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ACRONYMS

DoA	Department of Antiquities
GOJ	Government of Jordan
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
NGO	Non-Governmental Organization
USAID	United States Agency for International Development
HVC	Heritage Value Chain
MoC	Ministry of Culture
MoE	Ministry of Education
JTB	Jordan Tourism Board
MMA	Ministry of Municipal Affairs
PPP	Public Private Partnership
NTS	National Tourism Strategy
ICOMOS	International Council on Monuments and Sites
GIS	Geographic Information System
GAM	Greater Amman Municipality
EPC	Executive Privatization Commission
CSB	Civil Service Bureau

EXECUTIVE SUMMARY

Jordan's diverse legacy of antiquities and archaeological sites attests to its rich history as a crossroads of civilizations, which witnessed the culture, art and genius of numerous great peoples, each leaving their own special mark behind. Collected over thousands of years, this legacy represents the origin and evolution of several religions, cultures, economies and societies. It is Jordan's heritage, which lends the country the unique characteristic of an open air museum, and offers the potential for deeper multicultural and religious understanding through the study of this heritage.

Thus, Jordan's heritage is one of its strongest tourism assets, and the relics left behind as a result of this vibrant past are irreplaceable treasures. With antiquities dating back almost 10,000 years, traces of biblical, Byzantine, Roman, Nabataean, Islamic and Ottoman eras, as well as many others, have been found in Jordan, and these offer a fascinating glimpse into history.

Tourism in Jordan, led by heritage tourism, is the largest single contributor to the productive economy. Yet much potential exists to increase this contribution by improving the management and utilization of Jordan's cultural and heritage assets, while at the same time protecting them and ensuring their sustainability.

Jordan's National Tourism Strategy (NTS) for 2004 – 2010 sets the goal of doubling Jordan's tourism economy in real terms by 2010. While Jordan caters to a multitude of tourism markets, heritage remains by far the biggest and most profitable draw of tourists. It therefore stands to reason that in order to achieve the goal prescribed by the NTS, heritage tourism must be capitalized on to maximize its economic return to the country. This point becomes especially pertinent when seen in light of the richness, diversity and global significance of the cultural, heritage and antiquity assets Jordan has.

The value of this heritage must not be considered solely in economic terms. If interpreted and presented in the correct manner, and made relevant to the events of today, it will foster national pride and reinforce a sense of belonging, which in turn will nurture support from individuals and local communities.

This strategy aims to define a vision for the future management of archaeological assets in Jordan. The vision for the future of the heritage management sector sees an increase in the national and international significance of Jordan's rich and diverse cultural legacy. It also entails better interpretation of sites, and improved conservation and preservations in order to create sustainable tourism.

The heritage sector is wide and Jordan's heritage legacy is vast. There are many players in Jordan that have a role in preserving, celebrating and promoting Jordan's heritage assets, whether these be urban, architectural and/or archeological. While addressing the role of the various stakeholders, this strategy focuses especially on the antiquities and how to enhance their safeguarding and archaeological management through the Department of Antiquities (DOA).

1. MANAGING HERITAGE ASSETS IN JORDAN

This strategy defines heritage comprehensively as follows:

Heritage is that which has been inherited from the past, or newly created, which is considered to be of sufficient value as to be worthy of being handed on for the benefit of future generations. It can be movable or immovable objects, buildings, structures, adapted natural phenomena, artifacts, works of art, literary works or places where events of historical significance took place. It is also human, plant and animal remains pre-dating the year 600 AD.

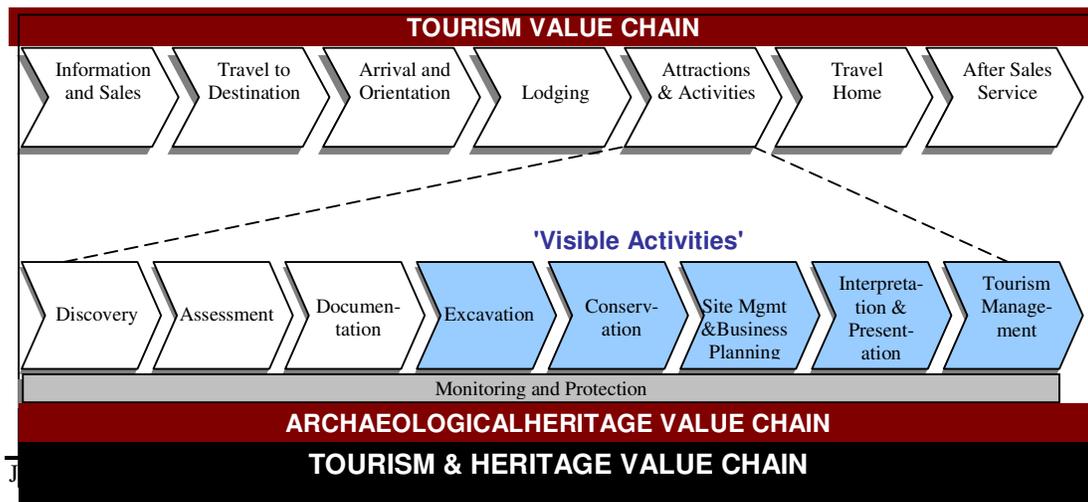
In alignment with what is regarded internationally as constituting heritage, any mention of heritage in this document will be referring to the strategy definition above. Antiquities refers to the current definition of archaeological heritage assets as reflected in Law No. 21, which stipulates that 'Antiquities' include any moveable or immovable objects that date from before 1750 AD and any part added to that object or rebuilt after that date, in addition to those moveable or immovable objects which date back after AD 1750 and which the Minister requests to be considered an antiquity as published in the official gazette, as defined in the Law of Antiquities.

1.1 The Importance of Heritage and its Management

The region where Jordan lies today has witnessed the birth of the world's three main monotheistic religions. It was home to great past civilizations whose domains stretched across continents, and who prospered for centuries before being replaced by the next.

The broad geographic reach of past civilizations has linked Jordan's history to that of numerous nations around the world. This link affords Jordan's heritage global significance and interest, and as such is a draw for foreign tourists. In addition, its unquestionable splendor attracts tourists with interests beyond historical associations.

The National Tourism Strategy introduced the concept of the Tourism Value Chain, which identifies the end-to-end tourism experience (illustrated in the diagram below). The crucial link in this chain is the "Attractions and Activities" link, which is the reason tourists visit Jordan. The role of heritage in delivering tourism value lies in providing Jordan's tourism sector with unique, well presented attractions that have strong appeal.



With an abundance of heritage assets endowed with 'raw' appeal, all of which can be developed into alluring tourism attractions. Jordan's challenge lies in skillful execution of each activity within the Heritage Value Chain. When this is achieved, it will result in making Jordan a world class attraction, and thus strengthening the crucial Attractions link in the Tourism Value Chain.

The 'Visible Activities' category, indicated in blue in the Heritage Value Chain (HVC), has a direct bearing on the visitor's experience and perception when engaging with the site in the sense that the outcomes of these activities are tangible to the visitor. While all the links in the HVC are important, special attention must be paid to the blue links in order to enrich the visitor experience.

Accordingly, the application of each of HVC links to an archaeological site should be dependant on the status that site. Four possible states have been identified for any given site:

- **Excavated and used:** The site has been excavated and is currently being used as a tourism attraction.
- **Excavated and not used:** The site has been excavated either partially or completely, but is not used as an attraction.
- **Not excavated:** A site has been identified, but not excavated.
- **Not excavated but to be used:** A site has been identified, but not excavated. However, it has been designated as a site to be excavated to meet an identified need (e.g. to be part of a cluster of sites or it has some specific historical significance that needs to be brought to light).

The table below identifies the applicability of the HVC to archaeological sites based on their state. The 'Discovery' link is a given, but included for completeness, since an undiscovered site is unknown and therefore not subject to the HVC treatment.

No.	Site Status HVC	Excavated & used	Excavated & not used	Not excavated	Not excavated but to be used
1	Discovery	✓	✓	✓	✓
2	Assessment	✓	✓	✓	✓
3	Documentation	✓	✓	✓	✓
4	Excavation	✓			✓
5	Conservation	✓	✓		✓
6	Site Management and Business Planning	✓			✓
7	Interpretation & Presentation	✓			✓
8	Tourism Management	✓			✓
9	Monitoring and Protection	✓	✓	✓	✓

Excavated sites require significant conservation work, and so un-excavated sites should remain as they are, protected and cocooned by the layers of soil that have naturally built up over time until a commitment to conserving them can be made.

Protection of these sites has many facets, and it is an ongoing activity that begins the moment an archaeological asset is discovered. It includes protecting the asset from theft and vandalism, climate conditions and other natural factors, as well as inappropriate use that threatens its sustainability.

1.2 Underlying Principles

The purpose of this strategy is to effect fundamental change in how heritage is managed and used to derive the full range of benefits for Jordan, whilst focusing on the antiquities and how to enhance their safeguarding and archaeological management through the Department of Antiquities (DOA). In preparing this strategy, certain principles were observed, which aligned future work in heritage with Jordan's National Tourism Strategy (NTS). The NTS is concerned with safeguarding the welfare and future of heritage assets, distribution of benefits to all segments of society, partnerships as a means of improving heritage management, and enhancing the competitiveness of Jordan's tourism offering in the face of regional competition.

The principles of this strategy are:

I. Sustainability of Resources

Utilization of and interaction with heritage should be done in a manner that does not threaten its existence for future generations, nor detract from its cultural and historic value, nor alter its character and fabric.

II. International Competitiveness

Providing the visitor with a world class experience is key to enhancing the competitiveness of Jordan's cultural heritage product in the face of increasing regional competition in heritage tourism. Innovation and excellence are vital for this.

III. Community Involvement

Heritage provides valuable opportunities for local communities to benefit through participation in the appreciation of their historic and cultural values, and of the increased employment that this offers. It must therefore be ensured that all of society benefits from Jordan's heritage.

IV. Partnerships

Partnerships are a means of leveraging the competencies and resources of different stakeholders for the improvement of heritage management, in particular partnerships with the private sector, which have to date been absent in the Jordanian context.

2. SITUATION ANALYSIS

The responsibility for managing Jordan's heritage, protecting it and conserving it, and drawing value from it is shared by a diverse group of interests. At the centre of this group is the Department of Antiquities (DoA), which, given its legal historic role in identifying, protecting, researching and presenting Jordan's antiquities, is best positioned to direct, control and manage the conservation efforts and use of sites by other stakeholders. Unfortunately, weak awareness on the part of both the government and general public of the economic potential that Jordan's archaeological assets hold has resulted in an inadequate heritage management system that is severely affected by a lack of financial and human resources within this sector.

A number of impediments exist that need to be overcome in order to realize this strategy's vision. Most notable amongst these is a legal framework that does not adequately identify the roles and authorities of the main stakeholders, nor provide a definition of heritage that is aligned with international best practice. Other issues include a lack of human and financial resources, which have resulted in the underperformance of the sector. This strategy thus presents a structured approach to overcome these and other impediments by defining roles, modifying legislation and securing the necessary resources.

While responsibility for the implementation of the archaeological component of heritage policy in Jordan falls with the Department of Antiquities (DoA) from a legal and institutional perspective, the current situation in the heritage sector is characterized by lack of clarity with regard to the responsibilities and authorities of the various institutions involved. As a result, the strategy provides role statements, which aim to streamline the roles of each of the major stakeholders, including DoA, MoTA, other government organizations, civil society, academia and the private sector.

2.1 SWOT Analysis

This analysis explores antiquities management and tourism to identify issues requiring attention and development according to the strengths, weaknesses, opportunities and threats facing Jordan's heritage assets. It highlights existing impediments, as well as identifying the positive aspects of the sector, which can be leveraged and capitalized on. Therefore, it is not focused on any one particular entity, but rather provides an overview of issues related to the sector at large.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Jordan has an abundance of world class heritage assets and sites of interest to the rest of the world. ▪ Diversity in the available heritage sites. ▪ DoA's long experience as a guardian of heritage (including its protection and management). ▪ Key sector stakeholders (DoA, MoTA, civil society and academia) have extensive experience and knowledge of Jordan's heritage. ▪ DoA's established scientific credibility. ▪ Jordan's reputation as a stable and tolerant country. ▪ Tourism is being viewed as an economically significant sector, and therefore a National Tourism Strategy was put in place. ▪ Support for tourism from the Jordanian government. ▪ Communication network on the international, regional, and national levels. 	<ul style="list-style-type: none"> ▪ Quality of the visitor experience at heritage sites is low due to lacking site development and support services, and inadequate presentation and interpretation. ▪ No integrated heritage site management system in place. ▪ Weakness of political will to support heritage conservation and use. ▪ Heritage conservation is a low national economic priority. ▪ Insufficient finances to address heritage issues. ▪ Lack of technical human resources to do the necessary work – loss of qualified staff and inability to recruit the right people (procedural and financial impediments). ▪ Lack of equipment needed for proper conservation. ▪ Destruction and vandalism in and around heritage sites, through weak controls and guarding of sites, and weak support from police and government. ▪ Separation between pre- and post- 1750AD heritage ▪ Overlaps, gaps and ambiguities in the legislation are causing underperformance in heritage management and subsequently heritage tourism. ▪ DoA and MoTA staff not trained to undertake diverse new roles required for integrated site management and development of heritage sites for tourism. ▪ Lack of qualifications in select operational functions within DoA (finances, PR, HR, etc.) ▪ Poor division of organizational roles within DoA relative to specialties. ▪ Inadequate authority for DoA. ▪ Lack of coordination between stakeholders. ▪ Minimal national awareness and interest in and appreciation of heritage. ▪ Media not being involved to spread awareness.

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Jordan's geo-political stability presents the chance to establish Jordan as a regional market leader in heritage tourism. ▪ The private sector represents a resource that can be used to improve management of heritage sites and to benefit from private capital. ▪ Relationships with civil society and NGOs specialized in heritage can be leveraged to improve heritage conservation and management. ▪ Jordan has numerous relationships with regional and international heritage organizations. ▪ Donor resources are available to help streamline the sector by amending legislation and developing institutional capacity. ▪ DoA network of donor agencies can be used to carry out site rehabilitation. ▪ Heritage has the potential to be positioned as a prime economic driver of tourism. ▪ International archaeological exhibitions and conferences offer good opportunities to market Jordan's heritage. ▪ Local universities are a good resource for creating new capacity in heritage management, as well as research and interpretation through the introduction of educational programs. ▪ Heritage management knowledge transfer can be enhanced through twinning programs between international and local universities. ▪ Local communities are available to assist or support heritage management. ▪ Schools can be used to help educate society on the significance of heritage. ▪ Media agencies can be utilized to spread awareness of Jordan's culture and heritage. ▪ Jordan's pool of technical resources in heritage management can be tapped into. 	<ul style="list-style-type: none"> ▪ Uncontrolled planning and development will detract from the appeal of heritage sites. ▪ Loss of heritage assets due to lack of adequate planning and conservation guidelines and maintenance, and their enforcement. ▪ Tourists require experiential and multi-sensory experiences at heritage sites, and are shying away from purely observational experiences. ▪ Lack of diversity at sites reduces their attractiveness to groups with broader cultural interests. ▪ Jordanian tourism products and packages are relatively expensive compared to neighboring countries. ▪ Civil service system deprives the sector from employing well qualified staff ▪ Lack of budget for DoA essential expropriation of lands ▪ Neighboring countries with similar history are developing their heritage tourism offering and becoming new competition.

2.2 Legal Environment

Two Jordanian laws in effect¹ provide varying definitions for antiquities and heritage sites ('urban and architectural' heritage). The jurisdiction of each law is distinguished by the year 1750 AD whereby pre 1750 assets are considered antiquities and post 1750 assets are considered as urban and architectural heritage.

This division has split up responsibility for heritage between different government entities. These two laws are:

- Law No. 21 for the year 1988, the Law of Antiquities, including the amending Law No. 23 for the year 2004 empowers the DOA to implement it
- Law No 5 for the year 2005, for the Protection of Urban and Architectural Heritage (this law supersedes law no 49 for the year 2003) empowers MOTA to implement it.

An assessment of the prevailing legal issues detailed the shortcomings of the two laws. The main shortcomings are:

- The laws divide heritage assets into two categories: 1) 'Antiquities', which include any moveable or immovable objects that date from before 1750 AD and any part added to that object or rebuilt after that date, in addition to moveable or immovable objects which date back after AD 1750 and which the Minister requests to be considered an antiquity as published in the official gazette, as defined in the Law of Antiquities; and 2) 'Heritage Sites' – buildings or locations of historical significance constructed after 1750 AD, as defined by the Urban and Architectural Heritage law.

This division is inefficient and leads to duplication of roles and confused responsibilities. It does not recognize the necessity to concentrate expertise in heritage excavation, research, preservation, conservation and recording under a single Directorate. Best practice advocates such integration to ensure that conservation planning, conservation architecture and design is to be effectively controlled and led in national, regional, municipal, and project contexts.

Being a member of the National Committee for the Protection of Urban and Architectural Heritage, the Ministry of Municipal Affairs (MMA), along with other governmental organizations, have a collective role in the protection of Jordan's urban and architectural heritage. This committee is responsible for identifying eligible heritage sites, setting protection standards and monitoring, securing funds for heritage protection, and creating awareness of heritage significance at all levels.

- Current laws do not stipulate the regulations and supporting guidelines that should be issued under ministerial authority. The result is that the supporting management structures are not clearly defined and management practice is not regulated. This leads to a lack of clarity in the roles and actions to be undertaken in relation to the heritage by the different Government departments at national, regional and local levels.

¹ Antiquities Law No. 21 of 1988 and The Protection of Urban and Architectural Heritage Law No. 5 of 2005

- There is no standardized and institutionalized relationship or protocol between DoA and MoTA and planning (land use and zoning) authorities in Jordan, to ensure that development does not encroach upon and detract from the value of archaeological sites.
- Current laws are not written with a clear notion of heritage management processes that are required.

2.3 Institutional Setting

While a number of organizations, governmental, non-governmental and private, operate within the heritage arena, the lead roles are held by DoA and MoTA which are legally mandated and empowered to manage and regulate the sector. However, the distinction between the role of DoA as opposed to that of MoTA is vague and the current laws create much overlap wherever an antiquity site is also open to tourists. With regards to the link between DoA and MMRA, while a certain level of cooperation between the two entities currently exists, this is not institutionalized with operating procedures and agreed objectives that define the full collaboration required of each.

The overlap between the roles of DoA and MoTA in managing the archaeological heritage stem from the ambiguity brought about by the two prevailing antiquities and tourism laws, and the fact that both organizations are mandated to manage archaeological/tourism sites to ensure their preservation and to present them as tourism products. Additionally, the system that has been created to handle heritage comes in the form of a law for the Protection of Urban and Architectural Heritage². However this split situation could lead to inefficient redundancies and fragmented expertise, competencies and heritage knowledge within two organizations.

Furthermore, there is a lack of defined modalities for cooperation and interaction between MoTA and DoA on issues of archaeological management. Indeed, such protocols are absent between MoTA, DoA and other central and local government institutions, such as the Ministry of Municipal Affairs (MMA) and local municipalities, that are concerned with planning and development in the areas surrounding archaeological sites. This has led to development and construction on and around valuable historical sites in a manner that is incompatible with the fabric and character of such sites, and so diminishes their value and appeal.

Partnerships with the private sector created to assist in the tourism management and presentation of archaeological sites are largely absent in Jordan due mainly to legal obstacles, even though these are growing throughout the world. This is an opportunity missed as the private sector has access to funding, business expertise and additional skills that are not available to public sector agencies, yet necessary to optimize the sustainable use of Jordan's archaeological assets.

² Members of this committee include the Minister of Tourism and Antiquities, Director General of DoA, Secretary General of MoTA, and representatives from Ministry of Planning, MMA, Ministry of Environment, Ministry of Finance, GAM, and others.

2.4 Human and Financial Resources

The DoA is understaffed, under-funded, and in need of more technical specialist and qualified human resources. Indeed, like any other organization, continuous capacity building and human resource development are needed to keep pace with a changing world. A noted challenge to hiring appropriately qualified staff is the requirement to utilize the Civil Service Bureau's central appointments system, which lacks the flexibility to match candidates to positions requiring specialized skills.

The investment principle dictates that derived benefits are equal to the level of investment made. Yet heritage has not received the proper funding needed to realize its full potential. The shortage of funding for heritage is largely attributable to weak government recognition of the economic opportunities that Jordan's heritage holds. As a result, this area has been gravely overlooked as evident in the low allocation of funds to the work of DoA. Statistics relating to Jordan's tourism sector, as produced by MoTA within tourism statistical bulletins, indicate that there is much room for the growth of Jordan's tourism sector, identifies out by the NTS. The unrealized potential of Jordan's heritage is a prime example of the extent of opportunity available within the tourism sector, and it must be tapped into in a way that does not risk causing any damage to these heritage assets, or to the social or physical environments that encompass them.

Not only have these shortages in human and financial resources hindered the realization of the full potential of heritage assets, but they have also resulted in a deficient national tourism product that is yielding diminished economic benefits. Conservation efforts are limited; presentation and interpretation of heritage sites open for tourists are non-existent or poor; and tourism services are limited. As a result Jordan's international and national tourism is negatively affected, the large number of jobs that tourism should generate is not being created, and Jordan's cultural identity has not received the recognition it deserves in an increasingly globalized world.

3. The Strategic Framework

The goal of this strategy is to:

Capitalize comprehensively on Jordan's heritage legacy to achieve intercultural understanding and national pride, and derive economic and social benefits from this heritage through sustainable tourism that is based on international best practice for conservation, preservation and presentation.

International best practice dictates that the conservation regulation and management process for heritage assets, regardless of age, should not be disaggregated between different agencies as it depends upon common agreed definitions, facilities for archiving and planning control, use of technical resources and the setting of best practice procedures. However, given current constraints, and the Department of Antiquities' historic role as the custodian of antiquities, this strategy will focus on the specific role of DoA in the archaeological management of antiquities by the DOA. Urban and architectural heritage assets may be managed by the Ministry of Tourism and Antiquities until such time the Government of Jordan provides sufficient resources to DOA that would enable it to carry out both roles. This, however, would require role transformation of the DOA and an expansion of its mandate and financial and technical resources.

3.1 Vision, Mission, and Objectives

DoA Vision for the future of heritage and heritage tourism in Jordan

Jordan's rich and diverse cultural legacy is of national and international significance, and it will be continuously interpreted, conserved, preserved and presented in a sustainable manner in accordance with best practice international standards to provide a unique visitor experience and to achieve national tourism goals.

The vision is based on applying the following values:

- Heritage sites in Jordan are recognized as the best in their class regionally for the quality of interpretation and presentation.
- Heritage is managed according to international best practice, and is contributing recognizably to Jordan's economy and social well-being of local communities.
- The roles of all stakeholders in heritage management are streamlined with responsibilities clearly defined, but operate within a framework that allows for full integration of management practices and backed by revised legislation.
- Appreciation for Jordan's rich and diverse heritage by its citizens is widespread.

DoA Mission Statement

DoA is responsible for the implementation of the archaeological policy in Jordan and will explore, conserve and monitor any tourism activities and services carried out by the private sector, other governmental and non-governmental agencies. DoA will provide comprehensive information on antiquities and present assets in a manner that supports the national identity and serves the educational culture, while considering archaeological assets as a major factor for tourism attraction.

DoA's Strategic Objectives

Underpinning the goal of this strategy is a set of five strategic objectives which, together, would lead to the realization of the vision of archeological assets protection and use, and achievement of the mission of the Department of Antiquities, thereby contributing to attaining the goals of Jordan's National Tourism Strategy (NTS). Each strategic objective will resolve the issues within its designated area and so collectively bring about the changes needed to make the management of archeological assets in Jordan efficient and rewarding. The five Strategic Objectives are:

Strategic Objective 1 - Conservation of archaeological assets based on best international standards

Strategic Objective 2 - Application of sustainable use and best-practice management guidelines for antiquities.

Strategic Objective 3 - Presence of an enabling institutional and legal environment for antiquities management

Strategic Objective 4 - Enhanced awareness of and support for the value and significance of heritage

Strategic Objective 5 - Availability of financial and human resources to capitalize on Jordan's archaeological heritage

3.2 Statements of Roles and Partnerships

"Tourism sector representatives must work with conservation authorities to establish ways to achieve sustainable tourism development without exhausting non-renewable cultural resources such as heritage."

The Seoul Declaration, 2005.

It is imperative that all parties working in heritage conservation and management in Jordan work in close coordination and harmony to achieve the vision for the future of heritage and heritage tourism in Jordan. DoA lies at the center of this group of stakeholders, and in addition to its remit DoA has the responsibility of coordinating the input of the other stakeholders – MoTA, civil society, academia and the private sector. To ensure this type of collaboration, the roles of these stakeholders must be stated at the onset.

In addition, it is vital to develop partnerships between the key stakeholders including MoTA, DoA, MoC, MoE, JTB, MMA, NGOs and the private sector. These affiliations should be founded on the basis of institutionalized relationships that are embedded and supported by clear laws, regulations and procedures in accordance with international

best practice. In order to develop its strategies and work plans for the coming years in accordance with the NTS, DoA must work with a number of partners.

These statements of roles and partnerships define the responsibilities of stakeholders and the functions of affiliations:

Department of Antiquities (DoA)

DoA will be responsible for the conservation, documentation, excavation, repair, restoration and maintenance and interpretation of archaeological assets, and will be responsible for archaeological museums. DoA will develop guidelines and conditions for the sustainable use of archaeological sites for tourism purposes that will preserve their historic character and physical environment. DoA will also develop the policies for the conservation and protection of all antiquities in Jordan. As guardians of the country's antiquities, DoA will review, reject, amend or approve all contracts for the use of the antiquities and land for which the DoA is responsible, and monitor the implementation of these contracts.

Ministry of Tourism and Antiquities (MoTA)

Acting within guidelines and conditions set by DoA on the sustainable use of archaeology and its surroundings, MoTA will manage the tourism related services of Jordan's abundant archaeological assets, and develop archaeological sites to become tourism attractions. In this respect, MoTA must take a lead role in the coordination of the tourism strategy, and tourism management of tourism services. This will be done with the purpose of expanding the tourism offering to increase tourist numbers in a manner that maximizes the benefits to Jordan in general and to local communities in particular. In coordination with DoA, MoTA will collaborate with various interests to complete its mission, including other public sector institutions and by creating partnerships with the NGO and private sectors where it is deemed prudent to do so.

Jordan Tourism Board (JTB)

This cooperation is necessary to maximize market opportunities at heritage sites through appropriate market research, customer feedback, and promotion to key target segments. Audience development activities, which target missing visitor segments that may be attracted to Jordan's cultural heritage offering, will be undertaken based on this research.

Ministry of Municipal Affairs (MMA)

A link with MMA will enable coordinated urban development that ensures the conservation of urban heritage sites, and management of planning controls in the buffer zones of antiquities sites.

Ministry of Education (MoE) and Ministry of Culture (MoC)

It is necessary to work with MoE and MoC in the area of heritage research as well as developing the Jordanian educational curricula and raising community awareness with regards to heritage and culture and its significance and meaning for Jordan and the international community. Cooperation will also involve developing educational activities and programs at cultural heritage sites that are linked to the national curriculum.

Ministry of Finance (MoF)

A business and economic model must be established for the development of heritage; to provide incentives to DoA and MoTA to develop the heritage product by giving them fiscal control; and to enable private sector participation in the management of tourism activities and services.

Civil Society and Academia

Civil Society and academia will provide support and expertise to DoA to enhance the management of heritage in Jordan. They will provide funding and expertise when possible, and leverage their reach to raise awareness of the importance of heritage to the economy and lives of society. Academia will introduce heritage conservation and management programs in national curricula, to train and graduate individuals to meet the sector demands for expertise in the field.

NGOs

These partnerships are necessary for support in product and community development, facilitating training and providing financial and technical support, as well as public awareness.

The Private Sector

The private sector will partner with MoTA by investing in, developing, promoting and managing the tourism services at archaeological heritage sites, while abiding by the sustainable use guidelines and conditions established by DoA. The private sector will present these sites in innovative ways that provide multi-sensory experiences to the visitor where possible, and operate the sites in an efficient manner according to international best-practice standards. In cases where the private sector requires specific studies and services related to a site for the purpose of tourism investment, this will be provided by DoA in exchange of agreed upon fees.

Benefits of Partnerships

Public private partnerships (PPPs) are not just about funding but about the best value achieved for society from the use of the available resources. They are needed both to direct capital towards developing, maintaining and preserving Jordan's heritage sites, and to attract the necessary management expertise, systems and accountability. These types of partnerships can thus be used to leverage underperforming publicly owned tourism assets and resources, and transform them into productive assets that generate returns for the Government of Jordan, affected communities, and the private sector operating in tourism. Heritage is not a new area to this new methodology. There are a great many PPP's operating successfully in many countries and it is inevitable that this direction will have to be part of the future solution for Jordan.

3.3 Strategic Objective 1: Conservation of archaeological assets based on best international standards

Put in place detailed guidelines for the assessment, recording, excavation, restoration and conservation of archaeological assets, and develop standard operating procedures

for all related activity. These guidelines and procedures should be supported in the relevant legislation.

DoA has the primary role in the conservation, protection and management of antiquities in Jordan. Its role is to record, preserve and conserve national heritage under the strict provisions of the law. Under current legislation, this responsibility is shared with MoTA, which is charged with the care for locations and buildings of historical importance constructed after 1750 AD. Given that international best practice dictates that the conservation regulation and management process for heritage assets, regardless of age, should not be disaggregated between different agencies, there would be a need to consolidate this responsibility under DoA through a change in law. However, as previously indicated, this role transformation of the DOA and expansion of its mandate requires human, financial and technical resources. Given current constraints, the DOA is currently not ready to undertake this proposition, but this issue will be reassessed based on DoA's readiness in the future. Additionally, there is a need for detailed guidelines on the process of conservation to ensure consistent application. There are a number of international charters developed through ICOMOS since 1965 that provide such guidelines³, which can be adopted in Jordan. Additionally, two further steps are need; 1) The authority of these guidelines has to be supported by law, and 2) a set of standard operating procedures, based on the guidelines, must be developed to ensure that conservation work on heritage assets is consistent, and in line with best practice.

Furthermore, it is important that the discipline of conservation planning is introduced and practiced as part of the new conservation guidelines. This will allow DoA to develop a forward-looking approach to conservation and to be proactive rather than reactive to conservation issues. This will enable more efficient utilization of the limited available resources, foresee and mitigate problems before they occur and facilitate the securing of funding and resources for future activities from central government and other sources.

It is recognized that the quality of the conservation effort directly affects the quality of the site when it is presented as a tourist attraction. The government's intention to brand Jordan as a prime tourist destination necessitates that tourism products are of the highest quality. Conservation then, has a pivotal role in producing heritage-based tourism attractions that not only compete with regional countries, but are the benchmark against which others are measured.

While there are many historical assets that have been excavated and are used for tourism purposes, many others have been uncovered but remain unused and largely unprotected. This subjects these assets to the ravages of the natural elements and to human inflicted abuse, both of which can cause severe and rapid deterioration. Unless a site is to be put through an ongoing conservation cycle where ruins are consolidated and appropriately protected and used as an attraction, it should remain unexcavated in order to protect it. These sites however must be marked, documented, fully assessed, and recorded on land use maps, and appropriate enclosures must be installed, so that no development in their vicinity is undertaken that would damage their intrinsic value. Conservation effort instead should be directed to those sites not yet properly conserved, before they deteriorate to a point where their historic and aesthetic values are compromised.

³ These are accessible through www.icomos.org

3.4 Strategic Objective 2: Application of sustainable use and best-practice management guidelines for antiquities

Put in place robust and clear guidelines backed by law for the sustainable use and management of archaeological sites to ensure their well-being for future generations, and to provide the visitor with a world-class experience. The involvement of the private sector in managing tourism services will be sought where appropriate.

In seeking economic benefit from historical sites it is imperative to first ensure the prevention of deterioration to the historical environment. Failure to do so will not only lead to a premature decline in these economic returns, but more importantly will ultimately result in the loss of irreplaceable historical assets.

There are a number of guidance documents available internationally on the management and sustainable use of heritage. These documents cover processes and procedures to allow the safe use of sites while protecting their integrity, character and fabric. For Jordan, such guidance documents will be adapted to suit Jordan's particular circumstances.

In addition, international best practice standards for planning and handling the visitor experience will be developed and implemented to ensure that visitors leave with a positive and memorable experience. This will include improving the services provided at sites and the quality of interpretation, and enhancing the capabilities of tour guides.

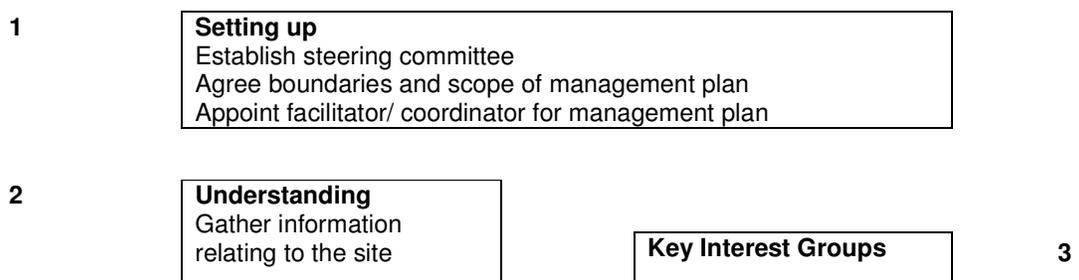
All heritage sites that are to be presented as tourism sites will require business planning in order to help guarantee the optimal use of resources to deliver a sustainable tourism product and the availability of funds for ongoing upkeep and maintenance costs.

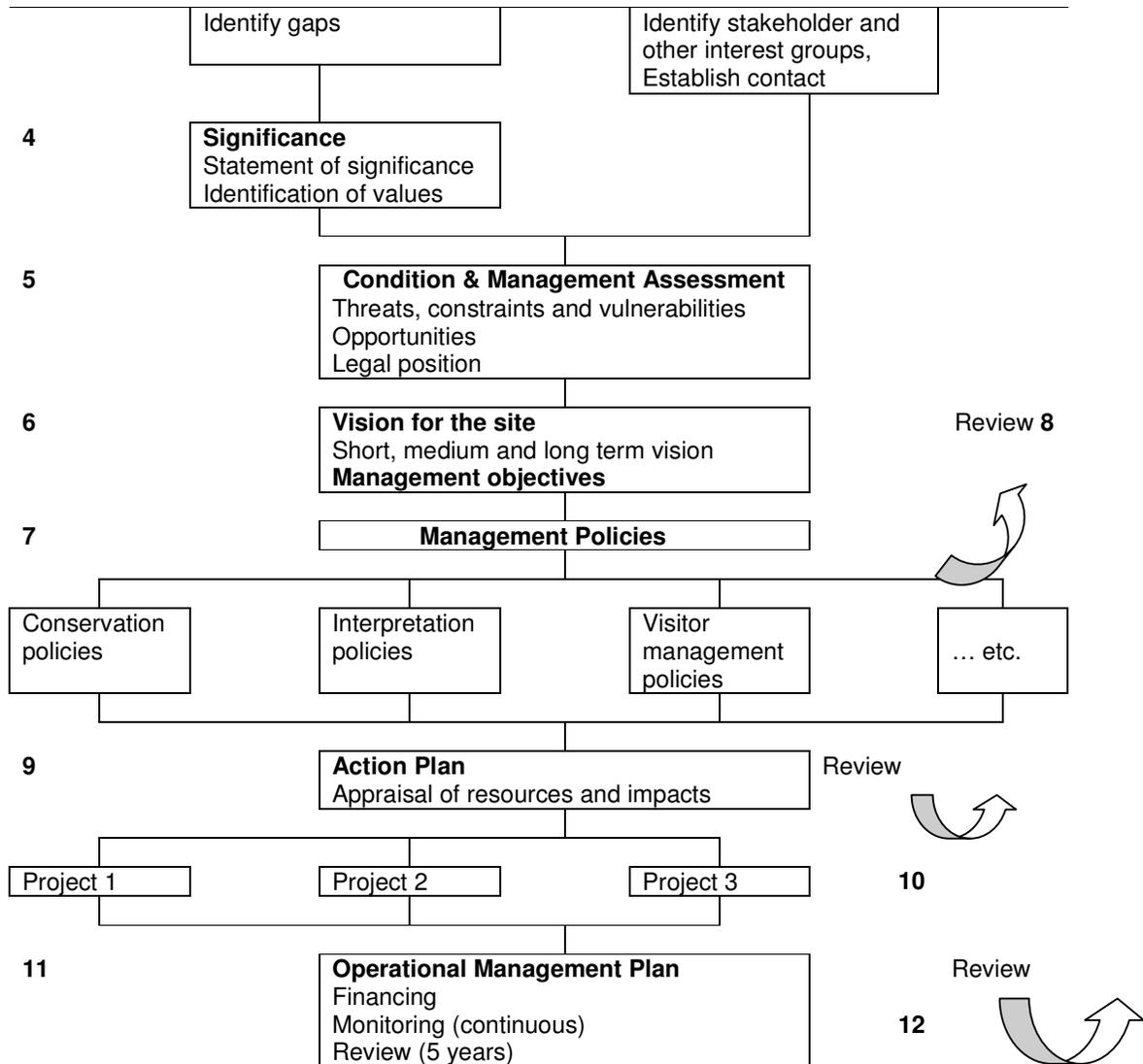
The enhancement of the effective management of cultural heritage in Jordan will require changes to procedures and governance mechanisms at both national and site levels. This will be most effectively achieved through:

- The preparation of integrated management plans for individual sites
- Using these management plans as the basis for the operational implementation of site management by the various partner agencies.

The concept of using management plans at cultural heritage sites is considered international best practice and is advocated by UNESCO for World Heritage Sites (WHS). The following chart illustrates the framework in which a management plan is prepared.

SITE MANAGEMENT PLANNING FRAMEWORK





One of the reasons given for having a split definition for antiquities and heritage (with 1750 AD as the delimiter between the two) is the potential problems that could arise in applying the conservation rules prescribed in the Antiquities Law to post 1750 AD urban heritage, as this heritage is often privately owned and in use as domiciles or places of business. International experience shows that conserving and protecting heritage under private ownership that is in use is realistic, achievable and safeguards the rights of the owners, if the right set of regulations and guidelines for use are in place.

A condition assessment of all sites to be used for tourism will be conducted prior the commencement of tourism activities, to serve as a reference against which changes in condition (if any) subsequent to use are gauged.

DoA will maintain a presence in all archaeological sites used for tourism to monitor activities and ensure that no damaging practices to the heritage asset are undertaken.

3.5 Strategic Objective 3: Presence of an enabling institutional and legal environment for antiquities management

Harmonize the laws and regulations governing the heritage sector to facilitate the efficient and effective management of heritage based on best-practice and identified needs, and rationalize the roles of all stakeholders, such that overlaps, gaps and ambiguity in responsibilities are removed, while at the same time allowing the private sector and non-governmental organizations to invest in and manage tourism services at archaeological sites, under DoA supervision.

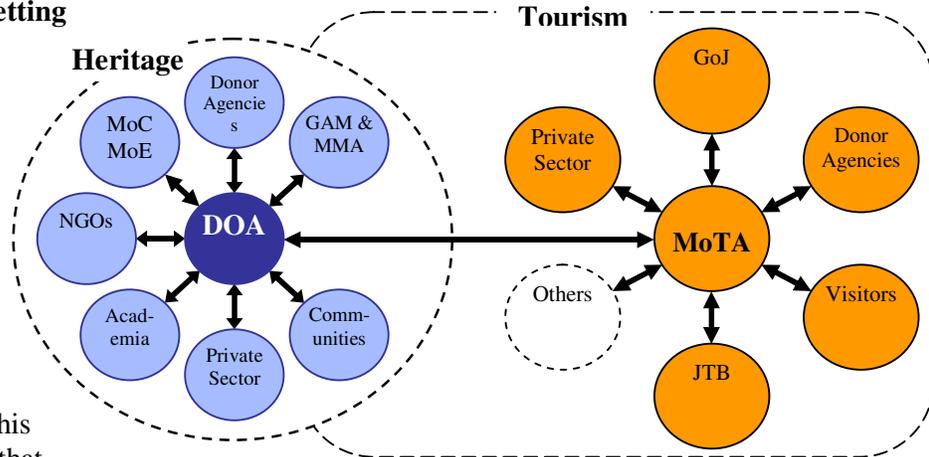
Existing legislation relating to Jordan’s heritage is vague and confusing, and has resulted in unclear divisions of roles between heritage stakeholders, mainly between DoA and MoTA. As such the institutional set up of DoA and MoTA must be addressed alongside creating a modern legal framework that refines the heritage management system and clarifies roles and responsibilities with regards to it.

Institutional Setting

The diagram illustrates the envisioned, streamlined institutional landscape needed for a robust and effective heritage tourism sector.

Realization of this model requires that

legislation be amended and agreements arrived at between the two key organizations, DoA and MoTA, and other stakeholders.



The specific redistribution of roles for DoA and MoTA will be as follows:

- DoA should be responsible for all aspects of archaeological conservation, as well as the management and protection of sites that are not open to the public.
- DoA will coordinate with relevant government institutions, such as GAM and MMA on development planning to prevent urban encroachment on archaeological sites.
- MoTA will manage all tourism-related services at sites that are open to the public and according to a site management plan. It will be responsible for tourism management on site, public presentation, marketing, staffing, concessions of tourism services, planning for access and services infrastructure, and architecture for new buildings and adaptation of the old (where permitted by DoA). All such activities must be approved by DoA in advance, and be part of the integrated framework for site management.
- In line with the strategic direction the private sector should be the primary investor, developer and operator of archaeological heritage services on sites. This will enable

access to capital and business and management expertise, but implementation must fall within the guidelines set by DoA and MoTA.

The matrix below is a summary of the future roles of the various stakeholders in the archaeological heritage and archaeological heritage tourism sectors. The leftmost column is the Heritage Value Chain (HVC), with the added "Museums" link for emphasis, as well as the "Awareness" activity, which is concerned with raising awareness and interest in heritage on a national level, and Impact Assessments, to ensure that planned activities will not threaten the well-being of the site.

No.	HVC	Stakeholder	DoA	MoTA	Private Sector	NGOs	MoE & MoC	Other GoJ	Others
1	Discovery		✓			✓			✓
2	Assessment		✓						
3	Documentation		✓						
4	Excavation		✓						✓
5	Conservation		✓	✓	✓	✓			
6	Site Management Planning		✓						
7	Business Planning			✓	✓	✓			
8.1	Interpretation & Presentation		✓	✓	✓	✓			
8.2	Technical Management		✓						
9	Tourism Management			✓	✓	✓			
10	Monitoring and Protection		✓	✓					
11	Museums		✓						
12	Awareness		✓	✓			✓		
13	Planning & Development control		✓					✓	
14	Impact Assessments		✓						

The following paragraphs define the division of responsibilities between DoA and MoTA for the management of tourism heritage sites more specifically. This division builds on each organization's core competencies and available resources and work loads and aims to remove overlap and ambiguity.

MoTA

1. Staffing (for tourism services)
2. Marketing and promotion
3. Contracting with the private sector
4. Planning for access and infrastructure
5. Design of new buildings related to tourism services and adaptation of the old

DoA

1. Archeological excavation and management

2. Preservation, conservation and protection of values and significance
3. Management of non-tourism aspects of archaeological sites
4. Research and recording.
5. Conservation planning, architectural and specialist services in design and upgrading
6. Development control in or around archaeological sites
7. Museum Management (curatorship, conservation, restoration and management of moveable heritage objects)
8. Approval of plans for investment, and development and monitoring of heritage sites
9. Archaeological impact assessment for tourism and investment activities
10. Stopping any tourism related services on sites that does not abide by terms of contracts for use and management
11. Monitoring of activities on sites to ensure compliance with guidelines

Legislation

Several areas have been identified where changes are needed in legislation governing heritage management, in order to resolve the current problems that exist in the sector and allow the introduction of enforceable regulations and guidelines that meet international best-practice standards. The key requirements of the legal revisions are as follows:

- Amend legislation to remove gaps, overlaps and ambiguity.
- Include planning and development regulation by DoA.
- Support guidelines for management and conservation of heritage.
- Allow the private sector to invest in and manage tourism services at heritage and 'antiquities' sites.
- Grant DoA more independence in hiring staff to meet their needs.
- Allow DoA to retain earnings from its activities, such as the sale of literature it produces, or DoA branded souvenirs.

3.6 Strategic Objective 4: Enhanced awareness of and support for the value and significance of heritage

Heighten Jordanians' awareness of the significance and value of heritage to their everyday lives, and highlight the current and potential contribution of heritage to the tourism sector and the economy.

Broadening the appreciation and understanding of Jordan's history amongst Jordanians, and highlighting the cultural and economic value of patrimony will have a positive impact on local heritage in a number of ways:

- Conservation and protection of heritage assets will be supported by government, communities, and individuals.
- With interest in heritage comes the will to be involved in its preservation and utilization.
- Nurturing cultural identity and national pride.

Raising awareness must be achieved at two different levels; government and community. The government level involves targeting policymakers, legislators and public sector entities, while the community level encompasses the media, students, educators and the general public at large.

At community level awareness of heritage will begin with revised curricula at schools, which emphasize Jordanian history and relate it to various heritage sites. The cooperation of the Ministry of Education is key to the success of this effort. DoA's responsibility lies in providing the material to be included in the curricula, while MoE's responsibility is to present the material in an appealing manner that arouses the curiosity of students. The revised curricula should be complemented with a school trips program to heritage sites, whereby funding for implementation (particularly public schools) could be through grants, sponsorship, or fund-raising efforts.

The local media should be engaged, with the collaboration of the Ministry of Culture, to promote heritage and its value to the rest of the population.

The government's awareness of the significance of heritage must be raised in order to secure sufficient funding required to fulfill the mandate of DoA and fully implement Jordan's antiquities management strategy to achieve its set goals. When the increased fiscal returns and indirect benefits of heritage conservation and reuse projects are calculated, ample economic justification for increased levels of funding and incentive support from Government can be made.

In this respect DoA will develop a business case to demonstrate the importance of heritage to Jordan's tourism sector versus other types of tourism, and point out its potential returns on investment in order to justify the allocation of funds for development of heritage.

3.7 Strategic Objective 5: Availability of financial and human resources to capitalize on Jordan's archaeological heritage

Ensure that the required human and financial resources are in place for DoA and MoTA to carry out their missions by securing more funding from the Treasury, collaborating with civil society and academia, involving the private sector in the development of sites, and by retaining earnings from commercial activity.

For DoA to carry out its mission, the human and financial resources necessary for this must be in place. The reformulation of roles within the heritage sector will require that new skill sets are built up within DoA, more staff are employed and necessary instruments and equipment are provided to meet the demands of the new mandate, with the availability of more funding.

New competencies can either develop organically within an organization, through training and capacity building, or be brought in by way of new hires; usually it's a combination of the two.

Based on strategic objectives identified in the Strategy, an analysis will be conducted to identify areas where additional competencies and employees are needed, as well as determining what training programs might be needed to enhance the competencies of existing employees. The full spectrum of needed new skills will only be known after the analysis is complete, but it is likely to include heritage management, monitoring and regulation, contract compliance, communication and fundraising, and proposal writing.

The capacity of DoA (and MoTA) will then be enhanced. Also, revised HR policies and procedure will be developed that are separate from the current Civil Service Bureau (CSB) procedures used, by allowing them to attract and contract with specialized capacities for employment. The current system is not competitive and does not match the right skills and specializations to government jobs. Therefore a break from the CSB system is necessary given the very specialized disciplines sought in heritage management.

DoA must be sufficiently resources in order to fully undertake its responsibilities, with human, technological and financial resources. Financial resources are vital as the increased HR needs further compounds the funding shortage problem. Thus, with the support of MoTA, a request will be made to the Treasury for more funds, and this will be backed by a solid business case on the importance of heritage.

DoA's numerous relationships with NGOs and academic institutions will be tapped for more research funding or research staff. Fundraising activities will be conducted to draw in sponsorship from businesses and individuals.

Literature on antiquities and heritage produced by DoA will be sold at a price that covers cost of production plus a modest profit to fund conservation activity. DoA may also consider developing a branding or approval scheme to ensure authenticity of souvenirs (e.g. replicas of heritage assets) other than handicrafts.

Services provided to the public for the use of heritage should be paid for at a fee rate that covers costs.

Charges must be made for DoA services such as sanctioning and giving permission for works or concessions to use sites, or when making agreements with the private sector for the planning and use of heritage sites. Such fees must be determined according to an approved incremental scale and should be paid to DoA.

The above fund-raising activities require a degree of commercial aptitude as well as proposal writing skills in order to compete for funds from willing sponsors. As a prerequisite, the revised legislation should allow for DoA to raise funds as described, and retain these funds for its own use in conservation and education and for continuous improvement of its services. The ability of DoA to raise funds through any means, and retain them for its own use, will require legal changes related to financial issues.

4. The Way Forward

Success of this strategy requires wide support from the Government of Jordan, the private sector and local communities. Together, these stakeholders will work on ensuring needed legislation changes are made, adequate resources solicited and required capacities, instruments and equipment, within the DOA and other government agencies are available for heritage assets protection, study and use.

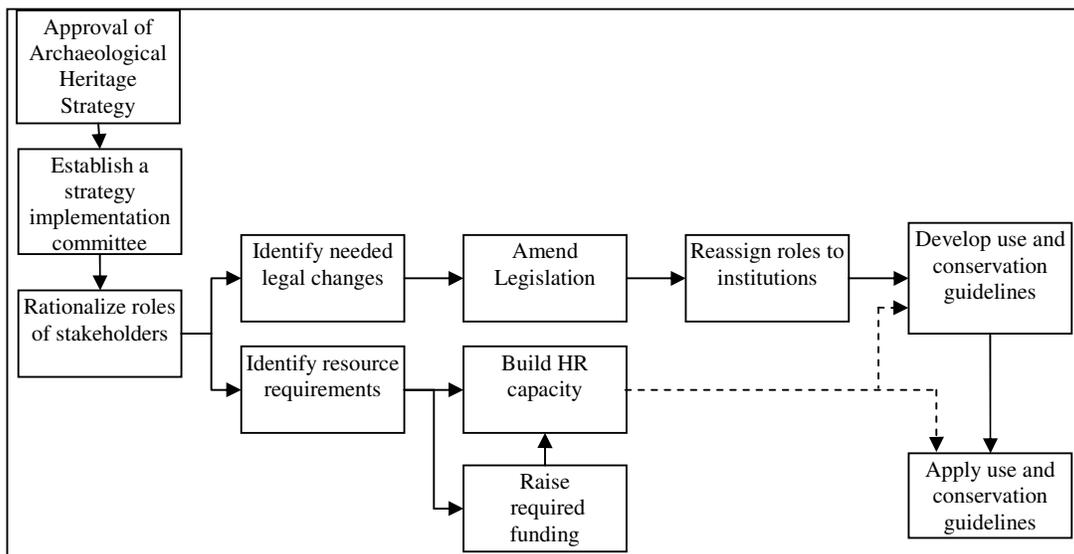
The road ahead is a challenging one, but one that must be taken to keep safe Jordan's heritage treasures for the enjoyment and education of future generations, and to support Jordan's development goals by contributing to the national economy through tourism. Accordingly, each of the stakeholders must play its role in supporting and implementing this strategy in practical terms.

The way forward essentially entails a restructuring of the sector as well as changing the current legislation that affects heritage, and capacity building where needed. The specific areas of action for each of the five strategic objectives are described in Annex 1 and lay out the path to implementation. It is imperative that the work programs are prioritized, and a review of these work programs be carried out on an annual basis.

This strategy is a sector strategy; it includes activities that should be undertaken by all the stakeholders to raise the heritage sector in Jordan to international standards. DoA is central to this and will lead the effort, assuming a fundamental role in coordinating activities of the other stakeholders.

Implementation of the strategy should be monitored by an Action/Steering committee. This will be chaired by the Minister of Tourism and Antiquities, and made up of MoTA, DoA, and the other stakeholders.

The diagram below represents a roadmap of key activities necessary to attain set goals:



4.1 Required Support

The successful implementation of this strategy depends largely on the existence of high-level government support for its recommendations, as without this backing it cannot succeed. To begin with, the strategy itself must be ratified by the Cabinet before any recommendations can be proceeded with.

The strategy calls for numerous legal amendments, many of which are progressive and require the government to accept new ways of operating. This includes allowing its agencies to act more independently while remaining within guidelines and with the necessary accountability measures in place.

When it comes to human resources, heritage conservation is a highly specialized field that requires people with very specific skills. The Civil Service central appointment system cannot provide the right people for this, and so DoA needs flexibility to employ the needed human resources when they are needed.

Finally, none of the changes needed to improve and properly preserve Jordan's heritage can be achieved without the proper financial backing. Therefore it is vital to procure commitment from the Ministry of Finance to increase DoA's budget in order to start the capacity building process.

5. Strategy for Heritage Management

Strategy for Archaeological Heritage Management in Jordan 2007 - 2010

Department of Antiquities Vision

Jordan's rich and diverse cultural legacy is of national and international significance, and it will be continuously conserved, interpreted and protected in accordance with best international standards, and presented in a sustainable manner to provide a unique visitor experience and to achieve national tourism goals.

Department of Antiquities Mission

DoA is responsible for the implementation of the archaeological policy in Jordan and will explore, conserve and monitor any tourism activities and services carried out by the private sector, other governmental and non-governmental agencies. DoA will provide comprehensive information on antiquities and present assets in a manner that supports the national identity and serves the educational culture, in addition to placing archaeological assets as a major factor for tourism attraction.

Statements of Roles

For MoTA

Acting within guidelines and conditions set by DoA on the sustainable use of archaeology and its surroundings, MoTA will manage the tourism related services of Jordan's abundant archaeological assets, and develop archaeological sites to become tourism attractions. In this respect, MoTA must take a lead role in the coordination of the tourism strategy, and tourism management of tourism services. This will be done with the purpose of expanding the tourism offering to increase tourist numbers in a manner that maximizes the benefits to Jordan in general and to local communities in particular. In coordination with DoA, MoTA will collaborate with various interests to complete its mission, including other public sector institutions and by creating partnerships with the NGO and private sectors where it is deemed prudent to do so.

For DoA

DoA will be responsible for the conservation, documentation, excavation, repair, restoration and maintenance an interpretation of archaeological assets, and will be responsible for archaeological museums. DoA will develop guidelines and conditions for the sustainable use of archaeological sites for tourism purposes that will preserve their historic character and physical environment. DoA will also develop the policies for the conservation and protection of all antiquities in Jordan. As guardians of the country's antiquities, DoA will review, reject, amend or approve all contracts for the use of the antiquities and land for which the DoA is responsible, and monitor the implementation of these contracts.

A Strategy for the Management of the Archaeological Heritage in Jordan 2007 - 2010

<p>For Civil Society and Academia</p> <p>Civil Society and academia will provide support and expertise to DoA to enhance the management of heritage in Jordan. They will provide funding and expertise when possible, and leverage their reach to raise awareness of the importance of heritage to the economy and lives of society. Academia will introduce heritage conservation and management programs in national curricula, to train and graduate individuals to meet the sector demands for expertise in the field.</p>	<p>For the Private Sector</p> <p>The private sector will partner with MoTA by investing in, developing, promoting and managing the tourism services at archaeological heritage sites, while abiding by the sustainable use guidelines and conditions established by DoA. The private sector will present these sites in innovative ways that provide multi-sensory experiences to the visitor where possible, and operate the sites in an efficient manner according to international best-practice standards. In cases where the private sector needs specific studies and services related to a site for the purpose of tourism investment, this will be provided by DoA in exchange of agreed-upon fees .</p>
<p>Goals of the Strategy</p> <p>Capitalize comprehensively on Jordan’s heritage legacy to achieve intercultural understanding and national pride, and derive economic and social benefits from this heritage through sustainable tourism that is based on international best practice for conservation, preservation and presentation.</p>	

Strategic Objective 1	Strategic Objective 2	Strategic Objective 3	Strategic Objective 4	Strategic Objective 5
Conservation of archaeological assets	Application of sustainable use and best-practice management guidelines for	Presence of an enabling institutional and legal environment for antiquities management	Enhanced awareness of and support for the value and significance of heritage	Availability of financial and human resources to capitalize on Jordan’s archaeological heritage

Annex 1: High-Level Work Programs

For each of the five strategic objectives, a number of work programs have been identified that lay out the path to implementation. It is imperative that work programs are prioritized and reviewed on an annual basis. Each year, the organizations' top leadership should assess progress made towards the vision, and should make the necessary changes depending on the result of each annual review.

Annex 2: Glossary

These definitions are used in ICOMOS UK and the British Standards, and are derived from ICOMOS Australia, and the Getty Conservation Institute.

Alteration is work to the fabric of a site, building or artifact, the purpose of which is to change or improve its function, or to modify its appearance.

Archaeology is the scientific study and interpretation of the past, based on the uncovering, retrieval and interpretation of material evidence.

An Artifact is a man-made object, usually, but not necessarily, movable.

Conservation is the management of change, with a view to securing the survival of the natural environment, the cultural environment, resources, energy, artifacts and any other thing of acknowledged value, for the benefit of present and/or future generations.

Heritage is that which has been inherited from the past, or newly created, which is considered to be of sufficient value as to be worthy of being handed on for the benefit of future generations. It can be movable or immovable objects, buildings, structures, adapted natural phenomena, artifacts, works of art, literary works or places where events of historical significance took place. It is also human, plant and animal remains pre-dating the year 600 AD.

History is the study and interpretation of past events based on the evidence of primary documents, secondary sources, physical recording and archaeology.

Intervention is any invasive action, which has a physical effect on a site, building, artifact or organism.

Maintenance is the routine work necessary to keep the fabric of a building, the moving parts of machinery, grounds, gardens or any other artifact in good order.

The Natural Environment is that part of the environment, which is natural, wild and largely free of human influence. Truly natural 'wilderness', entirely uninfluenced by man, is, however, extremely rare in the world.

Preservation means survival; it is a state or an objective, not an activity.

Rebuilding or remaking describes the re-assembling of a building, or part of a building, from new or salvaged material to a known original or reconstructed design.

Reconstruction is the re-enactment of an event or the re-establishment of a design on the basis of documentary and/or material evidence.

Repair is work to the fabric of a site, building or artifact to remedy defects, damage or decay, the practical purpose of which is to return it to good working order, without alteration or restoration.

Replication is the making of an exact copy.

Restoration is the alteration of a site, building or artifact, the purpose of which is to make it conform to its original design or appearance at a previous date.

Reversibility is the concept of carrying out work in such a way that it can be reversed at a future date.

Soft-cultural heritage refers to the many performing arts, customs, beliefs, social and cultural traditions and associations that are valued by the people of a place.

Sustainable Development is development which meets present needs without compromising the needs of future generations.

Sustainable Use is the use of an asset in a manner that does not compromise its value, fabric and well-being and does not shorten its useful life.

Total Resource Value comprehensively considers the value of the resource in the economic, social and planetary context. It considers direct and indirect values. In terms of direct value it considers direct use, indirect use and option value (future value). In terms of indirect value it considers existence value and quasi option value (undiscovered future use).

Value and significance is the social, cultural, historic, artistic, economic, and associational importance ascribed to a place by each individual. Since all values are based on social and psychological perceptions that differ from person to person, it is often hard to define the value of heritage to each visitor to a place. Art is in the eye of the beholder and is built upon our different and rich experiences. The marketing of a place is therefore challenged to appeal to the values of the market sector, which is to benefit from interaction with heritage.