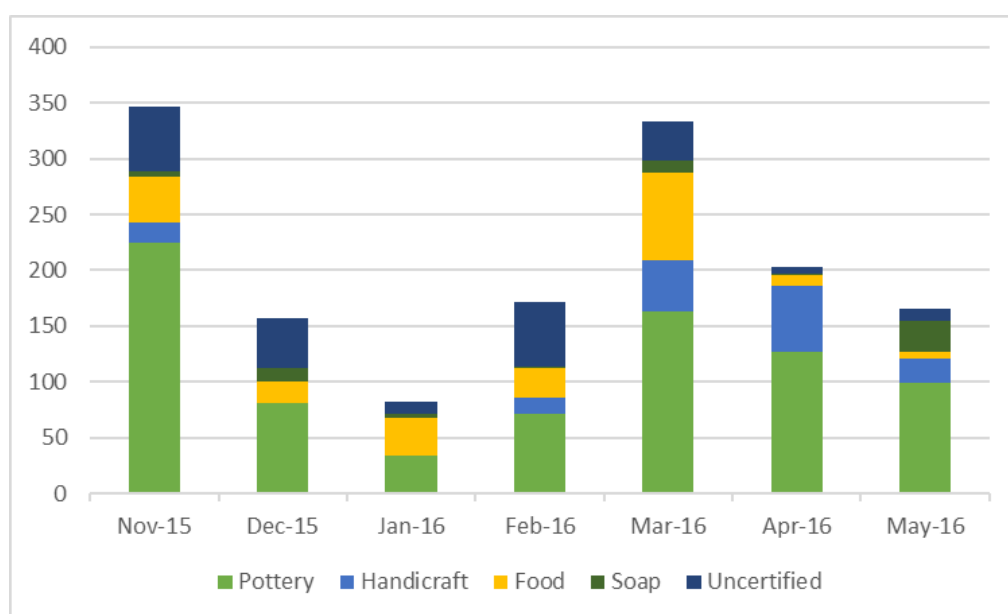

Figure 3-40 Sales at Salt Brand shop from November 2015 to May 2016

Although the Brand shop has certain sales, mainly in the tourist season, these are not enough to cover the labour cost of the Brand shop (300JD/month). Therefore, in order to increase sales, the Project has supported promotion activities such as creating the Salt Brand Catalogue and information sheet to introduce the Salt Brand products, as well as putting the information on the website. In terms of collaboration with the tours, the experience activity with certified producers is planned as a part of the Daily Life Trail tour.

The Brand shop shows the model of the products that express the value of As-Salt, and it also has the effect of integrating producers in As-Salt. It is becoming a platform for producers in As-Salt to discuss the

development of attractive products, improvement of existing products and marketing. So far, each producer is divided: even they use the materials from As-Salt and produce their products in As-Salt. It is a significant achievement that producers in As-Salt cooperate with one another and that the movement has been pivotal in improving and developing the traditional products in As-Salt. Although there is room for improvement of each product, the mechanism is established for producers to improve their products by themselves.

Chapter 4 Good practice, lessons and issues for Project implementation

Good practice and lessons are explained in chapters 2 and 3. This chapter summarises good practice and lessons identified in the mid-term review in June 2014 and the terminal evaluation in April 2015, as well as issues for sustainability after the Project completion.

4.1 Good practice and lessons

(1) Conformity between the Ecomuseum concept and the culture and traditional values of local community

Although the Ecomuseum was a new concept for the local community and CP organisations in As-Salt, the concept that facilitates local people to rediscover their strength and to describe the source of their pride to visitors has a strong appeal to local community and CPs, who are proud of and have affection for the history and culture of As-Salt. As explained in 2.1, social relations in As-Salt have been very complicated and subject to numerous personal disputes and conflicts. Nevertheless, the Project team encountered no one who objected to the Project concept.

Local people were not satisfied with a series of tourism development projects provided by donors, as they did not result in an increasing number of tourists. The Project team was confronted with the same sentiment on the part of the local community at the beginning of the Project period.

Nevertheless, the attitude of the local community has gradually changed, as the Project team has explained the Ecomuseum concept at every possible occasion. After developing trails, holding festivals and training local interpreters, the local community's perception of the Project altered; namely, moving away from concerns about increasing tourists to recognise the Project's impact on As-Salt's development.

The Project was able to make steady progress without proper CP officials at the beginning of the Project period. This is because that there are many CPs who were impressed by the concept and willing to work for the Project without any personal benefit. As the Project has a positive concept, it could attract highly motivated CPs.

Involvement of the local community by the Project was limited due to time constraints. However, the number of local people who understand and support the Ecomuseum concept steadily increases. It is expected that the SEM model will further evolve by continuously adding new people, ideas and activities.

(2) Learning from existing models

As indicated in 2.1, the Project effectively utilises existing models in Japan such as Hagi, Nagasaki and Sawara as a tool for CPs to understand the Ecomuseum. Many CPs visited these cities to see the examples of Ecomuseum activities during training in Japan, deepening their understanding of the Ecomuseum concept. It is confirmed that utilising existing models and providing the opportunity for CPs to see them through training is extremely effective if the Project introduces a concept or a system that is new in the beneficiary country.

In addition, the Project assisted in the visits of CPs to other tourism destinations in Jordan such as Petra and Madaba in order for the participants to experience those cities as tourists and understand their difference from As-Salt. These experiences also promoted understanding of the concept and advanced the activities.

(3) Tourism development assistance based on the Ecomuseum concept

The implementation structure of the Project changed drastically between the starting and closing of the Project period. There are two reasons. First, there was no clear image on the operation mechanism of SEM at the beginning of the Project period between the Project team and CPs. Second, there was no clear consensus on which organisation can represent the local community in SEM.

By the end of the first Project year, the consensus on the basic structure of implementation consisting of MOTA, GSM and SDC was reached. However, it took another year before the SEM Management Committee as a formal operation body for SEM was established in February 2014. The Ecomuseum requires a mechanism to benefit the local community through tourism activities. For this purpose, the Project assisted the development of new systems such as local interpreters and Home Visits, which required the development of trails, maps and guiding manuals, as well as the training of interpreters, before their operation. It was almost the end of the third Project year when these systems started to function commercially. Marketing and promotion activities require tourism products to market; accordingly, the marketing and promotion plan was not finalised until the beginning of the third Project year, and it took another six months to develop promotion materials in line with the plan.

It is important to note that tourism development for a city that does not receive a meaningful number of tourists requires the development of various systems in order to receive tourists from a scratch. On the other hand, developed systems will not be fully established unless they are tested and improved through accepting tourists. Therefore, it is important to formulate a project that takes not only the timing of the establishment of systems but also their operation into consideration.

Moreover, it should be noted that it is very difficult to create a detailed plan in advance for community-based tourism developments such as the Ecomuseum. Local people who have never travelled as tourists have difficulty understanding conceptual issues. The only method of technical transfer is to show examples and try them out together, but this takes time. In addition, the way of doing business in the local community is defined by traditional values and personal relations that normally differ from the logic of the Project. Tourism development based on the Ecomuseum concept possesses such characteristics and thus does not fit into the framework of the Project within a fixed period. Rather, it is more desirable to provide continuous and flexible assistance on a long-term basis.

(4) Indicators to assess the change of local people's understanding of Ecomuseum concept

As explained in 3.1, one of the indicators to assess the change of the understanding of Ecomuseum, 'No. of

people who want to tell stories about Salt is increased by 10%', could not be judged properly. It is difficult to determine their level of understanding by assessing the specific activity such as 'telling stories about Salt'. Besides it is not clear the relation between the project activity and the change of understanding of local people (the target of baseline survey) who did not participate in the project activity. In other words, a community based tourism project like the Project cannot change the awareness of people in just three years. The project can change the awareness of people who participated in the project, but not others. In addition, the change of awareness will not be one direction. Therefore, it is considered more appropriate to assess the change of awareness by asking more general questions such as 'Do you want to know more about As-Salt after participating in the Project?' or 'Do you become more proud of living in As-Salt after joining the Project?'.

(5) Lack of CP and utilisation of Project staff

In addition to taking time to identify the appropriate CP organisations, a lack of proper CPs for experts hindered the smooth progress of Project implementation. The CP organisations have a limited number of staff members, and they normally have a lot of work. There is a huge gap in capacity between the staff members at Director level, who are our main CP and below. Although there are sufficient staff members at HOSM, few have the educational background necessary to be a curator. For output 4, it took time to identify the CP organisation, and the assigned CP staff changed several times.

There are two reasons why the Project team was able to overcome these difficulties. First, the core CP officials are highly committed and became the driving force for Project implementation. Second, the Project has been supported by capable and dedicated staff members; most of whom are from As-Salt and are highly educated. They are quick to understand the concept and have been the first to receive technical transfer from the experts, as there was no CP who was sufficiently capable of understanding the contents. This has proved successful, as those staff members can carry out the Project activities even when the experts are absent. Some of the Project staff members are supposed to be hired by MOTA after Project completion and carry out the SEM activities. The expectation is that this will help ensure the continuity and sustainability of the Project's effectiveness.

Lack of CP can arise in every project. Where a project introduces a new concept such as the Ecomuseum, CPs for technical transfer require a certain level of education, and the actual CP may not satisfy that level. In this case, it might be a good idea for the Project team to hire staff members who satisfy the required qualification and provide them with technology on the condition that they will be hired by the CP organisation at the end of Project period.

4.2 Sustainability after Project completion

(1) Financial sustainability

Under the SEM Management Committee system, each member organisation is supposed to carry out its

tasks using its own financial resources. Although most tasks for SEM are within its existing jurisdiction, operation of Gateway and the Brand shop (established with support from the Project) is totally a new task for SDC. As the sales of tour products and Brand products have not reached a level to cover the cost of operation, operating these entities has become a heavy financial burden for SDC. It is unfortunate that the opening of Gateway and the Brand shop coincided with the number of tourists dropping dramatically due to increasing security concerns in Jordan, such as potential ISIS threats. Nevertheless, it is not realistic to expect that the sales of tour products alone can cover the cost of SEM activities for SDC, since the business model of SEM targets individuals or small groups.

Destination Management Organisations (DMOs) in other countries conduct marketing and promotion activities by charging special fees for hotels or fixed contribution from member organisations as financial resources. Additional financial resources are also required for SEM to expand and advance its activities, including conservation of historical buildings and investment in tourism-related businesses.

In the fourth Project year, the possibility of introducing a membership system as a prospective financial resource was discussed by SEM Management Committee. Members agreed to establish the system in principle, although collecting a fixed amount of membership fees regularly is considered possible due to local custom. This constitutes a great step forward in ensuring financial sustainability.

Table 4-1 Concept of the membership system

Type	Sponsorship	Friendship	Business
Type of Assistance	Financial assistance	Participation in activity	Technical assistance
Membership fee	Minimum JD100/event	JD5-10/year	N.A.
Benefits	Activity report Display logo on posters	Participation in festival Exhibit products at festivals	Display logos on posters

Gateway and Brand shop are the systems representing SEM. These systems form the first site that the visitor encounters in As-Salt. If these systems stop functioning, the SEM system as a whole will be in danger. Financial sustainability is an issue not only for SDC but also for the SEM system as a whole. In order to achieve sustainable development of SEM, serious discussion has to be started soon.

(2) Institutional sustainability

During the terminal evaluation conducted in April 2015, Jordanian CPs and the evaluation mission agreed that two research assistants who have carried out the task of output 3 are to be employed by the Jordanian side after Project completion. In June 2016, MOTA started discussion with the Prime Minister's office in order to hire them from November 2016 onwards. These staff members will be hired by SDC between August

and November 2016 by utilising the grant from USAID. The Project highly appreciates the sincere efforts made by the Jordanian side in relation to this issue.

Project staff and CPs to whom the Project team transferred technology are the biggest assets for the Project. They understand the concept in depth and are highly committed to its realisation. The knowledge, experience and motivation of these people are indispensable for the future development of SEM. The Project strongly requests that concerned officials retain these staff members at their positions until their successors are trained.

(3) Relation with other donors

USAID is planning to start a new initiative that introduces the 'Magic Town' model of Mexico into Jordan as a component of its ongoing assistance titled 'Building Economic Sustainability through Tourism Project (BEST)'. Magic Town is a concept that gives attention to hidden local cities that are rich in history and culture as new destinations through focused branding marketing and promotion. There are 111 cities in Mexico that are certified as Magic Town as of January 2016.[23]

The detailed programme will be decided based on the proposal from local municipalities that wish to join. These municipalities are expected to develop local tourism development plans in collaboration with the private sector and local community. The application requires inclusion of a plan to increase value addition as a tourism destination by linking tourism resources in surrounding areas. USAID will assist the area where the municipality and partner organisations cannot afford the costs; likewise, it will provide technical assistance.

The concept of Magic Town shares a focus on local cultural resources with the Ecomuseum. This shows that assisting the tourism development of local cities such as As-Salt is of high importance.

On the other hand, if similar assistance is provided to the same area, prior discussion and coordination about the contents and procedures of assistance among stakeholders are required so as to avoid confusion. Introduction of new assistance without coordination may cause duplication of systems or exclusion of people who worked hard for the previous project. It is especially important in the sense that training people, developing systems and gaining people's confidence takes time, but losing them will not take time. Any new assistance provided to As-Salt's tourism development should utilise the framework of SEM and aim to sustain and develop SEM's ongoing activities.

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[23] http://www.smithsonianmag.com/travel/meet-some-mexicos-newest-magic-towns-180957870/

Annex 1: Project Design Matrix (PDM)

Title of the Project: Sustainable Community Tourism Development Project in As Salt City
Term of Cooperation: 3 years from the first date of arrival of Japanese expert dispatched
Project Site: Old Salt City
Implementing Organization: Ministry of Tourism and Antiquities (MOTA)
Beneficiaries: MOTA, Greater Salt Municipality (GSM)/ As Salt City Development Project (ASCD), Salt Development Corporation (SDC) and other tourism related organizations

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal The implementation of tourism development in As Salt City contributes to conserve historic townscape as well as to improve their livelihood.	1. Registered townscape resources including historical building are well conserved in the same condition as the time when registered. 2. People's income from tourism industry is increased.	1. Reports of post-project activities 2. Impact survey	
Project Purpose Tourism development which utilizes local cultural resources and benefit local community is promoted in As Salt City	1. No. of people who want to have more tourists is increased in the project area to 75%. 2. No. of people who want to tell stories about Salt is increased by 10% 3. The model of historical buildings utilized for tourism is realized at least one case. 4. No. of visitors to HOSM is increased by 15%. 5. Satisfaction level of tourists to As Salt City is improved to 75%. 6. No. of families to receive continuously "home visit" is increased	1. Local community awareness survey report 2. Baseline survey report, endline survey report 3. Project report 4. Baseline survey report, endline survey report 5. Outcome of questionnaire survey for tourists to Salt	1. Tourism sector policy of Jordan Government will not change 2. Budget of Jordan Government is secured.
Output 1. A mechanism to materialize tourism	1-1 The new Ecomuseum plan and action plan is formulated by 2014. 1-2 Ecomuseum related	1. Developed new Ecomuseum plan and action plan 2. Project report 3. Developed draft of	1. Market conditions for Jordan Tourism will not worsen.

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
development based on the Ecomuseum[24] concept is prepared. 2. A mechanism to conserve historical urban townscape is established. 3. A tourism system consisting of core museum, satellite and trail is established 4. Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed	seminars, aimed at the local people is held 11 times. 1-3 The draft of operational management plan for Ecomuseum scheme is formulated by 2015. 1-4 Activities for tourism development of Salt are taken by the newly established implementation structure. 2-1 Guidelines for townscape management are formulated by the end of second year of the project period. 2-2 No of implemented townscape management projects based on the developed guidelines: at least one. 3-1 No. of developed exhibition and interpretation materials: Five at minimum 3-2 Five heritage guides understand the contents and are able to explain them on their own. 3-3 Five satellites are formulated. 3-4 No. of developed trails through feedback and information from local people: Two at minimum 4-1 The tourism marketing and	operational management plan for Ecomuseum 4. Developed guidelines for townscape management 5. Project report 6. Developed exhibition and interpretation materials 7. Project report/list of the participants for the training 8. Project report 9. Developed tourism marketing and promotion plans 10. Developed Salt brand products/Project report 11. Developed tourism promotion materials	

[24] Ecomuseum is the concept to compare a certain area to "open-sky museum", where the community members, on their own initiatives, preserve, conserve, present and utilize their inherited tangible and intangible heritages such as nature, culture and lifestyle in sustainable and scientific manners. Its purpose is to lead to the development of the local community through interactions between the community members and visitors who have deepened their understanding of the value of the heritages.

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
	promotion plan, which benefits the local community, is formulated based on the new Ecomuseum plan by 2014. 4-2　The new tourism products such as Salt brand and Salt tour are developed. 4-3　The promotion materials on Salt are prepared: at least five.		
Activity 1.1　Review existing tourism development plans, regulations and procedures related to conservation of heritages and historic townscape, study and analyze the current conditions of tourism marketing and promotion as well as verify tourism resources.	**Inputs** <u>Jordanian Side</u> <Project Staff＞ Counterpart personnel <Facilities/Buildings> Office space and necessary facilities for Japanese experts <Expenses> Necessary recurrent cost such as staff salaries and allowances, fuels, transportation, energy and telecommunications.		1.　Main counterpart staffs stay at their positions
1.2　Review the Ecomuseum plan developed by SAPI (Special Assistance for Project Implementation) 1.3　Formulate a new Ecomuseum plan and an action plan 1.4　Conduct awareness campaign for local community to understand the values of living heritage as well as learn hospitality 1.5　Pilot, monitor and revise the new Ecomuseum plan and the action plan 1.6　Summarize experiences and lessons learned from implementation of aforementioned activities.	<u>Japan Side</u> ＜Experts＞ Japanese experts: ●　Chief Advisor/Tourism Development ●　Ecomuseum ●　Townscape management ●　Tourism marketing and promotion ●　Project Coordinator Organizational coordination Local consultants, if necessary ＜Equipment/machinery (if needed)＞ Equipment necessary for project implementation, others to be discussed ＜Training in Japan/in a third country＞ As required.		Pre-conditions 1.　Necessary counterpart persons from relevant organizations are assigned. 2.　Local community shows the understanding and cooperative manner to the Project.

Narrative Summary	Verifiable Indicators	Means of Verification	Important Assumption
2.1 Review and update the implementation area and the list of townscape resources developed by GSM.			
2.2 Formulate guidelines for Townscape management and implement pilot project(s) in accordance with the guidelines			
3.1 Decide composition of trail stories and design satellites			
3.2 Prepare exhibition interpretation functions of HOSM as core museum including guidebooks, videos and maps			
3.3 Train museum staff members and others to be heritage interpreters			
3.4 Implement pilot project(s) utilizing the tourism system (composed of core museum, satellite and trails)			
4.1 Formulate Tourism marketing and promotion plans including Salt brand development plan based on the result of the study conducted in Activity1.1.			
4.2 Conduct marketing activities and promotional activities in accordance with each plan			

Annex 2: Assignment of Experts and Working Schedule

<First and Second year> The grey-colored term means that the Project team covered the cost.

No.	Task	Name	Organization	First Year Jordan	First Year Japan	Second Year Jordan	Second Year Japan
1	Chief Advisor/Tourism Development 1	Ms. Chiyo Mamiya	Kaihatsu Management Consulting	1.90		4.57	
2	Deputy Chief Advisor/Tourism Development 2	Dr. Noriaki Nishiyama	Hokkaido University	1.00		1.13	
3	Ecomuseum 1	Mr. Mitsuyuki Shimizu	Hagi Museum	0.47		1.03	
4	Ecomuseum 2	Dr. Kayo Murakami	Hokkaido University	3.90		5.83	
5	Townscape Management 1	Dr. Yoji Otsuki	Hagi City	0.47		1.03	
6	Townscape Management2	Dr. Takuro Hanaoka	Hokkaido University	4.57		5.70	
7	Tourism Marketing 1/ Tourism Marketing1/Tourism Development 3	Ms. Naomi Oiwa/ Mr. Hidetoshi Kobayashi *	Hokkaido University/ Kaihatsu Management Consulting	0.70		0.60	
8	Tourism Marketing 2/ Project Coordinator	Mr. Motoaki Jo	Kaihatsu Management Consulting	1.40		4.27	
	Total in Jordan			**14.41**		**24.16**	
1	Chief Advisor/Tourism Development 1	Ms. Chiyo Mamiya	Kaihatsu Management Consulting		0.07		1.00
2	Deputy Chief Advisor/Tourism Development 2	Dr. Noriaki Nishiyama	Hokkaido University		0.07		0.00
4	Ecomuseum 2	Dr. Kayo Murakami	Hokkaido University		0.20		0.55
6	Townscape Management2	Dr. Takuro Hanaoka	Hokkaido University		0.23		0.60
7	Tourism Marketing 1/ Tourism Marketing1/Tourism Development 3	Ms. Naomi Oiwa/ Mr. Hidetoshi Kobayashi *	Hokkaido University/ Kaihatsu Management Consulting		0.00		0.45
8	Tourism Marketing 2/ Project Coordinator	Mr. Motoaki Jo	Kaihatsu Management Consulting		0.00		0.50
	Total in Japan				**0.57**		**3.10**
	Grand Total			**14.98**		**27.26**	

*The member changed from February 2014.

<Third and Fourth year>

Assignment in Jordan

No.	Task	Name	Organization	Third Year Jordan	Third Year Japan	Fourth Year Jordan	Fourth Year Japan	Total Jordan	Total Japan
1	Chief Advisor/Tourism Development 1	Ms. Chiyo Mamiya	Kaihatsu Management Consulting	5.97		3.30		15.74	
2	Deputy Chief Advisor/Tourism Development 2	Dr. Noriaki Nishiyama	Hokkaido University	0.90		0.33		3.36	
3	Ecomuseum 1	Mr. Mitsuyuki Shimizu	Hagi Museum	1.50		0.30		3.30	
4	Ecomuseum 2	Dr. Kayo Murakami	Hokkaido University	6.00		2.80		18.53	
5	Townscape Management 1	Dr. Yoji Otsuki	Hagi City	1.50		0.50		3.50	
6	Townscape Management2	Dr. Takuro Hanaoka	Hokkaido University	4.30		2.10		16.67	
7	Tourism Marketing1/Tourism Development 3	Mr. Hidetoshi Kobayashi	Kaihatsu Management Consulting	2.23		0.80		4.33	
8	Tourism Marketing 2	Mr. Motoaki Jo	Kaihatsu Management Consulting	5.13		3.00		13.80	
9	Project Coordinator/Regional Brand Development	Ms. Kiyoko Sandambatake	Kaihatsu Management Consulting	0.77		0.80		1.57	
	Total in Jordan			**28.30**		**13.93**		**80.80**	

Assignment in Japan

No.	Task	Name	Organization	Third Year Jordan	Third Year Japan	Fourth Year Jordan	Fourth Year Japan	Total Jordan	Total Japan
1	Chief Advisor/Tourism Development 1	Ms. Chiyo Mamiya	Kaihatsu Management Consulting		0.45		0.70		2.22
2	Deputy Chief Advisor/Tourism Development 2	Dr. Noriaki Nishiyama	Hokkaido University		0.02		0.00		0.09
3	Ecomuseum 1	Mr. Mitsuyuki Shimizu	Hagi Museum		0.00		0.20		0.20
4	Ecomuseum 2	Dr. Kayo Murakami	Hokkaido University		0.60		0.70		2.05
6	Townscape Management2	Dr. Takuro Hanaoka	Hokkaido University		0.55		0.40		1.78
7	Tourism Marketing1/Tourism Development 3	Mr. Hidetoshi Kobayashi	Kaihatsu Management Consulting		0.25		0.70		1.40
8	Tourism Marketing 2	Mr. Motoaki Jo	Kaihatsu Management Consulting		0.00		0.00		0.50
9	Project Coordinator/Regional Brand Development	Ms. Kiyoko Sandambatake	Kaihatsu Management Consulting		0.00		0.70		0.70
	Total in Japan				**1.87**		**3.40**		**8.94**
	Grand Total			**30.17**		**17.33**		**89.74**	

Annex 3: Situation of achievement for Outputs

Indicators for Outputs		Situation of achievement
Output 1 A mechanism to materialize tourism development based on the Ecomuseum concept is prepared.	1-1. The new Ecomuseum plan and action plan is formulated by 2014.	The new Ecomuseum plan was formulated in August 2013, based on the plan at SAPI. The plan was revised to reflect the establishment of SEM Management Committee in February 2014 and Project activities since then. The revised plan was approved by SEM Management Committee in August 2015. The contents of the revised plan in August 2015 were altered from "Development of the SEM system" to "Operation of the SEM system". Operation structure was revised so that it would be based on SEM Management Committee. Activities related to SEM became based on the annual action plans of each constituting entity. The roles of SEM Management Committee were set to approve the annual action plan and to review the activities and consider the measures every quarter.

	1-2. Ecomuseum related seminars, aimed at the local people are held 11 times.	33 times in total
		<Breakdown>
		1st year: 6 times
		2nd year: 6 times
		   Festival preparation: 2 times
		   Festival: 1 time
		   Trail development: 3 times
		3rd year: 12 times
		   Kids activity (Museum activity): 13 times
		   Workshop for schools: 1 time
		4th year: 9 times
		   Kids activity (Museum activity): 6 times
		   Cultural heritage conservation: 2 times
		   Festival: 1 time

	1-3. The draft of operational management plan for Ecomuseum	SEM Management Committee was established in February 2014. Operation of the committee was assisted in the third Project year, and the structure was reflected in the new

Indicators for Outputs		Situation of achievement
	scheme is formulated by 2015.	SEM plan. The constituting organisations of SEM prepare the annual action plans. The SEM Management Committee approves the plan and checks the status every quarter.
	1-4. Activities for tourism development of Salt are taken by the newly established implementation structure.	Activities for tourism development implemented under the SEM Management Committee are shown below. ① SEM opening day/Salt Festival (October 4, 2014) ② First certification of Salt Brand products (October 2014) ③ Establishment of Home Visit permit system and registration of three families (As of June 2016) ④ Establishment of local interpreter system and conducting guide training ⑤ Agreement between MOTA and SDC was concluded on operation of Gateway and Brand shop (January 2015) and start of operation (May 2015) ⑥ Development of three trails ⑦ Preparation of promotion materials ⑧ Development and operation of tours for tour operators ⑨ Establishment and holding of Brand Management Committee ⑩ Review of the new SEM plan and approval (August 2015) ⑪ Development and approval of annual action plans of each constituting entity (December 2015) ⑫ Holding the Spring Festival (March 2016)
Output 2 A mechanism to conserve historical urban townscape is established.	2-1. Guidelines for townscape management are formulated by the end of second year of the project period.	The guideline draft for townscape management was approved by As-Salt City Council. At the application for World Heritage in February 2016, the guideline was also approved by the Technical Committee, which GSM presides over for World Heritage registration, as one of the necessary documents for heritage management.
	2-2. No. of implemented townscape management projects based on the	The Japanese experts supported the projects by GSM (three buildings) and the part of the projects by MOTA ①GSM Historical building renovation project in As-Salt

Indicators for Outputs	Situation of achievement

developed guidelines: at least one.	(There is no official English name. Pilot model in the Project)
	●Budget: Unpublicised
	●Contents: Renovation of three historical buildings
	●Period: Ongoing since May 2014
	●Assistance from the Project
	Intensive assistance was provided as the pilot models
	  - Present state measurement of historical buildings
	  - Make various kinds of drawings (for restoration, present condition, renovation)
	  - Analysis of restoration and planning of renovation
	  - Preparation of construction on the field (removal of extra parts and preservation of original parts)
	
	②MOTA Khadel Street townscape maintenance project (There is no official English name)
	●Budget: Unpublicised
	●Period: Ongoing since winter 2013
	●Contents:
	  - Renovating and rehabilitating façades of around 20 historical buildings
	  - Setting handrails on the public stairs
	  - Rehabilitation and maintenance of historic wall
	Activities mentioned above are being carried out in the area surrounding Khadel Street.
	●Assistance from the Project
	  Assistance upon request on the townscape maintenance projects
	  - Providing the concept of cultural heritage protection (Finished）
	  - Advising technical issues (Ongoing)
	  - Technical guidance on the field {For buildings such as Dawood house (shop complex building)}, intensive guidance was conducted.

Indicators for Outputs	Situation of achievement
	③Other individual projects that have high public benefit. Provided advice on the policy of maintenance and planning for five cases, such as redevelopment of Okuba area and interior construction of Latin church. ④ Preparation of the awareness handbook 'Rediscover and Save Our As-Salt' (English 1,000 copies, Arabic 1,000 copies)

| Output 3
A tourism system consisting of core museum, satellite and trail is established | 3-1. No. of developed exhibition and interpretation materials: Five at minimum | Fourteen kinds of exhibition and interpretation materials were developed. |

Exhibition and interpretation materials	Number
Harmony Trail map	1000 copies
Harmony Trail video	1
Ecomuseum brochure	250 copies
Welcome video	1
Daily Life Trail map	7,000 copies
Daily Life Trail video	1
Educational Trail map	15,000 copies
Educational Trail video	1
Core museum panel	5 kinds
Salt Festival map	2 kinds (2013,2014)

| | 3-2. Five heritage guides understand the contents and are able to explain them on their own. | Eight people were trained as local interpreters. |

Classification	No. of people
English/Arabic interpreter (who can deal with both languages)	3
English assistant/Arabic interpreter (who can guide in Arabic but English is at assistant level)	2
Arabic guide	3

| | 3-3. Five satellites are formulated. | 37 satellites were formulated in total.
・Harmony Trail: 10 satellites |

Indicators for Outputs		Situation of achievement
		・Daily Life Trail: 22 satellites ・Educational Trail: 5 satellites
	3-4. No. of developed trails through feedback and information from local people: Two at minimum	Three trails (Harmony Trail, Daily Life Trail and Educational Trail) were developed.
Output 4 Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed	4-1. The tourism marketing and promotion plan, which benefits the local community, is formulated based on the new Ecomuseum plan by 2014.	The tourism marketing and promotion plan was completed in March 2014 and includes the target tourist segment, the list of tour products and the sales channel. This plan signifies the basic policy for marketing and promotion. Regarding the marketing and promotion activities for each season, the activity cycle below was proposed in the revised SEM plan and approved by SEM Management Committee in August 2015. Promotion activities are conducted before the Spring and Autumn seasons, and a review of the activities and plan for the next season are implemented at the end of the seasons. The plan for 2016 was developed in December 2015 and the Project is following up the activities.
	4-2. The new tourism products such as Salt Brand and Salt tour are developed.	1.Salt Brand　(As of June 2016) Regarding Salt Brand development, the Project assisted in the establishment of Salt Brand Management Committee. The committee evaluates the newly applied products and renews the certified products. As of June 2016, 16 products were certified, satisfying the criteria of certification. The MOU signed in January 2015 decided that the Salt Brand shop was operated by SDC, and the shop opened in May 2015. 2. Salt tour The Project developed two kinds of tours, such as the Harmony Trail tour and Daily Life Trail tour. Jordanian inbound tour operators, along with websites and Japanese travel agents, sell the former tour.

Indicators for Outputs	Situation of achievement
4-3. The promotion materials on Salt are prepared: at least five.	10 types of promotional materials were prepared. ・Harmony Trail brochure (5,000 copies) ・Home Visit brochure (5,000 copies) ・As-Salt City brochure (5,000 copies) ・Gateway brochure (5,000 copies) ・Salt Brand certified products catalogue (1,000 copies) ・Information sheet on Salt Brand certified producers (16 producers) ・SEM website (saltcitytour.com) ・Harmony Trail tour flyer (design data) ・Daily Life Trail tour flyer (design data) ・Salt Festival poster (2016)

Annex 4: Memorandum of Understanding on Salt Ecomuseum (SEM) Plan

Memorandum of Understanding on Salt Ecomuseum (SEM) Plan

The Ministry of Tourism and Antiquities (MOTA), Salt Development Corporation (SDC) and Greater Salt Municipality (GSM) agreed on the framework of Salt Ecomuseum (SEM) Plan which the concerned parties have developed with the assistance of Japan International Cooperation Agency (JICA) under its technical project titled 'Sustainable Community Tourism Development Project in As-Salt City (SCTDP-S). The agreed framework and action plans are described below;

1. SEM will be operated and managed under the structure specified in Attachment 1 which consists of existing organizations, namely MOTA including Historic Old Salt Museum (HOSM), SDC and GSM including As-Salt City Development Project (ASCD).

2. Tasks and duties of each organization are specified in Attachment 2. The organizations in charge will carry the primary responsibility of the task and duties specified in Attachment2. However it does not exclude the participations of other organizations. Rather the appropriate collaboration with the relevant organizations is strongly recommended. The participating organizations will make their best efforts to make necessary preparatory works in order to start their respective activities from February 2014.

3. A new committee called 'SEM management committee' will be established as a decision making body of SEM. Terms of references for the said committee are specified in Attachment 3. The chairman of the said committee will be the mayor of Greater Salt Municipality (GSM). The concerned organizations will choose appropriate representatives to the committee and agree on the members for the committee by February 2014. Appropriate legal status of the committee will also be decided by then.

4. The SEM management committee will have three technical advisory committees for having recommendations on technical issues. Terms of references for the technical advisory committees are specified in Attachment 4. The candidate members of each committee will be proposed by the organization in charge by February 2014.

5. In order to start SEM operations from February 2014, the concerned organizations agreed to take the following actions by February 2014.

➢ Setting up of SEM management committee and establishment of its secretariat
➢ Choosing candidate members of three technical advisory committees, namely cultural resource

management committee, townscape management committee and tourism management committee

➢ The following preparatory works have to be done in order for the each organization to carry out the specified tasks in Attachment 2 from February 2014

SDC	Hiring at least one staff required to carry out tasks for tourism management
MOTA	Reorganizing MOTA Balqa directorate and HOSM suitable for SEM Strengthening human resources of HOSM
GSM	Preparing action plans for improvement of traffic and environmental issues

6. The performance of SEM will be reviewed in August 2015 when the SCTDP-S Project finalizes its activities and the necessary modifications in the operation and management structure of SEM will also be discussed and agreed.

Agreed by

Professor Nidal Katamine
Minister
Ministry of Tourism and Antiquities
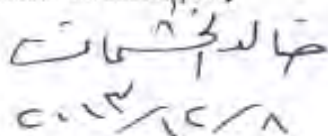
Mr. Marwan Al Hmoud
Chairman
Salt Development Corporation

Observed by

Eng. Khaled Kheshman
Mayor
Greater Salt Municipality

Toshiaki Tanaka
Chief Representative, Jordan Office
Japan International Cooperation Agency

Attachment 1: SEM management structure
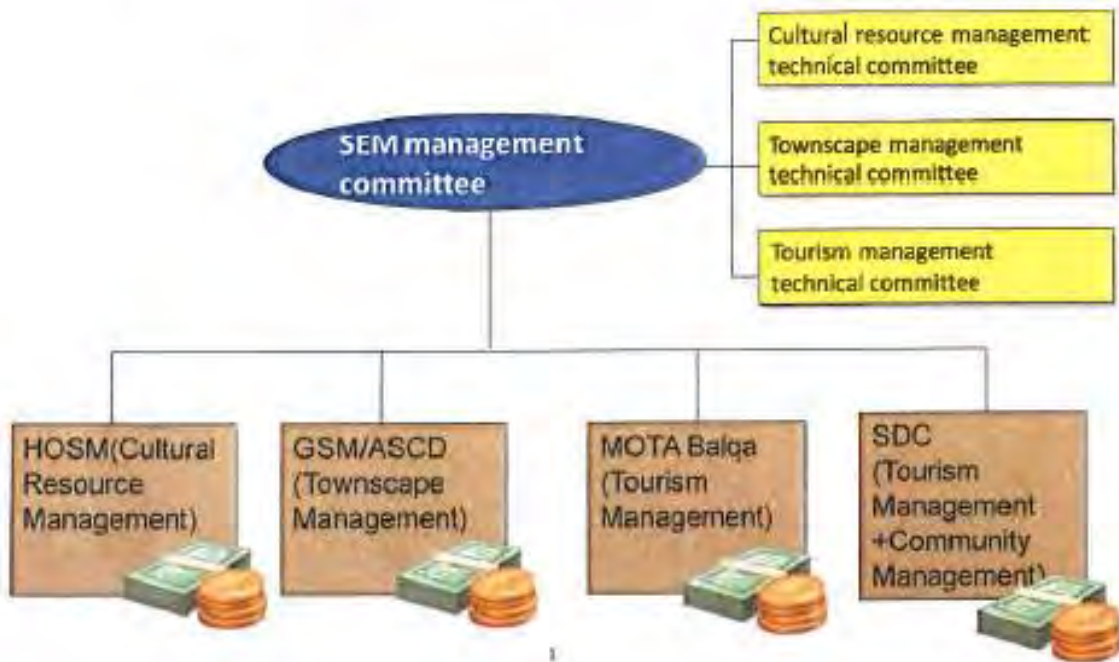
Attachment 3 Terms of references for the SEM management committee

1. Mission of the committee

To guide and ensure all the activities related to SEM in line with the Basic vision and Basic plan of SEM plan.

2. Tasks and duties of the committee

- To supervise the overall implementation of SEM plan
- To make decisions on the following issues related to the implementation of SEM plan;
  - ➤ Issues related to the changes in SEM plan
  - ➤ Issues which require coordination among different organizations
  - ➤ Issues submitted to and discussed by technical advisory committees
  - ➤ Issues related to operations and management of the committee including changes of members
  - ➤ Issues related to operations and management of the technical advisory committees including changes of members
  - ➤ Any other issues which the chairperson decides necessary to discuss at the committee

- SEM management committee will have three technical advisory committees, namely cultural resource management committee, townscape management committee and tourism management committee, in order to have scientific and objective opinions on those technical issues such as cultural resource management, so that it can ensure that its decisions are made in a transparent and accountable manner.

3. Structures of the committee

(1) Committee member

- Two members from each party (MOTA, SDC and GSM) and one member from DOA (Department of Antiquities)
- Chairpersons of three technical advisory committees
- Total member of the committee is 10

Chairpersons of three technical advisory committees do not have a right to vote for decision making.

Members from MOTA, SDC and GSM should satisfy the following requirements

- The member has a strong commitment and capacity to realize the SEM plan
- One member from each organization should have authority to decide on behalf of the organization

- At least one member of each organization should attend the committee meeting and he or she has obligation to share the outcomes of meeting with another member of the organization.
- The member has responsibility to carry out what is decided at the committee meetings.
- If there is any change of members, the concerned organization should nominate a candidate. The candidate has to be approved by the committee.

(2) Chairs
- The following chairs are to be chosen from the members of MOTA, SDC and GSM by vote of members.
  - ➢ One chairperson
  - ➢ Two vice chairpersons
- The chairperson represents the committee and is responsible for the decisions made by the committee.
- If the chairperson is unable to carry out its tasks, vice chairpersons act for the chairperson.

(3) Administration
In order to carry out the necessary administrative tasks of the committee, the secretariat will be established at the organization of the chairperson. The secretariat prepares agendas for the committee meeting, calls for the meeting, and makes minutes of the meeting.

(4) Term of office
Two years. Members can be reappointed and will vote for a new chairperson.

Attachment 4 Terms of references for the technical advisory committees

1. Mission of the technical advisory committees

To assist the SEM management committee in making decisions on technical issues related to cultural resource management, townscape management and tourism management.

2. Roles and responsibility of the committee

- Each committee mediates, examines, investigates or deliberates issues specified in the table below upon requests from the SEM management committee.
- Each committee conveys the recommendations based on the discussion in the committee meeting to the SEM management committee.
- The recommendations submitted to the SEM management committee will be utilized for it to make decisions in an accountable manner to its members.

Technical advisory committee	Organization in charge	Issues in charge
Cultural resource management committee	MOTA	- Important issues related to formulation and modification of guidelines - Issues related to registration of cultural resource database - Issues related to registration of satellites and discovery trails - Issues related to maintenance and extinguishment of cultural resources, satellites and trails
Townscape management committee	GSM	- Important issues related to formulation and modification of guidelines - Important issues related to changes in existing structure - Issues related to infrastructure development - Important issues related to safety measures
Tourism management committee	SDC/MOTA	- Important issues related to formulation and modification of guidelines - Important issues related to tourism product development

3. Structures of the committee

(1) Committee member

- Each committee consists of at least three members and fewer than eight members.
- Members should have in-depth understanding and solid experiences in the concerned area.
- Members should understand and are willing to support the SEM plan.
- Members should be nominated by the organization in charge of the concerned management system as shown in the table above, and approved by the SEM management committee.
- Members should attend the committee meetings to discuss issues and provide necessary advice.
- Members should be paid based on the attendance at the meetings.

(2) Chairs
- A chairperson will be chosen by votes of the members.
- The chairperson represents the committee and responsible for its recommendations.

(3) Administration
In order to carry out the necessary administrative tasks of each committee, the secretariats will be established at the organizations in charge. The secretariat prepares agendas for the committee meeting, calls for the meeting, and makes minutes of the meeting.

(4) Term of office
Two years. Half of the members can be reappointed at a time.

Annex 5: Tasks and responsibilities of organizations consisting of SEM management committee

Department	Function	Sub-function	Task and duties	Responsible organization	Note
SEM management committee	Annual plan		Formulation of annual plan	Committee secretariat	Formulation of plan starts October every year.
			Coordination for quarterly review	Committee secretariat	The annual plan is approved in December and reviewed in March, June, September and December every year
Cultural resource Management	Rediscovery of cultural resources		Discovery, collection and analysis of existing cultural resource list	HOSM	
			Discovery, collection and analysis of new cultural resources	HOSM	
	Cultural resource DB management		Development and operation of cultural resource DB	HOSM	
			Development and operation of cultural resource registration system	HOSM	
	Utilization of cultural resources	Exhibition	Formulation of guidelines for operation coremuseum/satellite/discovery trail system	HOSM	
			Development and operation of coremuseum as an 'information museum'	HOSM	
			Design, development and exhibition of satellites	HOSM	
			Design, registration, development and operation of discovery trails	HOSM	
		Interpretation	Production and distribution of SEM interpretation brochure for visitors	HOSM	Include a map and descriptions of several pages and distributed for free
			Training of interpreters/guides	HOSM	Including staffs act as interpreters inside HOSM
	Risk management of cultural resources		Development and operation of cultural resource monitoring system	HOSM	
			Promotion and raising awareness on preventive measures and risk control measures	HOSM	
			Management of risks	HOSM	
Tourism Management	Marketing		Market survey and analysis	SDC	
			Formulation of annual marketing and promotion plan including the target number of visitors	SDC	October to December every year
			Review the marketing activities of current season and plan for the next season.	SDC	May to July for the spring season, November to January for the autumn season.
	Tour product development		Development of tour products	SDC	May to July for the spring season, November to January for the autumn season.
			Review and plan for product mix for the next season	SDC	May to July for the spring season, November to January for the autumn season.
	Promotion		Development of promotional materials	SDC/MOTA	
			Revising and printing promotional materials	MOTA	
			Distribution of promotional material	MOTA/JTB	
			Conduct promotion campaigns every tourist season	SDC/MOTA/JTB	For domestic tourists, collaborate with MOTA. For foreign tourists, collaborate with JTB.
			Conduct FAM trip for tour operators/guides and media	SDC	
			Review the promotion activities of the current season and plan for the next season	SDC/MOTA	May to July for the spring season, November to January for the autumn season.
			Regularly update website	SDC	At least once a month
			Update website	SDC	At least once a month
	Land operation	Gateway	Daily operation of gateway and record the activities	SDC	
			Update information on tourism related facilities, transportation and accommodation	SDC/MOTA/GSM	
		Tour operation	Coordination and management of certified local interpreters and house owners including payment	SDC	
			Coordination with satellite owners and other stakeholders for tour operation	SDC	
			Operation and monitoring of trail tours	SDC	
			Coordination and negotiation with land operators in Amman including payment	SDC	
			Take necessary actions to remove bottlenecks for tour operation	SDC	
			Hold monthly coordination meeting	SDC	Organized by SDC and attended by SDC, MOTA, interpreters and house owners
	Salt Brand development (Handicraft)		Implement Salt brand competition	SDC/MOTA	Implement in October every year as a side event of Salt Festival
			Certification and provide logos	MOTA	Every November
			Maintain the master list of certified producers	SDC	Every November
			Manage and reprint logos	MOTA	Reprint upon request from producers
			Coordinate with Salt Brand management committee	SDC	
			Manage and operate Salt Brand shop including payments to producers	SDC	
			Periodical check of inventory and negotiation with producers	SDC	
			Conduct marketing and promotion activities for brand products	SDC	Including negotiation with tour operators and using SEM website
Townscape Management	Infrastructure/ Environment development	Traffic environment	Improvement of access from Amman including public transportation	GSM	
			Development and improvement of access between the information center and gateway	GSM	
			Improvement of traffic environment in Salt including relieving traffic jams	GSM	
			Placement of signage	GSM/MOTA	
		Tourism facility development	Universal design (consideration for the disabled)	MOTA/GSM	
			Development of facilities including information center, rest spaces, toilets	MOTA/GSM	
		Garbage collection	Imrovement of garbage collection and people's awareness on garbage issue	GSM	
	Research on heritage values of Old Town and townscape resources		Collection and analysis on existing studies and research outcomes	GSM/ASCD/HOSM	
			Discovery and evaluation of new townscape resources and its registration to townscape DB	GSM/ASCD	Linked with cultural resource DB
	Operation of townscape management guidelines	Management system development	Establishment and operation of Townscape management technical committee	GSM/ASCD	Coordination with existing system, making and updating MOU
			Administration of secretariat for townscape management technical committee	ASCD	
		Formulation and operation	Formulation and operation of guidelines	GSM/ASCD	Zoning, townscape DB management, application of criteria
		World Heritage Management	Plan the management plan	GSM/ASCD/DOA	Supported by UNESCO Amman office
			Preparation survey for Salt to be listed as World Heritage	GSM/ASCD	Supported by JICA experts and UNESCO Amman office
	Townscape management	Approval System Operation	Operation of approval system based on the present procedure with guidelines	GSM/ASCD	
		Project Implementation	Formulation and management of the conservation projects	GSM/ASCD/MOTA	
			Implementation of the conservation projects	GSM/ASCD/MOTA	Technical and financial assistance
			Coordination among public spaces and public facility development projects	GSM/ASCD/MOTA	Including development of tourism infrastructure
		Promotion	Utilization of the buildings of conservation projects	GSM/ASCD/MOTA/SDC	Technical and financial assistance
			Organizing and supporting local residents, owners and technicians	GSM/ASCD	
			Awareness activities and training	GSM/ASCD	
	Risk management of townscape resources		Formulation and implementation of risk management plan	GSM/ASCD/MOTA	Including disaster prevention plan
Community Management	Awareness activity		Holding workshops involving schools	HOSM	
			Holding workshops involving local interpreters and Salt brand producers	HOSM/SDC	
	Promoting volunteers		Promoting and accepting volunteers	HOSM/SDC	
	Holding events		Planning and holding the Salt festival	SDC/MOTA/GSM	One organization hosts the event. The host changes every time.
			Planning and coordinating with local associations who want to hold events in As-Salt	SDC/MOTA/GSM	

Annex 6: Outstanding Universal Value of As-Salt

"Medina of As-Salt" – a city that nurtured the dawn of Modern Jordan as a State of Harmony - "Urban Cultural Landscape"

In the past, people in the northern part of the Dead Sea left their arid lands and headed East through Wadi Shuwaib in search of a safe haven. They found a spring in As-Salt, within a valley formed by three mountains. From the Iron Age through the Roman period, the mild climate, rich water source and fertile land of As-Salt have attracted human settlements and encouraged the formation of tribal villages. Towards the end of the Ottoman period, before the formation of the current As-Salt City, there were several villages that originated from early Bedouin settlements. In the mid to late 19th century, the Ottoman Empire established a government office in As-Salt. Merchants from Nablus found this a sign of security; they decided to make As-Salt their foothold in order to expand their trading further to the East. They worked hard to build the city of As-Salt using the skills and technology they had at the time. As-Salt provided prosperity for various tribal groups. Muslims and Christians lived together and established a peaceful and harmonious community. Life in As-Salt was very peaceful - people did not lock their doors, and kept them open for travelers and unexpected visitors as a sign of welcome and hospitality for those who may need a place to stay. This is "the spirit of As-Salt", opening their arms to welcome outsiders. This formational period of As-Salt City is called the "Golden Age of As-Salt", in which various tribes, religions, and cultures mingled together and harmonized, having a high regard for each other. As-Salt became the first city of Jordan and functioned as its capital; the declaration of the establishment of the modern nation was made at Ein Plaza in As-Salt in 1923.

As-Salt formed "Police Power", an autonomous governing ability of a city, and nurtured moderation and the skills necessary to maneuver the changing situation in the region; these led to Jordan playing a crucial role in sustaining stability in the Middle East region. As-Salt is entitled to outstanding historical value, as it is the city that developed the moderate nature which later became the typical and special nature of Jordanians and Jordan as a nation.

The Outstanding Universal Value of Medina of As-Salt, the harmonious co-existence of many complex tribal, religious, and cultural characteristics, is manifested in the urban spatial formation and building structures of As-Salt; this blends in with the lifestyle of people in As-Salt and is passed on to each new generation; it existed for centuries and is still existing today.

As-Salt is located in a valley surrounded by three mountains that provide unique geographical features. During the Golden Age of As-Salt, a special urban space was created in order to respond to the social and political

demands which people of As-Salt constantly faced. Souks and plazas were built in the bottom of the valley, around the spring of the Ein Plaza area. At the foot of Jadder Mountain, luxurious residential buildings were built. All these new buildings formed a new city center. Further, behind the urban center, stairs and small plazas were built in horizontal layers: they connected the streets that ran down the mountains. Houses were "inserted" to fill any gaps, forming a highly dense urban city on the mountain slope.

The beauty of the artisanship of original Salti design is used to fuse the traditional with the modern, giving a unique stylistic beauty of historic buildings with layered design for façade and forms. The beauty of the urban townscape, arising from a construction movement that piles structures in sculpted fashion on the mountains, is unparalleled. The stone used for these buildings is yellow limestone, which is used little worldwide. The lines of buildings are spectacular when the clouds clear from the slopes of the valley sandwiched between the three hills, building a golden panorama.

Such characteristics of tangible heritage are seen in Medina of As-Salt, and people of As-Salt continue to carry the spirit of As-Salt in their lives. "Madafa", a traditional space for meeting and hospitality, home-based workshops, stores and restaurants carry on the traditional customs, behavior, techniques and food which are intangible heritage passed on for generations between people of As-Salt. The urban townscape of Medina of As-Salt, as tangible heritage, and the colorful living culture of As-Salt, as intangible heritage, co-exist harmoniously, and have been inherited through successive generations by people of As-Salt. Medina of As-Salt presents a vibrant living heritage and urban cultural landscape that embraces the dawn of the modern nation of Jordan.

Annex 7: Townscape management guidelines

1. Summary

1.1 Basic Information

1.1.1 Zoning

    Implementation zone as one of component feature for world heritage nomination: XX ha

    Conservation zone as buffer zone: XX ha

The zoning for Implementation and conservation will be clarified. In order to implement rational townscape management of cultural landscape according to characteristics and current conditions in the specific zones, the zone will be divided based on the outcomes of townscape survey and the implementation of development projects.

The existing implementation area certified by the Municipality Committee will be updated. Besides the zone for property and buffer zone will also be updated periodically.

1.1.2 Components

      Group of buildings

          - XXX designated buildings

The Inventory was developed by linking the list of historic features under updating by ASCD. ASCD will manage the Inventory and any additions or deletion of component feature will require certification by the technical committee. The guidelines will contain the latest list and will play a role to inform the resources in the list as those to be preserved and promote their conservation.

The list will present a series of buildings and environmental elements with values of cultural properties which constitute living heritage of Salt.

ASCD will manage the list and any additions or deletion of resources will require certification by the technical committee. The guidelines will contain the latest list and will play a role to inform the resources in the list as those to be preserved and promote their conservation.

   / See the List and Map attached
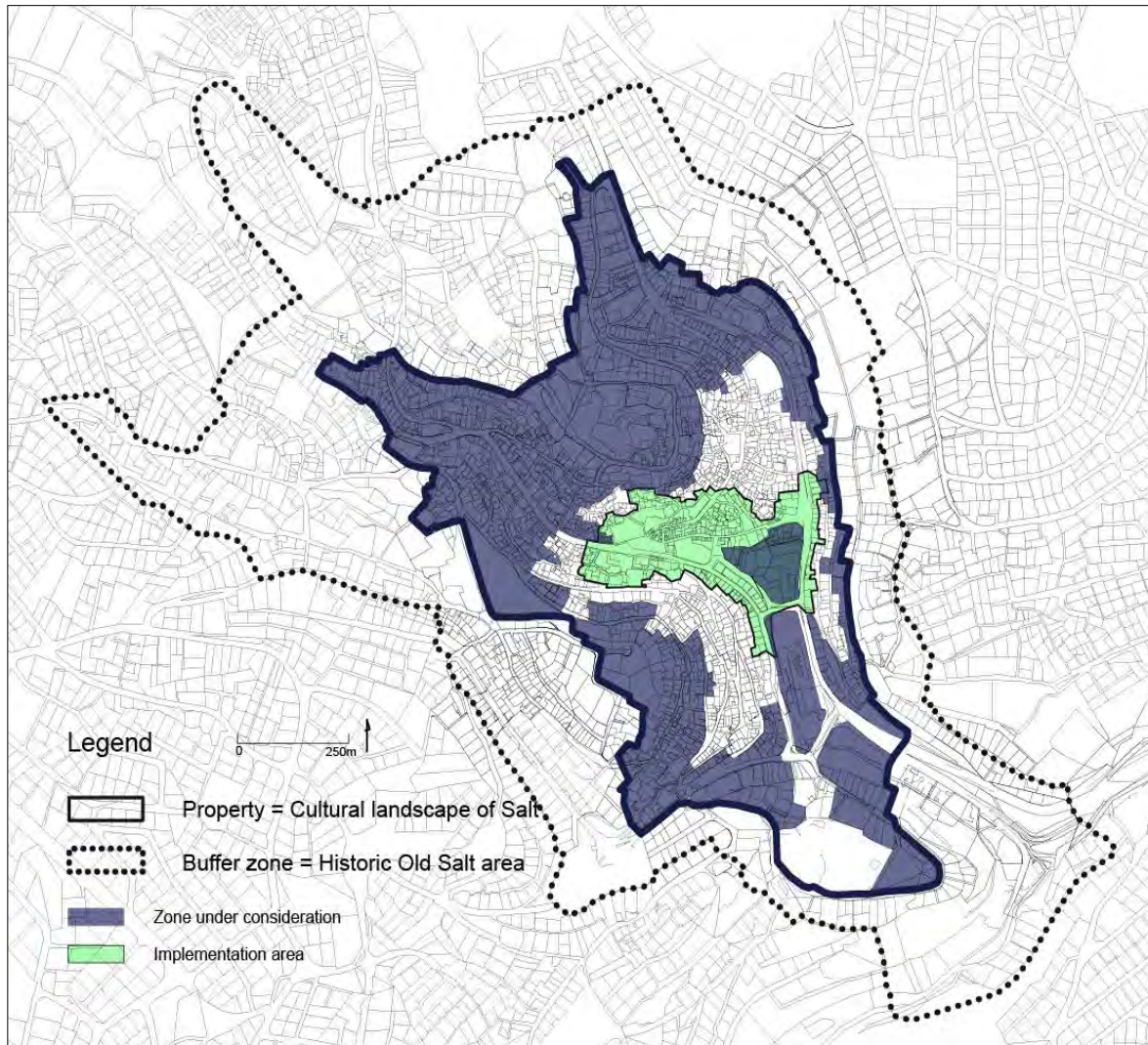
Map of Zoning for conservation

1.2 Characteristics

1.2.1 History

The Salt's old town was built by merchants from Nablus in a mere 50-year-period from the second half of the 19th century to the beginning of the 20th century, which gives it a completely different historic character from those old cities of the Middle East that were constructed over periods several times as long as that of Salt.

Since the holding of the London World Exposition in 1851, international exhibitions were held actively throughout the world vaunting the technological achievements in the world, trumpeting the advent of a new society in all areas, including education, labour, elections, adjudication, and parliamentary government. To make the dreams of these Palestinian merchants who had senses these global trends come true, what they set their eyes on was Salt, and when they expanded their trading influence from the area around the Jordan river to the desert region to the east, the city of

Salt was completed as a very important hub along the route connecting the greenery to the west and the desert to the east. Viewing Salt from the west, it was the city at the east-most reach of the political control of the Ottoman Empire; viewing it from the east it was located on the frontier of the west side of the Bedouin autonomous area. This indicates that the strategic city formation was also of special significance for surrounding areas.

All of Salt is blessed with warm weather, abundant water, and fertile soil, its houses were known since the Iron Age, and it is knowing that there was a farming settlement there prior to the formation of the city, but the Salt visible today was developed at a rapid pace starting in the 1870s, with its urban functions being completed in the 1920s and it being selected as the capital city of the Jordan independent sovereign state.

In the process of the formation of the modern city, Salt also had water supply, schools, hospitals, and other infrastructure improved, effected prosperous coexistence among many tribes, as well as coexistence of Muslims and Christians, and otherwise was quickly established as a local community with a peaceful social order even by the standards of modern society.

This urban lifestyle originating from Salt's historical background lives on in the modern city, where there exists a local community that even now blends historical and modern characteristics.

1.2.2 Urban structure

While being supported by the historical background described above, in Salt a sophisticated urban space was formed through effective use of the three hills and the valleys among them without wasting space, establishing a dramatic spatial structure. In addition to a fortress constructed starting in the Mamluk Period in the 13th century on the central hill of Qala, water springs forth from Ain Plaza in the valley formed with Jada, wherein the heart of the city of Salt is formed, with the souq starting from there then running along the foot of Qala and connecting to the valley formed with Salalem.

In the mid-20th century, which saw the completion of this traditional space of Salt's, there were still many areas of the natural environment remaining here and there, and it was clear that the city was established on a subtle sense of balance between nature and people. After that, with further advancement of urbanization, the new buildings were built to fill in the void between the historic buildings, increasing the density of the city and creating the highly dense spaces and continuous townscape of today.

This fact is a unique feature of Salt that sets it apart from other historic cities, many of which continued to renew their urban spaces based on a scrap-and-build pattern.

1.2.3 Landscape

Salt's urban environment established through the process described above shows off the golden townscape that shines in the morning sun. Even while using historical stone construction, the beauty of the artisan-ship arising from Saltier design that uses iron, glass, and concrete for the detailed portions to fuse traditional with modern, the unique stylistic beauty of historic buildings layered design for façade and forms, and the sculpted urban townscape beauty arising from a construction movement that piles structures in sculpted fashion on slopes are unparalleled anywhere else.

There are also mosques and churches located at ubiquitously in the urban spaces, bringing about organic townscape and unique accents that differ from cities that are centred on vistas and plazas. In addition, there is an expanse of quiet residential areas on the hill while in the valley streets there are busy roadside shops lined up, showing the traditional townscape structure coming through to the present.

1.2.4 Architecture
now writing

1.3 Conservation principles

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

Townscaping activities to adjust modifications of non-historic buildings to Salt's traditional townscape will be implemented in order to conserve and create unique urban townscape of Salt in future. In the early stage, townscape management which controls new construction activities in both public and private spaces will be applied to the whole Old Salt Area. In future stage, the townscape management will be introduced to other parts of Greater Salt Area.

Since the Salt municipality discovered around 1980's the loosing of Salt valuable tradition buildings and the importance of salt in Jordan, there are many efforts have been conducted for Salt's surviving based on many purpose; documentation, development, preservation or/and conservation purpose. But not all of these efforts suggest a plan for further future work.

The most pioneer study was conducted by Salt municipality as a master plan in 1981, then a study on 1990 under a title: "A plan for action". It is very important study; Salt municipality depends on its comprehensive data and outputs. The later plans toward Salt consider this important "A plan for action" study as a foundation base for their process.

Recently, there is an effort for issued a system of special conservation rules (CCSR - City Core Special Regulation) for Salt city case and control the townscape changes.

Townscape management guidelines which stipulate townscape management policies in SEM plan and detailed conservation methods in line. The guidelines contain all the necessary issues in townscape management. The persons in charge of townscape management are obliged to make judgment based on the guidelines.

2. Management

2.1 Approval System / Committee

The criteria and scope of authority for approving architectural constructions which is currently operated by ASCD will be stipulated in the townscape management guidelines, in order to ensure the transparency and accountability of the approval system.

The approval system currently ASCD is implementing has its legal basis on the existing national laws called 'Law No.79. 1966 on organization of cities, villages and buildings and its amendments' and 'Law No.5 for the protection of urban and architectural heritage', and municipality's law called 'Regulations of planning and regulations of having license for having license for addition'. The existing system has also linkages with other legal framework related to the occupancy of lands and buildings.

A common set of application forms is using for applications for architectural constructions within the GSM, regardless of whether the building is a historic one, and each of the departments that perform the licensing carry out their confirmations while perusing that set of application forms. It was found that there is also no differentiation in the methods of application for different areas, such as based on whether a building is in the old town or not, and that architectural constructions across all the GSM are performed using this set of forms.

A unique characteristic of the procedures in As-Salt City is that, judgments are made in accordance with detailed rules, many aspects are left to the discretion of the persons in charge. The method by these procedures for architectural constructions are performed at the discretion of the persons in charge has aspects that can be left to specialized technology standards, it is also an advantage in dealing with historic buildings that require detailed advice and other considerations.

In order to ensure the appropriate implementation of the systems, GSM will establish a TAC - technical advisory committee for townscape management which consists of experts for history or architecture, representatives of engineering associations, local community.

GSM will consult with the committee for its views when it makes important decisions on townscape management including decisions and reviews on contents of guidelines or any changes in the existing structures which are not assumed in the guidelines and thus cannot be decided.

Issues in charge are bellows,

- Important issues related to formulation and modification of guidelines
- Important issues related to changes in existing structure
- Issues related to infrastructure development
- Important issues related to safety measures

GSM will make decisions, implement or advise on the project based on the views presented by the committee.

2.2 Rules

The appropriate measures to accurately conserve based on the guidelines should be taken for all constructions

Types of construction work

    A. Historic buildings

        Optional A-1 Maintenance

        Optional A-2 Rehabilitation

        Optional A-3 Extension

    B. Non- Historic buildings

        Optional B-1 Disposing

        Optional B-2 Townscaping

        Optional B-3 Extension

    C. New constructions

    D. Arrangement of exterior and surrounding

2.2.1 Historic buildings - A

Optional A-1 - Maintenance

All works for historic buildings must start obtaining approval from ASCD based on the guideline and its technical judgement.

Historic buildings may not be demolished unless there are special and exceptional reasons. Permission for demolition will only be given with approval of TAC - technical advisory committee. Ensuring authenticity must be a primary objective of all works for historic buildings. The most suitable technical method and the correct usage of materials should be adopted for each object.

Historic parts such as stained glass works, stone ornament works, wrought iron works, and historic wooden works which no one can reproduce at present must be preserved on the original position. In case that maintenance work cannot be carried out on the original position, these historic parts should be moved and be kept in appropriate place in order to preserve them.

Any facade facing the public street should be maintained. Alternative materials can be allowed to use for maintenance but the works should use traditional construction methods. Glass can be one of the alternative materials for doors, windows and openings. In addition, its detailed plan should be decided based on the current architectural condition of the concerned building and technical feasibility.

Alterations to the interior may be permitted only when the planned work aims to improve old facilities. It must be kept to the minimum necessary. Changes of interior space should not change the form of the original ceiling. Covering the ceiling and partitioning off the ceiling space may be permitted if it is necessary to use the space efficiently.

Maintenance works for interior should be take modern adaptations of old equipment such as water supply and air conditioning into consideration.

Maintenance works should make the original facade be fully visible. The working plan of added floor on the historic building must consider how to maintain the integrity of the original facade. And incompatible large projections must be avoided in any future works.

Vacant historic buildings without caretaker must be under constant surveillance. GSM / ASCD must consider utilizing the buildings with local community.

Optional A-2 - Rehabilitation
Basically all the rules for A-1 are also applicable for A-2.

Rehabilitation works with insufficient pre-examinations must not be carried out. Very careful attention should be paid to the way of using techniques and materials in order to avoid misunderstanding of authenticity.

It is expected that any rehabilitation work will require highest preservation standards. Rehabilitation techniques used in any constructions for rehabilitations must follow the proper rules contained in this guideline.

The rehabilitation works of the facade should be carried out by using historic materials and historic technique. It must match with those used in the original work. Exceptions can be allowed when non-historic materials are required for special reasons such as security and safety.

Detailed plan must follow the original appearance using every possible consideration. Reconstruction of completely lost parts may be carried out only where the exact original record such as original plan documents and old pictures is available. Broken parts should be restored by using the same materials of the original with historic technique.

In case, there is no recorded document about original facade, the judgment based on academic evidence such as research results of other buildings which, were built in the same period and were the same kind of building may be acceptable.

In case it is unable to know the original design of doors, windows and openings, the detail design should follow the traditional shape and style in Salt.

The original facade should be shown to the public and the incompatible objects on the façade which do not have Salti characteristic must be removed. Non-historic parapet wall must be removed from the rooftop of historic building.

Optional A-3 - Extension
Extension of historic buildings will not normally be permitted.

Its works for historic buildings must be subject for the approval from TAC. TAC may not grant permission unless there are very strong needs of extension as well as positive technical assessment to support the extension.

2.2.2 Non- Historic buildings - B
Optional B-1 - Disposing
Severely damaged and abandoned non-historic buildings should be excluded from conservation area in order not to damage the surrounding traditional townscape.

Optional B-2 - Townscaping
The exterior of the building should be modified so as to adjust to the surrounding townscape when it is modified in order to contribute to the creation of new Salti traditional townscape. However, the usage of historic and traditional materials should be limited unless there is a special reason which enhances townscape.

For this purpose, the appropriate measures should be taken to conform the requirements of rules in case of changes to the existing structures of non-historic buildings.

The existing walls of balconies should be replaced by those with 1.0 m high rails.

Optional B-3 - Extension

Permission for extension to non-historic building will be given only if the extension is expected to enhance the values of townscape by special reasons which are recognized by the TAC.

Permitted extensions should be contributed to creation of additional architectural value. Extensions should not therefore be visibly larger than the size of existing buildings. The proportion of facade visible in public should not be changed significantly.

2.2.3 New constructions - C

Construction of new buildings is legally prohibited in principle. Exceptional approval of all new constructions must be subject for the appraisal of TAC. New construction of large buildings such as public facility must be consulted with the technical advisory committee for special assessment.

Permitted new constructions should be contributed to creation of additional value.

The new building must be a technical model building at Salt to be followed as a good practice. Materials and techniques for new building also should be good examples. Its technical methods must be recorded in the planning document to be referred it in the future.

The following factors related to the construction site must be checked before planning of the construction.
  - Rare natural and rare biological factor
  - Historic factor
  - Cultural factor
Size of lot on the construction site should not be over original lot size.

The building must be front on a street. The garden should be set behind a building

New buildings in historic stone structure should not be constructed without technical and academic assessment of the TAC.

Height and volume of a new building should carefully be controlled. The outer shape of new buildings should normally be planned for straight line and cubic. It should not be larger than its adjacent small scale historic buildings in order not to provide negative impact on its surrounding townscape. The new buildings on the hills should not interfere views from the hill across a valley to the opposite hills.

New façades should be flat and vertical. The proportion of facade should also take the harmony with that of the historic building side by side in consideration.

The wall surface finishing should not make large impact on the surrounding townscape. All kind of stone wall for new facade should be stacked up with no joint space and no joint filler.

Flat rectangular natural stone tiles finishing whose colours harmonize with traditional townscape should be encouraged to apply to concrete material facade. No heavy textured and dark coloured tiles are permitted to use.

No concrete finishing is acceptable for facade facing the public street without the approval from the TAC.

All kind of openings should be related with historic design of Salt. Characteristics of each historic opening (door, window, Taga, Rozana, the others) should be used correctly.

Any kind of openings must not be connected through the several stories. Total area of openings area must be between about 20% and 35% of the facade area. Individual windows and openings should be vertical.

Openings or windows on the facade should be in pairs or trios. Openings or windows in the same group must have the same design. In addition, each group should have similar design although partial differences are acceptable. Rows of openings and windows should have uniform rhythm and symmetric arrangement.

Kind of Full width opening such as curtain wall should not be allowed to use except for ground floor.

Balcony should not be enclosed by wall. Enclosing of balcony should be done by 1.0 m high railings instead of wall in order to make the building facade fully visible Slab of balcony should be supported by cantilever within 1.20 metres wide from the front wall.

In case there is a need of safety on the rooftop, pale coloured rails can be installed in the position stepping back from front facade line.

The roof in the untraditional style and untraditional materials must not be permitted. Roofs must be flat and horizontal. Neither tile-roofing nor slate-covered roofing should not be permitted. Roof should be covered only with surface finishing materials such as waterproof and surface protection.

Use of non-traditional materials may be accepted on condition. However, it should be ensured that there is no negative impact on the traditional townscape.

Completely ruined historic building can be reconstructed by the plan based on actual historical events and reliable architectural authenticity.

2.2.4 Arrangement of exterior and surrounding - D

Protecting clean and beautiful urban environmental is a responsibility of all stakeholders. Stakeholders should always make efforts to preserve the beauty of townscape.

External additions on the wall should be arranged to minimize the visual impact. The additions which causes any damages to the elaborate parts of the historic building must be avoided. The original architectural features of façade such as Rozanas and ornamented pillars should not be covered by the additions.

Visible facilities such as air conditioner should be kept in order. Installations of these facilities should be done with care in order not to damage the surrounding townscape. Broken facilities which do not have any historic relevance must be removed promptly. The Items installed on the rooftop such as a water tank, a satellite antenna and a solar heating panel should be set back to inconspicuous space. Signs must not be permitted at rooftop.

The following issues should be harmonized with proportion of a building.
- Stretching fabric to enclose the balcony
- Posting sign on the exterior
- Setting shutter boxes

Projecting awnings using traditional style can only be allowed for the ground floor. The design of awnings should be fit the architectural features of the buildings perfectly.

Sign should normally be a board or plate type. Any lettering directly made to the external surface of buildings and walls may not be permitted. Projecting plate or board signs may not be permitted either.

In case of historic buildings, the location of sign is considered more appropriate if it is fit into doors, windows and openings.

Putting a large sign for the special event which exceed the width of the building must be subject for the approval from the TAC.

The banner across the street or on the building façade can be permitted only for the limited period.

Daily use Items such as small tables, chairs, display stands and cooking ovens which local people have used for a long time constitute a part of living heritage in Salt. Therefore, they should be kept using as they are.

Historic trees should be conserved. Planting of local species such as grape, olive, citrus will generally be encouraged.

The squalid external walls which may spoil the townscape should be repainted. Repainting must be restricted to those using traditional colour in Salt.

3. Supporting for Local Works

3.1 Technical support

ASCD will assist local community of Salt in conserving traditional townscape in order to promote each construction activity and guide local works in appropriate conserving. For preserving component features it is critical to preserve the sections where the values as townscape resource exist with accuracy.

3.2 Subsidy support

Now under consideration

3.3 Capacity-building

ASCD will hold seminars or training sessions to provide construction businesses with technical knowledge, while assisting organizing private engineers.

ASCD will support establishing a technical group for awareness on townscape conservation or the one for engineers. The group for engineers aims to study, share, inherit and improve necessary techniques for designing or implementing restoration and landscaping activities in Salt.   The member engineer as a professional engineer is supposed to provide quality services to the local community based on the techniques obtained through organizational activities, while as a member of public purpose organization, he/she collaborate with SEM supporters to hold awareness workshop for townscape conservation as well as technical consultation sessions to accommodate specific technical issues arising from conservation works. The technical group is also carry out the voluntary conservation works for historic buildings which are abandoned by their owners.

4. Collaboration development

Public facilities including roads, plazas and stairs are also a part of townscape in Salt and thus required to match with the surrounding traditional townscape. In order to ensure the public facilities, conform the requirements of guidelines, any plans for developing new public facilities will be obliged to have prior discussion with townscape management department of SEMO. The consultation with technical committee for townscape management will be carried out if necessary.

ASCD in collaboration with other relevant public departments will assist in formulating plans for landscaping or new development projects for public spaces and public facilities such as plazas, streets, stairs, parking and bus terminals in order to make them constructed in line with the SEM plan.

5. Risk management

ASCD will study on various issues having negative impact on townscape management, which include deterioration of historic buildings without the owners, accumulation of garbage in the open spaces, chronic traffic jam and the damages caused by earthquake in the past.

GSM will take measures to overcome these issues with collaboration with local community. GSM will play a major role to make those public spaces such as plaza, streets and parking in conformity with the surrounding townscape.

As the earthquake in the past caused serious damages in Salt, GSM will raise awareness on the risk of earthquakes, carry out townscape conservation activities in consideration for the safety of local people, and develop a contingency plan.

Annex 8: Quality control system of tour products

(1) Code of Conduct

<u>Code of Conduct as local interpreters and home visit house owners</u>

✓ Always remember and be proud of yourself as representing Salt as living heritage and act to enhance the value of Salt

✓ Consider customers as your personal guests and treat them with care and hospitality

✓ Always maintain the quality of facilities and services provided as required

✓ Keep time and follow the agreed rules and program

✓ Refrain from any unscrupulous practice for personal gain or benefit

✓ Refrain from contacting tour operators, general guides or customers for tourism business directly

✓ Refrain from selling any products which are not permitted by SDC

✓ Refrain from any act to cause damage or loss of original cultural resources in Salt

✓ Coordinate with SDC for any issues related to tour operation

Date:

Signature:

(2)   Feedback sheet

Feedback sheet

Thank you very much for joining out tour today. We hope that you enjoyed the tour.
To improve the quality of our service, please tell us how you feel about the tour.

1. General Information
(1) Nationality (   )
(2) Age   □Under 17 □18-30 □31-40 □41-50 □51-60 □Over 61
(3) Gender   □Male □Female
(4) Where do you live? (   )
(5) Tour type □Trail tour + Home visit □Trail tour □Other (   )

2. Overall evaluation of the tour
(1) Are you satisfied with the tour?
□very much □yes □OK □not really □not at all (comments   )
(2) What attracted you most? ( )

3. Interpreter
(1) Was he/she friendly enough?
□very friendly □friendly □OK □unfriendly □very unfriendly
(2) How was his/her time management?
□very good □good □OK □poor □very poor (comments   )
(3) How was his/her explanation? Was it easy to understand?
□very easy □easy □OK □bad □very bad (comments   )
(4) Was the information enough?
□too much □OK □not enough (comments   )
(5) Was communication with local people enough?
□too much □OK □not enough (comments   )

4. House (If you did not go home visit, please skip this section.)
(1) Was the house clean enough?
□very clean □good □OK □dirty □very dirty (comments   )
(2) How was the food?
□very good □good □OK □poor □very poor (comments   )
(3) Did you enjoy talking with house owners?
□very much □yes □OK □not really □not at all (comments   )
(4) Did you enjoy wearing traditional clothes?
□very much □yes □OK □not really □not at all (comments   )

5. Any other comments you want to tell us

If you have any issues you want to tell us directly, please call 079-777-3000.

(3) Tour completion report

Tour completion report

Date			
Start time		End time	
Interpreter	Main		
	Assistant		
About participants (number, nationality, age, sex, and any specific attributes)			
About tour			
Trail	<Satellites visited> <Satellites with problems and required actions> <Any other issues>		
House	Name of house		
	Name of dish		
	Cleanliness	□very good □good □OK □poor very poor	
	Hospitality	□very good □good □OK □poor very poor	
	Taste of food	□very good □good □OK □poor very poor	
	Traditional dress	□very good □good □OK □poor very poor	
	Code of conduct	□observed □not observed ( )	
	Operation manual	□observed □not observed ( )	
Ideas to improve the tour and yourself			
Comments/ Note			
Attachment	Evaluation sheets filled by participants		

Sign by Interpreter

Annex 9: Minutes of Meeting on Project Sustainability

THE HASHEMITE KINGDOM OF JORDAN
MINISTRY OF TOURISM & ANTIQUITIES

Ref :
Date :

MINUTES OF MEETING
AMONG
THE MINISTRY OF TOURISM AND ANTIQUITIES, GREATER SALT
MUNICIPALITY AND SALT DEVELOPMENT CORPORATION
ON
SUSTAINABLE COMMUNITY TOURISM DEVELOPMENT PROJECT
IN AS SALT CITY

Upon the occasion of Joint Coordination Committee for the technical project titled 'Sustainable Community Tourism Development Project in As-Salt City (SCTDP-S) supported by Japan International Cooperation Agency (JICA), the Ministry of Tourism and Antiquities (MOTA), Greater Salt Municipality (GSM), and Salt Development Corporation (SDC), while recognizing the values and importance of its achievements for the future tourism development in Jordan, discussed the issues considered important to sustain the project effectiveness after the project completion. Based on these discussions, the concerned parties agreed the points referred to in the document attached hereto.

Amman, Jordan
25 August 2016

Ms. Lina Mazhar Annab
Minister of Tourism and Antiquities

Mr. Marwan Al Hmoud
Chairman
Salt Development Corporation

Observed by

Eng. Khaled Kheshman
Mayor
Greater Salt Municipality

Ms. Chiyo Mamiya
Chief Advisor, Sustainable Community
Tourism Development Project in As-Salt City

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MOTA, GSM and SDC agreed on the following points as important issues for sustainability of the Project effectiveness:

1. The role of Salt Ecomuseum (SEM) management committee and four management systems under the committee, namely cultural resource management, townscape management, community management and tourism management are integral part of SEM. As the Project supported the establishment of mechanism and transferred the basic technology required for carrying out the activities of each management system, all concerned stakeholders should continue their activities to advance Salt Ecomuseum with more involvement of local community. It is also crucial to integrate new activities in SEM. If a new activity or a new project related to tourism is introduced in As-Salt, detailed consultation on how to coordinate with existing SEM system and how to maintain the SEM concept should be held with SEM management committee.
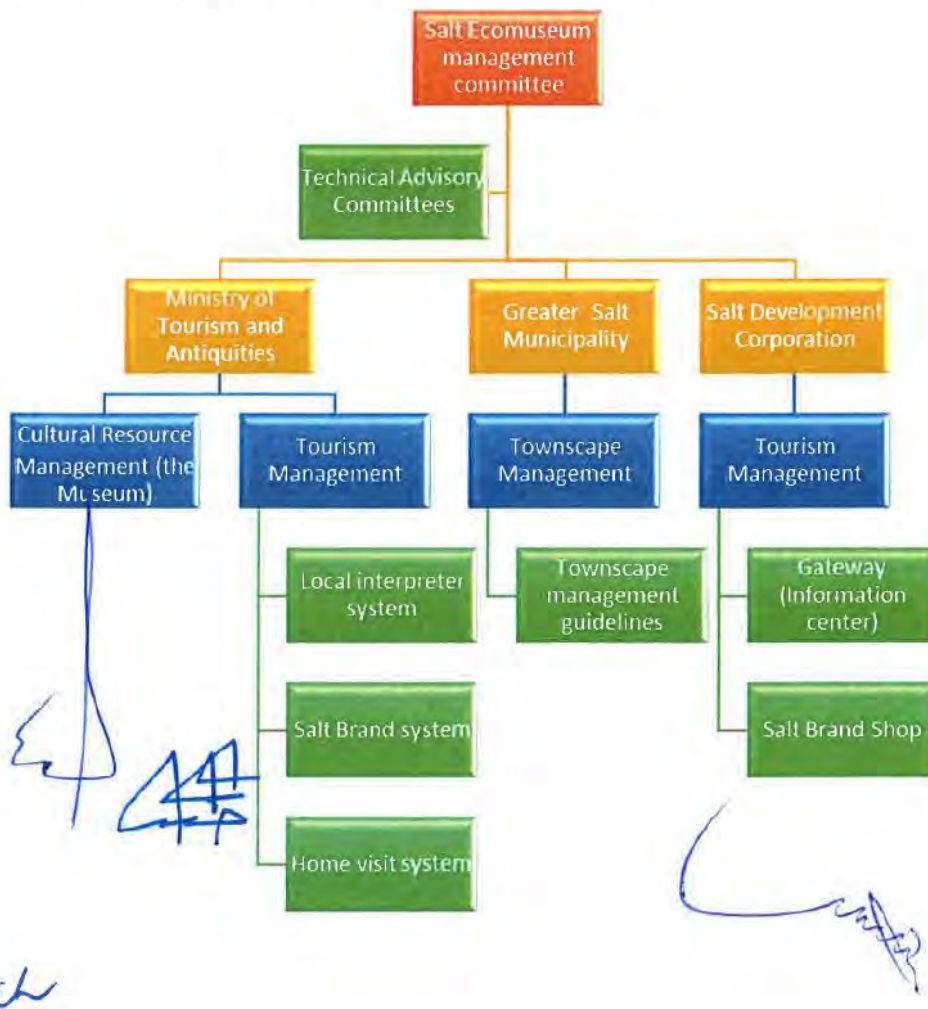
2. The new systems such as local interpreters, home visit and Salt Brand the Project supported to establish are considered important for Ministry of Tourism to promote involvement of local community in tourism development. The Ministry will make its best efforts to improve and expand the systems in order to promote the similar systems in other cities and protect the interests of those who have already worked for the systems.

3. Counterpart personnel and project staffs of the Project who have worked closely with Japanese experts and received their technical transfer is the biggest assets for the Project. It is important that they remain in their positions so that they can continue and develop the activities after the project completion.

4. Further development of SEM system requires financial resources whose incomes from the existing tourism products cannot cover. It is indispensable for all stakeholders of SEM to start serious discussion in order to achieve financial sustainability such as introduction of membership system and conservation support fees on parking fees.

5. As As-Salt is still not famous enough as one of the attractive tourism destination in Jordan, the concerted and intensive marketing and promotion activities are required to make As-Salt on the tourism map.

6. Numbers of precious heritage buildings which are symbols of As-Salt are vacant. For the purpose of conserving these buildings and promoting tourism, effective measures should be taken to promote private investment in utilization of historical buildings and tourism business

7. The main feature of As-Salt is its beautiful townscape with yellow lime stone. As the biggest attraction in the city for tourists is walking trails, it is extremely important to maintain cleanliness and develop the signage system.

Annex 10: List of collected materials

No	Title of Materials	Type	Year
1	National Tourism Strategy_2011-2015_english	PDF	
2	00.CCSR Action Plan & Implantation the CMU	PDF	
3	00.CCSR construction guide	PDF	
4	00.CCSR Salt City-core Special Regulations	PDF	
5	00.CCSR Salt Design Guide	PDF	
6	Action Plan & Implantation the CMU	PDF	
7	construction guide	PDF	
8	Salt City-core Special Regulations	PDF	
9	Salt Design Guide	PPT	
10	Draft_New_Tourism_Law_Sep_5,_2011[1]	docx	
11	Draft_New_Tourism_Law_Sep_5,_2011[English]	docx	
12	Approve the establishment of SDC	docx	
13	Letter to Salt Greater Municipality Committee	docx	
14	SDC Administrative and Financial Report 2012	docx	
15	SDC Financial Statements, and Public Accountant's Report 2012	docx	
16	Volunteer Corporations for Urban Reconstruction Law	docx	
17	yearbook of tourism statistics	PDF	
18	ATM 2015 Factsheet	PDF	
19	ATM Route Planner	PDF	
20	Experience Emirati Culture	PDF	
21	K-12 Schools Programme Guide	PDF	
22	Preview INSIDE ATM	PDF	
23	University Programme Guide	PDF	
24	150409 taich tour	PDF	
25	Jordan Summer Brochure for 2015	PDF	2015
26	Cross Cultural Communication	PDF	
27	Hashimoto's contents_151108	PDF	
28	Repor-JATAExpo2015-Oyama-JICA	Word	2015
29	20160627USAID	PDF	
30	MoTA Structure	Word	
31	new Tourists guide law_ENG final draft	Word	
32	Tourists guide law_ENG	Word	
33	Urdon Shop - Sales Kit	PDF	
34	USAID_P1	Word	