

## The Summary of Terminal Evaluation

<b>I. Outline of the Project</b>		
<b>Country:</b> Hashemite Kingdom of Jordan		<b>Project title:</b> Sustainable Community Tourism Development Project in As Salt City
<b>Issue/Sector:</b> Private sector development		<b>Cooperation scheme:</b> Technical cooperation project
<b>Division in charge:</b> Industrial Development and Public Policy Department		<b>Total cost:</b> 303 million yen
<b>Period of Cooperation</b>	<b>(R/D):</b> 3 years from September 2012 to August 2015	<b>Partner Country's Implementing Organization:</b> Ministry of Tourism and Antiquities (MOTA)
		<b>Supporting Organization in Japan:</b>
<p><b>1. Background of the Project</b></p> <p>MOTA and Japan International Cooperation Agency agreed to implement ‘Sustainable Community Tourism Development Project in As Salt City’ (hereafter referred as ‘the Project’) in June, 2012. About two and half years have passed since the Project was launched in September, 2012. Considering the fact that the Project is to be completed in August 2015, the Terminal Evaluation has been conducted with an aim to evaluate the activities and outputs which have come up in the Project, and to extract lessons from the result to make recommendations on the activities for the remaining period of the Project and measures should be taken after the termination of the project.</p> <p><b>2. Project Overview</b></p> <p><b>(1) Overall Goal</b></p> <p>The implementation of tourism development in As Salt City contributes to conserve historic townscape as well as to improve their livelihood.</p> <p><b>(2) Project Purpose</b></p> <p>Tourism development which utilizes local cultural resources and benefit local community is promoted in As Salt City.</p> <p><b>(3) Outputs</b></p> <ol style="list-style-type: none"> <li>1) A mechanism to materialize tourism development based on the Ecomuseum<sup>3</sup> concept is prepared.</li> <li>2) A mechanism to conserve historical urban townscape is established.</li> <li>3) A tourism system consisting of core museum, satellite and trail is established.</li> <li>4) Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed.</li> </ol> <p><b>(4) Inputs</b></p> <p><b><u>Japanese side:</u></b></p> <p><b>Experts</b> nine (9) persons</p> <ul style="list-style-type: none"> <li>- Chief Advisor/TourismDevelopment</li> <li>- Deputy ChiefAdvisor/TourismDevelopment</li> </ul>		

<sup>3</sup> 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.

- Ecomuseum (two persons)
- TownscapeManagement (two persons)
- TourismMarketing/TourismDevelopment
- Tourism Marketing
- Project Coordinator

**Training in Japan:** 15 persons

**Equipment:** 23,009 JD

**Local cost:** around 29.3 million JPY as of the end of January 2015

**Jordanian Side:**

**Counterpart:** 9 persons

**Office space for Japanese Experts**

**Cost for Salt festival:** around 19,000 JD in total for the Salt festivals in 2013 and 2014.

**II. Evaluation Team**

<b>Members of Evaluation Team</b>	Mr. Tsutomu Nagae	Team Leader	Visiting Senior Advisor, JICA
	Mr. Keiichiro Takadera	Tourism Development	Tourism Chief Advisor, Foundation for International Development / Relief
	Ms Naomi Jimbo	Cooperation Planning	Assistant Director, Private Sector Development Group, Industrial Development and Public Policy Department, JICA
	Mr. Akira Takagi	Evaluation Analysis	Senior Consultant, ICONS Inc.
<b>Period of Evaluation</b>	3/April/2015~23/April/2015		Type of Evaluation: Terminal evaluation

**III. Results of Evaluation**

3-1. Review on Achievements

(1) Achievements of Outputs

Output 1: A mechanism to materialize tourism development based on the Ecomuseum concept is prepared. Output 1 is almost achieved at the time of the terminal evaluation.

It can be said that “A mechanism to materialize tourism development” has been prepared to some extent since the SEM Management Committee was established and the committee has been held almost monthly since its establishment. It was, however, observed that monthly meetings is too much considering the fact that the committee is the decision-making body and consists of high-ranking officers, and there is a need to change its structure. In addition, there is a concern that JICA still plays a major role in the committee especially as secretariat.

The new Ecomuseum plan and action plan was formulated in September 2013 after review of the original plan. The Project plans to revise some of the contents and have the plan authorized by the SEM management committee by the end of the Project. The needs for having the technical committee meetings would be more increased from now on. Although the SEM Management committee will have to pay for technical committee members in some occasions, the SEM Management committee does not have a proper budget for that.

Output 2: A mechanism to conserve historical urban townscape is established.

Output 2 is considered to be nearly achieved at the time of the terminal evaluation.

The draft version of the guidelines for townscape management was completed and is highly evaluated since the guidelines are in line with the requirement of the preparation for the World Heritage registration. The draft was already approved by the Salt city council and is expected to receive final authorization by the end of the Project.

In the pilot project, technical assistance was provided, on the basis of the draft of the townscape management guidelines, for measurement, preparing drawings on the present state and renovation plan, safety and health management of the construction site, and preparation of the construction site. The guidelines might be revised if necessary through implementation of the pilot projects. GSM/ASCD are expected to complete the pilot project and revise the guidelines since it is not likely to complete the pilot project by the end of the Project.

Although it is not likely to complete the pilot project by the end of the Project, the guidelines has been finalized in essence. Apart from the above pilot project, the guideline concept is already introduced in the Khader street conservation project, which is being conducted by MOTA. Therefore it can be said that the degree of the application of the guidelines to actual works is satisfactory and “a mechanism to conserve historical urban townscape” has been almost established.

Output 3: A tourism system consisting of core museum, satellite and trail is established.

Output 3 is considered to be already achieved at the time of the terminal evaluation.

As for exhibition and interpretation materials, maps /videos for Harmony trail and Daily life trail, Ecomuseum brochure, welcome video, Education trail video were already developed. Education trail map and panels for core museum are under development.

Two trails, the Harmony trail and the Daily life trail, were developed. In addition, the Project is working on the development of a new trail, the Education trail, which is expected to be developed by the end of the Project. In total, 32 satellites are formulated; 10 satellites are included in the Harmony trail and 22 satellites are in the Daily life trail.

11 trail guides were trained as heritage guides (local interpreter) who understand the contents and are able to explain them on their own. (Four English guides, three English assistants, and four Arabic guides)

On the other hand, there is a challenge regarding the sustainability of organizational and technical aspect of Output 3. The two Project local staff members hired by the JICA Project play a significant role in activities relating to Output 3.

Output 4: Tourism products which utilize and conserve local cultural resources and benefit local community in a sustainable way are developed.

Tourism products such as Salt brand and Salt tour are developed, and promotion materials are also prepared to a satisfactory extent. On the other hand, there are concerns in operation and promotion of those products.

Selection criteria and process for the Salt brand were set and the Project received 20 applications for the selection and eight of them were certified as Salt brand at Salt Festival in 2014.

A monitor tour in April 2015 was arranged for Japanese. The most of participants gained satisfaction from the tour, especially for local guides and the tour. H.I.S. Jordan started to sell Salt tour as one day optional tour in April 2015. Under the operation system of SDC, prices of trail tours and payments for local

guides have been set.

As mentioned, the Project sees some results in development of tourism products. On the other hand, there are concerns in operation since SDC has little experience in actual operation.

#### Achievements of Project Purpose

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

The Project purpose is almost achieved at the time of the terminal evaluation.

Daily life trail was developed followed by the development of harmony trail, and the first selection of salt brand products was done. It can be said that tourism development which utilizes local cultural resources and benefits local community is moving ahead. Satisfactory number of local people is incorporated into the tour products at the time of the terminal evaluation and the environments where they can continuously work are being developed.

The harmony trail tour and local guides were highly evaluated by the participants in the monitoring tour. In the remaining period of the Project, the Project has to make efforts to collect feedbacks from various types of tourists as well as to gain experience in operation through conducting more monitoring tours.

In the Project, under SEM Management Committee, new systems such as home visit and local guide were established, and it can be said that the mechanism for promoting SEM is gradually being put into place. To promote the involvement of local people, activities such as workshops, festivals and kids' activity are implemented. However, a concern still remains that the Project staff members play a major role in SEM management committee, especially as secretariat.

### 3-2. Summary of Evaluation Results

#### (1) Relevance: High

##### i. Consistency with the development policy of the government

The Executive Development Program 2011-2013 and the National Tourism Strategy 2011-2015 emphasizes the importance to develop attractive tourism products as well as to provide a variety of tourism experiences to incoming tourists. The Project's direction, which is to promote sustainable tourism in As Salt city with use of historical and cultural resources, is exactly in line with the governmental policy.

##### ii. Consistency with Japanese ODA policy

Country Assistance Policy for Jordan (2012) sets "Supports to sustainable economic development" as one of the three priority assistance areas. In this area, the Policy mentions that Japan supports the sectors that have development potentials such as tourism sector from institutional and/or technical aspects.

##### iii. Consistency with the needs

As Salt city and ASCD have been long making efforts to promote tourism in As Salt city with its historical townscape and traditional life style. MOTA has been paying attention to diverse the tourist destination on the basis of the governmental tourism policy. MOTA Balqa has long engaged in development of tourism at Salt as a governmental responsible organization in the area. HOSM needs to enrich the contents and displays of the museum in order to fully function as Core museum under the Ecomuseum concept. SDC has been working for city's social and economic development as a nonprofit organization for the past decades. The Project is matched with the needs of the stakeholders.

#### iv. Advantage of Japanese technologies

The Project has been introducing a series of knowledge, experiences and technical skills that have been accumulated in Japan. Hagi City's experiences in particular, on tourism promotions and marketing with local people's participation were utilized effectively in the Project. In addition, the regulations for preservation of historical buildings and houses/area and land use plan in Japan are the effective example, whose concept can be applied to tourism development in As Salt city.

#### v. Appropriateness of the Target Area and the Approach (Ecomuseum)

There exist core values in As Salt City characterized by "living heritage", in which inherited tangible and intangible assets are amalgamate. These values absolutely match with the concept of Ecomuseum. Although the concept was totally new to Jordan, the concept became gradually accepted by Salt since Ecomuseum was an only concept that finds value in such precious assets.

### (2) Effectiveness: Relatively High

#### i. Achievement of Project purpose

The Project purpose is almost achieved at the time of the terminal evaluation. The Project has prepared mechanisms, in which local people have occasions to get benefits from tourism, such as home visit, local guide, daily life trail, and Salt brand. The harmony trail and local guides were highly evaluated by the participants in the monitoring tour. The Project has to make efforts to collect feedbacks from various types of tourists as well as to gain experience in operation through further monitor tours. It is a great achievement that SEM Management Committee was established and involvement of local people in the tourism development, which forms the basis for SEM, has been promoted through several activities. On the other hand, there are some concerns. The Project still needs to make further efforts to attract more tourists to Salt. SEM management committee needs to find out a way to secure its sustainability.

#### ii. Inhibition factors

The Project has not witnessed much improvement in the issue of allocation of staff members at each organization from Jordan side. That situation has made the technical transfer difficult.

Due to small number of visitors to Salt;

- 1) The Project is not able to have tourism products tested by tourists.
- 2) It is difficult to raise awareness when local people do not see sufficient number of tourist.
- 3) Local interpreters and SDC are not able to get enough experiences.

### (3) Efficiency: Relatively High

#### i. Achievements of Outputs

Overall, the Project produced outputs more than expected, whereas there are some issues to be addressed. It is substantial results that the SEM Management Committee was established and the committee has been held almost monthly since its establishment. There is a concern, however, that JICA still plays a major role in the committee especially as secretariat. It was also a great achievement that the developed townscape management guidelines contribute to promotion of the activities for the World Heritage registration. The numbers of exhibition and interpretation materials produced by the Project largely surpass the targets of the output. On the other hand, there is a challenge regarding the sustainability of organizational and technical aspect since the two Project local staff members hired by the JICA Project play a significant role. The Project produced sufficient number of tourism products. However, there are concerns especially in tour operation.

## ii. Appropriateness of inputs

### 1) Japanese Experts

Inputs from Japanese side in number and expertise of experts are highly evaluated. The JICA experts consist of members from consultant, university, and local government. The inputs are well balanced.

### 2) Jordanian staff

Key personnel for implementation of the Project were secured from each counterpart organization, and have made significant contribution to the Project. However, Jordanian side needs to allocate more personnel in order to ensure the sustainability of the Project's outcomes. On the other hand, it is evaluated that GSM/ASCD allocated two internship staff members, who acquired skills and knowledge to carry out some renovation tasks by themselves.

## iii. Utilization of other resources

### 1) Experts from various fields

Taking advantage of the technical committee, the Project effectively has obtained expertized knowledge and information from resource persons. Trail map and explanation texts were made with historians' verification and advices. The process enhanced the quality of the map.

### 2) JOCV

A JOCV member made a meaningful contribution to the promotion of townscape management through supports for measurements and drawings. Another JOCV member played a big role in documenting all the museum objects, contributing to the database development.

### 3) Jordanian Volunteers

Volunteers have actively participated in the Project activities including guidance for trail tours and logistical supports while the Salt festival.

## iv. Obstructive factors that affect efficiency

The Project has encountered difficulties in contacting some owners of buildings. That causes some delays in implementation of townscape conservation work.

## v. Baseline and end line survey

The examination of how the baseline and end line surveys were conducted suggests the possibility that a question was not conducted properly, leading to the situation where an indicator of the Project purpose was not able to be measured.

## (4) Impact: High

### Prospect of the achievement of overall goal

The overall goal is likely to achieve the targets. The guidelines have been already used for townscape management activities by GSM/ASCD and MOTA. The guidelines promote the preparation for the World Heritage registration, and efforts for the World Heritage registration promote townscape conservation. Economic benefits on the people in Salt from tourism are likely to increase through home visits, local guides, shops included in the daily life trail, and the Salt brand system.

### Other positive impacts

1) Ecomuseum as an approach of tourism development is likely to be incorporated into the next version of National Tourism Strategy (2016-2020).

2) Some municipalities in Jordan are getting interested in the concept of Ecomuseum for their development approach.

- 3) The townscape management guidelines promote activities for the World Heritage registration.
- 4) Stakeholders are working on issues related to the Project such as parking and garbage issues by GSM/ASCD, toilet and restaurant by SDC, and townscape management and awareness raising activity by MOTA/HOSM. These efforts are expected to cause positive impact on improving livelihood, benefits, and townscape conservation.

(5) Sustainability: Moderate

Policy Aspects

Ecomuseum as an approach of tourism development is likely to be incorporated clearly into the next version of National Tourism Strategy (2016 - 2020), which would secure the sustainability of SEM from the view point of policy.

Organizational, technical and financial aspects

1) SEM Management Committee

That the Committee is established with legal status supports the organizational sustainability to some extent. Especially, the roles of secretariat, however, are still played by the Project local staff hired by the JICA Project. In addition, needs to hold technical committees are expected to be increased gradually, meaning that the committee needs budget for the meetings. The committee so far does not have proper budget, which is also a concern.

2) GSM/ASCD

GSM/ASCD conduct their job by themselves. It is regarded as an achievement that GSM hired two internship staff members and they acquired skills and knowledge to carry out some renovation tasks by themselves.

3) MOTA Balqa/ HOSM

Although MOTA Balqa/ HOSM produced a lot of outputs during the Project, these achievement were largely done by the two Project local staff members hired by the JICA Project. It is still uncertain if the two members hired by the JICA Project are able to continue their work after the end of the Project. In addition, MOTA Balqa/ HOSM do not have sufficient budget to conduct their activities. MOTA needs to allocate proper budget for MOTA Balqa/ HOSM to be able to promote SEM.

4) SDC

SDC is stepping into operational phase of SEM tours, the gateway and the brand shop. And SDC plans to hire staff for the brand shop. Now that the tour products are ready and SDC is about to be ready in plan, but SDC has little experience in actual arrangement of tour and operation of the gateway and the brand shop. Therefore, it is not certain if SDC is able to manage these tasks properly. As for budget, the purpose of the usage of funds might become a matter when SDC raises funds from donors since SDC has to explain to donors and have them agree with the usage.

3-3. Factors that promoted realization of effects

(1) Factors concerning to Planning

Training in Japan

Visiting Hagi city was an effective occasion for stakeholders to observe a good practice and to draw detailed pictures in their own mind. Also, information on the policies/regulations for townscape management also contributed to developing information storage of the counterparts.

Consistency between the concept of SEM and needs, mandates and roles of each stakeholder

Many organizations, such as MOTA, HOSM, GSC, ASCD, SDC, DOA, and JTB, take part in the Project. It was their first time to work in such circumstances. Even with these difficult factors, in SEM, the stakeholders implement activities in a good coordinate manner. It is partly because of the consistency between the concept of SEM and needs, mandates and roles of each stakeholder.

(2) Factors concerning to the Implementation Process

High commitment of leaders of each counterpart organization

Each leader of the counterpart organizations understood the purpose and significance of the Project, and then engaged in the series of the activities.

3-4. Factors that impeded realization of effects

(1) Factors concerning to Planning

Nothing particular

(2) Factors concerning to the Implementation Process

To promote SEM in Salt, examinations of the current system or creations of new system were required. For examples, local interpreter system, tour operation by SDC, creation of Salt brand system, etc. Those things required a lot of work.

3-5. Conclusion

The Project has high validity in implementation since it is in line with the development policy of the Jordanian government, tourism development strategy and needs of relevant stakeholders. It is also appropriate to set Salt city as the target area and adopt Ecomuseum concept as the approach for tourism development in the Project. The plan of training in Japan, Japanese experts, and activities are also appropriate to fully utilize the knowhow of Hagi city.

The effectiveness is evaluated relatively high since the Project purpose is almost achieved at the time of the terminal evaluation. It is considered as substantial results that the SEM Management Committee was established and the committee has promoted and coordinated SEM activities. The Project has prepared mechanisms, in which local people have occasions to get benefits from tourism, such as home visit, local guide, daily life trail, and Salt brand. On the other hand, SEM management committee cannot be run only by Jordanian side. In addition, although the Project is almost ready to receive tourists, organizations in charge of operation such as SDC have little experience in operation. It is advisable that the Project makes efforts to collect feedbacks from various types of tourists and gain actual experience through further implementation of monitor tours.

Overall, the Project produced outputs more than expected, contributing to the efficiency of the Project. The expert team consists of consultant, university and local government and its team organization is proper and well balanced, taking advantages of strong points of each member. As for staff allocation from Jordanian side, the Project has failed to see much improvement in its number and allocation of working level staff, whereas it is highly evaluated that each leader of the counterpart organizations shows high commitment towards the Project and actively engaged in the Project.

Regarding the overall goal, the development of townscape management guidelines and the implementation of townscape conservation work under the guidelines contribute directly to the achievement. It can also be said



that the promotion of preparation activities for the World Heritage registration contribute to the achievement of the overall goal. As for Economic benefits for local people in Salt from tourism, the mechanism has been established. It is expected to enlarge the economic impacts by making further efforts. The prospect of incorporation of Ecomuseum concept into the next version of National Tourism Strategy (2016-2020) shows a high valuation from Jordanian side and is regarded as a substantial impact of the Project.

As for the Sustainability, the sustainability in policy aspect would be secured if the next version of National Tourism Strategy states Ecomuseum as an approach for tourism development in Jordan. On the other hand, there are several concerns in organizational, technical and financial aspects. For example, the roles of secretariat are still played by the Project local staff hired by the JICA Project.

### 3-6. Recommendations

#### (1) Ensuring sustainability of SEM Management Committee

SEM would be receiving more tourists from now on. In this situation, SEM will have to cope with various issues including needs to adjust and coordinate tourism development through SEM concept and business and/or profit based development. SEM management committee has to decide future direction of tourism development in As Salt city. Therefore, to make SEM management committee functional is a key factor for SEM to be sustainable. In this regard, it is important to clarify leading organization with secretariat function and responsible person to supervision and organize what is happening in SEM by end of the project period. Since the secretariat of the SEM management committee still has been taken by the project local staff hired by the JICA project, there is an urgent need to examine how the unpleasant situation will have to be addressed. The several members of the SEM management committee are high-ranking officials and it is difficult for them to attend all the meetings which are held every month. The team recommends establishing Executive committee (working level) for the SEM management committee consisted of at least one official from each organization. The Executive committee will be held every month or whenever necessity arises in a timely manner and the SEM management committee (higher committee) will be held once in 6 months to review progress.

#### (2) Employment of the Project Local Staff

The project local staff members are hired by the JICA project and they play important and various roles for smooth implementation of the project. They contribute to the project as secretary staff of the SEM management committee, master trainers of the local interpreters, research assistants for rediscovering values of As Salt city and developing trails and activities. This matter needs to be discussed in the SEM management committee immediately and find the way to solve. It is desirable to examine the possibilities of the staff employment by SDC concretely.

#### (3) Revising SEM Plan and Marketing and Promotion Plan

The structure and system to promote SEM have changed since SEM plan was revised in September 2013. It is necessary to update the plan and have consensus among stakeholders by the end of the project. Furthermore, under the plan, it is recommended to prepare detail annual action plan with reflecting characteristics of the region and will of community and organized inductively like using SWOT analysis in a long term. Also, although Marketing and Promotion plan was designed in 2014, the term of Action plan covered only during April to October 2014. Since tourism products and services of SEM are ready to have tourists, the annual Action plan for marketing promotion is needed to clarify what to do, budget for each activities and timeline for

taking action by the end of the project. It is also recommended to organize supporter's or fan's group including inside and outside region to support SEM activities for further revision of SEM in a long term.

#### (4) Reinforcement of capacity of tour operation and tourism system of SEM

Since it is a first time for SDC to operate as a tour operator, it is important to conduct monitor tour frequently for exercise to check, acquire feedback and improve its land operation. Planning of Salt Festival to be organized in October has not been started. Therefore, the mission team made the following suggestions;

- ① Implementation of monitor tour (Improvement of land operation, promotion)
- ② Operational plan of Gateway (allocation plan of local guide, time setting for guide)
- ③ Capacity building of local interpreters (English, safety management and emergency responses)
- ④ Detail planning of next Salt festival and selection of the leading organization

#### (5) Understanding mechanism or system to promote Ecomuseum

MOTA is now planning to incorporate the principles of Ecomuseum in the next National Tourism Strategy (2016-2020). It is important for MOTA to take lessons from SEM project as a case of a successful mechanism or knowhow to promote Ecomuseum. Collaboration among various stakeholders in the specific region to work with for the same target to promote tourism development is very important aspect. Also, all the members of SEM management committee need to be aware of the whole process of the implementation of Ecomuseum including the activities done by other organizations and move forward toward upgrading its system and further improvement of services that SEM provide to tourists.

#### (6) Awareness raising of the community

Salt city plans to increase the number of cleaners. However, there still needs to have more efforts to raise understanding of the local people to keep their city as attractive tourism site for tourists. Especially there still have issues such as garbage that people throw to the streets, and dangerous manner of drivers inside downtown.

### 3-6. Lessons learned

#### (1) Harmonization of the concept of Ecomuseum and culture and values of people

The approaches taken by the Project are to take advantage of traditional and cultural assets of Salt as "living heritage". Although the concept of Ecomuseum was newly introduced in Jordan, it has good connection or coincided and harmonized with history, culture, and values of the people in As Salt City. That is the reason the project became generally accepted with Salti people and promoted. It is important to facilitate the harmonization of the concept of Ecomuseum and culture/values of people in the region for the implementation of the project.

#### (2) Matching the project concept and roles and strategies of stakeholders

In the Project, it was a success factor that the direction of the project purpose and activities meet with the needs and the developing strategy of each counterpart organization such as diversifying the tourist destination by making use of tourism potentials of minor tourist sites, new product development by utilizing cultural and heritage resources including traditional life style and providing variety of tourism experiences to tourists, conservation of historical townscape and management, and human resource development. Therefore, each organization takes a respective role of the project activities in line with their original duty assignment and the

project obtained in-depth understanding of leaders of each counterpart organization and strong commitments from them.

(3) Careful investigation is needed for selecting project sites in tourism development

From viewpoints of the above (1) and (2), careful investigation and analysis are needed when selecting project sites. In the Project, other than those circumstances, distance from major city, Amman, is very important aspect of the city to be promoted as a tourism destination. Because of length of time from Amman, it has potential to have optional tour for spare time which tourists often have in the last day of their trip which becomes comparative advantage from other cities.

(4) Importance of learning from particular case

Visiting Hagi city was an effective event for counterpart organizations to observe the actual implementation utilizing Ecomuseum concept and to help draw detailed pictures in their own mind. It was confirmed that it is crucial to observe the good practices in particular for projects whose major aims are to introduce new concepts and/or to establish new scheme and structure like this project.

(5) Allocation of appropriate number of counterpart staff from the beginning of the project

In the project, main counterpart personnel (high ranking officials) of each organization have strong commitments to promote SEM. In terms of working level staff in each organization, they are actively involved in SEM activities, however, more number of staff allocations is desired for technology transfer that were planned to be conducted from the beginning of the project term.

It is anticipated that it may bring negative impact for the sustainability of SEM after the termination of the project. Therefore, it is desired to assign enough number of appropriate staffs to carry out assigned tasks from the beginning of the project term to secure the sustainability of the Project.

(6) Implementation of tourism development/promotion project

In implementing tourism development/promotion project, it is common that involvement of various stake holders and coordination among stakeholders are required. This Project is in the same manner mentioned above and coordination and operation body was established named as SEM management committee. For smooth and effective implementation of similar project, and to make it sustainable, it would be necessary to clarify and task the role of each stake holder and formulate the rigid, reliable and responsible coordination body during the stage of the project formulation.

(7) Appropriateness of Project duration

As seen in the above (6), various stakeholders are engaged in a tourism development/promotion project. Hence, the project needs to allocate a certain period for the establishment of a mechanism to receive tourists. For areas where there is no sufficient tourism product like the target area in the Project, it is difficult to run a promotion without the development of tourism product. On the other hand, it would be difficult to set newly developed products/systems in place unless the project runs promotions and gains actual experiences through receiving certain number of tourists. In the planning stage, a project has to be planned with proper consideration of the timing of operation as well as the development of tourism products and the establishment of tourist receiving mechanism.