

# The Story of SCHEP

Sustainable Cultural Heritage Through  
Engagement of Local Communities Project

2014-2018



**USAID**  
FROM THE AMERICAN PEOPLE



**ACOR**  
**JCSI**

The Hashemite Kingdom of Jordan  
The Deposit Number at the National  
Library  
(2020/6/1672)

338.479109565

The Story of SCHEP: Sustainable Cultural Heritage Through  
Engagement of Local Communities Project/ Nizar Issa ALAdarbeh...  
[et.al].-Amman: American Center of Oriental Research, 2020

(128) p.

Deposit No.: 2020/6/1672

Descriptors: /Development Projects//Repair//Archaeological  
Structures//Tourism Development//Jordan/

يتحمل المؤلف كامل المسؤولية القانونية عن محتوى مصنفه ولا يعبر هذا المصنف  
عن رأي دائرة المكتبة الوطنية أو أي جهة حكومية أخرى.

ISBN 978-9923-9789-0-0 (ردمك)  
ISBN (E-Book) 978-9923-9789-1-7 (ردمك)

*The Story of SCHEP*  
**Sustainable Cultural Heritage  
Through Engagement of  
Local Communities Project  
2014-2018**

# Acknowledgments

**Prepared by:** Nizar Al Adarbeh, Starling Carter, Sofia Smith, Shatha Abu Aballi

**Contributions:** Zaid Kashour, Jihad Haron, Hussein Khirfan, Fareed Al Shishani, Raneen Naimi, Balqees Al Mhaysin

**Photos Courtesy of:** Abed Al Fatah Ghareeb, USAID SCHEP, ACOR, Jordan in Photos Contest Winners , SCHEP Partners (*see page 126*)

**Design and layout by:** Ala'a Al Badareen

**Reviewed by:** Barbara A. Porter, Pearce Paul Creasman, Jack Green, Nisreen Abu al-Shaikh, Noreen Doyle

**Printed by:** National Press, Amman, Jordan

This content is owned by the American Center of Oriental Research (ACOR). No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher, except in the case of brief quotations embodied in reviews and certain other non-commercial uses permitted by copyright law.

ISBN 978-9923-9789-0-0 (ردمك)

ISBN (E-Book) 978-9923-9789-1-7 (ردمك)

©2020 ACOR

## *Disclaimer*

The views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.







**Dr. Barbara A. Porter**  
Director of ACOR  
2006 – 2020



Since its establishment in Amman in 1968, ACOR has sought to help preserve, protect, and study the stunning and historically important archaeological sites found throughout Jordan. Over time, our mission has evolved to include other forms of cultural heritage and to focus increasingly on supporting local communities here in Jordan to take part in the management of their heritage resources. ACOR is proud to implement USAID SCHEP, which takes a unique approach to directly engage Jordanians of all ages and backgrounds to build the sustainability and self-reliance of the cultural heritage sector.

The SCHEP model grew out of the Temple of the Winged Lions Cultural Resource Management Initiative (TWLCRM) in Petra, implemented by ACOR since 2009, and we are proud of how effectively it has been adapted at eight additional sites throughout the country. With the support of USAID and the collaboration of too many partners to list here, the project has truly grown to become a model for sustainable, community-based heritage initiatives in Jordan and beyond. Of course, sustainability has always been built into the fabric of SCHEP, and we look forward to seeing the effect of this pilot project on the overall shape of Jordan’s heritage sector.



**Dr. Pearce Paul Creasman**  
Director of ACOR  
2020 – Present



From 2014-2018, SCHEP made invaluable contributions to the cultural heritage of and in Jordan. With SCHEP expected to continue until 2022, it will be ACOR’s pleasure to continue to facilitate its efforts and assist in ensuring that SCHEP’s legacy will extend far beyond the term of the project itself.



**Nizar Al Adarbeh**  
USAID SCHEP  
Chief of Party  
2015 – Present



We are so proud to share with you in this publication the stunning story of SCHEP, a project that has changed the approach of community engagement in heritage preservation. During the first four years of the project, documented here, we were able to achieve outstanding results at nine project sites throughout Jordan. The SCHEP model of community engagement has created a new standard for holistic approaches to expanding the roles of communities and actively engaging them in a multitude of job opportunities related to site development, excavation, preservation, management, tourism development, marketing, and promotion, in addition to offering them hands-on training and capacity building programs and awareness activities. Since the beginning, the project has focused on the transfer of knowledge from project directors and foreign team members to local communities, students, recent graduates, and heritage professionals, ensuring that knowledge and skills are embedded within the Jordanian heritage community.

The SCHEP model successfully followed an unprecedented adaptive approach that combines grassroots work with strategic-level interventions, demonstrating the potential of such a holistic, mixed-level approach to build an enabling environment that supports sustainable heritage preservation while mainstreaming community engagement at all levels. Tourism development was an outstanding result of our work. SCHEP helped establish four community-based enterprises that take a sustainable approach to tourism, practicing collective product development and employing local community members to provide cultural experiences and products for visitors. In this way, SCHEP and its partners have been able to combine nature, culture, and social factors to offer versatile, enriching experiences for tourists.

We are proud to share the achievements of our team during the first half of the project, and we are looking forward to continuing to scale up our impact and enhance the sustainability of our results in collaboration with our many national and international partners. We are so grateful to the generous support of the USAID and their firm belief in the importance of SCHEP’s mission to the development of Jordan, our beloved home.





# 12 About ACOR



# 14 Introduction

Site Development	.14
Capacity Building	.15
Job Creation	.16
Tourism and Economic Development	.17
Communication	.18
Awareness	.19



# 20 SCHEP in Action

Bayt Ras	.22
Umm Al Jimal	.30
Madaba	.38
Ghawr as Safi	.46
Busayra	.54
Bir Madhkur	.62
Temple of the Winged Lions	.68
Wadi Rum	.76
Ayla	.82



# 90 Capacity Building

Major Training Courses	.92
Policies	.96
Conferences	.98
Conclusion	.101



# 102 Awareness

SCHEP in Schools	.104
SCHEP in the Community	.106
Competitions & Other Activities	.108
Conclusion	.109



# 110 Communication

Social Media	.112
Traditional Media	.114
Capacity Building	.114
Communication Materials	.116
Conclusion	.117

# 118 Challenges & Lessons Learned



# 120 Moving Forward and Next Steps

# 122 Meet the Team

Current Team Members	.122
Previous Team Members	.123
Steering Committee	.123

# 124 Acronyms



# 126 Our Partners



# About ACOR

## SCHEP's Implementing Partner

Located in Amman, Jordan, the American Center of Oriental Research (ACOR) promotes research and publication across disciplines with a special emphasis on archaeology in the Middle East. ACOR's main activities include archaeological excavation, conservation and restoration projects, a fellowship program for scholars, hosting public lectures, academic programs, and engaging local communities in cultural resource management through the implementation of USAID's SCHEP program. In addition to this wide range of activities, ACOR has one of the best libraries for archaeology and Middle Eastern studies in Jordan. This library is open for public use and completely free of charge. ACOR also offers hostel accommodations for fellows, researchers, and other interested parties.

Founded in 1968, ACOR promotes study, teaching, and increased knowledge of ancient and Middle Eastern studies with Jordan as a focus. ACOR's permanent headquarters opened in 1986 near the University of Jordan. ACOR's dedication to this mission appears in all of its activities.

- To provide a large library and residential and hostel facilities, creating a stimulating environment for researchers.

- To offer fellowships and scholarships to faculty and students.
- To connect foreign scholars pursuing research with Jordanian academic and government institutions.
- To sponsor public lectures mainly on archaeology and other outreach programs.
- To publish books and newsletters.
- To facilitate teaching and training programs.
- To assist archaeological field projects in Jordan.
- To undertake cultural research management and conservation initiatives as well as excavation and documentation projects.

ACOR is a private nonprofit academic organization registered with the government of Jordan and tax exempt as a 501(c)(3) organization by the United States Internal Revenue Service. ACOR is supported by grants, contributions from foundations, corporations, and individuals, as well as by ACOR endowments.

### ACOR Contacts:

Jordan

Physical Address:  
8 Rashid Al Abadle Tla'a Ali  
Amman 11181, Jordan

Mailing Address:  
P.O. Box 2470  
Amman 11181, Jordan

Phone: +962-6-534-6117  
Fax: +962-6-534-4181

E-mail: [acor@acorjordan.org](mailto:acor@acorjordan.org)  
US

209 Commerce Street  
Alexandria, VA 22314-2909

Phone: +1 703-789-9231  
E-mail: [usa.office@acorjordan.org](mailto:usa.office@acorjordan.org)

[www.acorjordan.org](http://www.acorjordan.org)



Figure 1  
ACOR's headquarters in  
Amman



Figure 2  
Inside the ACOR Library



Figure 3  
ACOR Lecture by Dr. Geoff  
Hughes, 2017



Figure 4  
Aphrodite figure discovered in Petra,  
conserved in the ACOR laboratory



# Introduction

## Site Development

Although Jordan is home to over 20,000 documented archaeological sites, most people can only name a few, have visited fewer, and know the history of an even smaller number. SCHEP sought to change that, selecting nine cultural heritage sites across the country to develop, ranging from well-known locations such as Petra to those that rarely, if ever, received visitors before. Thus, SCHEP was faced with a daunting challenge from the beginning. Given the diversity of the areas the project was involved with, there was no standard model that could be followed to preserve, protect, develop and promote the sites with the direct involvement of the surrounding communities.

Ethical and effective site development is at the heart of SCHEP's mission, and the project team has worked to clear and clean each of its related sites, developing paths for visitors to experience the site and interpretive panels to help people understand what they see before them. These objectives were only carried out after SCHEP conducted surveys and otherwise engaged with local communities to mitigate any negative effects from such interventions.

Although specific forms of intervention necessarily varied from site to site, the ultimate goal was to ensure that each site was able to reach its potential as a destination for education, exploration, and community-building.



## Capacity Building

Despite the limited duration of the project, one of the goals of SCHEP from its inception was to make a lasting impact on the way that Jordan preserves, protects, and promotes its rich cultural heritage. To this end, SCHEP sought not to start from scratch, but rather to partner with the people, projects, universities, and government agencies already engaged in these processes. After conducting needs assessments, evaluating past projects, and holding conversations with stakeholders, SCHEP targeted the areas that needed strengthening or new skills as they were lacking. The project then began its work on capacity building through a variety of training courses, conferences, and policy writing sessions. SCHEP always endeavored to be 'needs based'; that is, to impart skills that would actually be useful on the ground. SCHEP training courses and workshops were designed to help partners in cultural heritage become more self-sufficient and better equipped with the knowledge and experience needed to move forward once the SCHEP grant ended.

By focusing its capacity-building efforts on the individuals and communities around SCHEP-supported sites, the project has worked to make cultural heritage management more sustainable, giving communities the tools they need to care for their resources independent of government or foreign initiatives. SCHEP designed a variety of site-specific courses for these local communities, adding to their technical knowledge as well as their understanding of the history and significance of each site.





## Job Creation

SCHEP believes that cultural heritage has both intrinsic and material value, and seeks to develop both. Many of Jordan's cultural heritage resources lie in economically under-served areas, and in these cases the development of cultural heritage resources can help to grow local economies by creating new opportunities for revenue and employment. SCHEP sought not to follow the traditional archaeological model wherein local communities receive only temporary salaries from seasonal projects and few additional material benefits from the cultural heritage resources in their midst. SCHEP-supported projects and enterprises created more than 300 employment opportunities during the first 4 years of the project. SCHEP and its partners made sure that many of these opportunities went to women, aiming to increase women's participation in the cultural heritage sector and in the workforce overall.

SCHEP has ensured that the majority of job opportunities the project supported, whether short- or long-term, included a training and capacity building component. In this way, SCHEP seeks to guarantee that employees gain real and transferable skills to improve their employment potential going forward. Wherever possible, SCHEP has also helped heritage and tourism companies to set up shop and work toward becoming self-sufficient and sustainable sources of employment for local community members.



## Tourism and Economic Development

Building on the economic momentum generated by Jordan's growing tourism sector over recent years, SCHEP also worked to support local actors seeking to develop their own enterprises to manage and benefit from their cultural heritage. By 2018, SCHEP had supported the establishment of four local Micro & Small Enterprises (MSEs) to manage cultural heritage resources and develop tourism products and experiences, attracting new visitors and providing income and employment opportunities for the local community. In Aqaba, Busayra, Ghawr as Safi, and Umm al Jimal, partners and site stewards are now leading their own initiatives and continuing the work that SCHEP started. By connecting cultural heritage to real economic opportunity, SCHEP is able to achieve more significant and sustainable engagement with local communities, enabling them to become partners in preservation.

Supporting the establishment of local companies is not the only way SCHEP has worked to achieve sustainable growth in tourism at its nine affiliated sites and to ensure that they are included on the national tourism map. The team has also worked with organizations like the Jordan Inbound Tour Operators Association (JITOA) and the Jordan Tourism Board (JTB) to introduce tour operators to the lesser-known sites and produce materials that introduce curious potential visitors to what they have to offer. The project also offered trainings and workshops on site promotion, offering local stakeholders the knowledge and skills they need to turn their local sites into national and international destinations.





## Communication

Due to SCHEP's multi-pronged approach to preserving cultural heritage, which includes a wide variety of activities as well as diverse audiences, communication is a vital but challenging component of the project. SCHEP needed to communicate its goals, activities, and achievements to host communities within Jordan, international experts and academics, Jordanian and international organizations and institutions, and tourists from inside and outside of Jordan. To reach these varied stakeholders required different content and methods of communication. To this end, SCHEP employed both traditional and new media to spread news related to the project, while also working to find new and innovative ways to reach local community members of all ages living around SCHEP sites.

Through photography, video production, graphic design, social media, and press partnerships, the Communications team has documented all aspects of the project and come up with creative ways to both tell the stories of SCHEP and its partners and spread awareness of Jordan's cultural heritage resources. Over the first four years of the project, SCHEP Communications took thousands of high-quality photographs and dozens of hours of video footage, and amassed nearly 5,000 followers on social media platforms. Finally, the Communications team also provided significant support to SCHEP's varied partner projects and organizations by designing outreach materials, communications and public relations plans, social media accounts and content, and more.



## Awareness

Host communities are the ones who determine whether a project will succeed or fail, so building relationships with them is one of the most important aspects of SCHEP. SCHEP is committed first to bringing these stakeholders on board, encouraging all of our project directors to engage with key members of the community and clearly explaining the goals and methods of the project. Once these relationships are formed, SCHEP begins its awareness campaign with the rest of the communities, largely targeting youth and families. By sharing with them the value of these sites, both for their history and the material benefits they can provide to the community, we hope to enlist them as active partners. SCHEP works to explain rather than prohibit behaviors, focusing on learning rather than chastising behaviors like climbing or removing objects from the site. SCHEP then endeavors to foster pride and a close relationship with the site, by organizing and supporting visits to the sites. This helps to actualize many of the values the project is working to develop while also associating the site with a time of fun and education. SCHEP worked to develop kinesthetic learning at each site, helping students to feel as though they are a part of the site, whether through writing Thamudic inscriptions, making mosaics, or reconstructing pottery. When successful, awareness campaigns bring on local communities as part of the project staff, helping SCHEP guard against vandalism, encourage visitors, and share the story of these important sites.



# SCHEP Supported Sites

32°35'52.46"N, 35°51'40.58"E

**Bayt Ras:** The painted walls of this recently discovered tomb at Bayt Ras in Irbid feature unique images depicting the founding of the city and the daily lives of those who lived there almost 2000 years ago.

32°19'28.33"N, 36°22'6.54"E

**Umm al Jimal:** Just east of Mafraq, this ancient city has been continually inhabited since its inception as a Nabataean trading post.

31°43'0.60"N, 35°47'41.13"E

**Madaba:** The Madaba Archaeological Part West is a cross section of Madaba's past and present, including remnants from the Roman, Byzantine, and Ottoman periods. This site is planned to become home to a regional archaeological museum.



31° 1'17.60"N, 35°28'32.57"E

**Ghawr as Safi:** The southern Jordan Valley was a hub for sugar production between the eleventh to the fifteenth centuries. This history can be experienced today at the medieval Islamic sugar factory that still stands in Ghawr as-Safi.

30°44'40.62"N, 35°36'16.21"E

**Busayra:** This city was the capital of the Iron Age Kingdom of Edom, which held power in the area alongside the Ammonites and Moabites.

30°23'48.76"N, 35°20'34.18"E

**Bir Madhkur:** This fort, prominent during the Roman and Byzantine eras, was once a key site along the ancient Incense Route that stretched from India to the Mediterranean.

30°19'48.90"N, 35°26'33.39"E

**Temple of the Winged Lions:** This Nabataean temple lies at the heart of Petra's city center and is named for the distinct lion-shaped capitals that rested atop its central columns.

29°31'15.64"N, 35°25'25.88"E

**Wadi Rum:** Although Wadi Rum is primarily known as a natural wonder, it is also home to settlements and cultic structures from various periods throughout history. Throughout this famous desert landscape, rock art and inscriptions in various ancient languages can still be seen clearly to this day.

29°31'53.11"N, 35° 0'1.02"E

**Ayla:** Aqaba, as it is now called, was known during Islamic times as Ayla, the jewel of the Red Sea. The city served as an important regional port, and holds a vital place in Jordanian maritime and Islamic heritage.



# Bayt Ras

## About the Site

Modern-day Bayt Ras stands on the ruins of ancient Capitolias, one of the ten cities of the Decapolis League, founded by Pliny the Elder during the Hellenistic age. A Roman-era tomb was discovered at the site in late 2016, dating from the 1<sup>st</sup> century AD. The tomb features 64 unique inscriptions in Greek and Aramaic, and dozens of frescoes that show details of daily life that are not often mentioned in historical records. As such, the tomb is both visually beautiful and remarkably valuable for scholarly understanding of the region in this time period.

The tomb itself consists of two rooms carved into the limestone bedrock. In the larger main chamber, the ceiling reaches 2.5 m at its highest point, and a second, smaller room is connected via a small opening in the north wall. While the larger rectangular room is covered with paintings and inscriptions, the smaller one is square and covered in plain plaster.

The tomb was discovered by accident in November 2016 while workers were attempting to expand a sanitation network near the local elementary school. It became immediately

clear to the workers that they had stumbled on something spectacular as they saw the tomb walls were filled with elaborate paintings and inscriptions, which have been shown to be of great historical and cultural value. This truly unique find required extensive documentation, conservation, and scientific study.

The site posed a major challenge, both technically and in terms of jurisdiction. However, through the support of local community members and an international coalition headed by SCHEP, the tomb has been preserved and protected. The Bayt Ras Consortium began fieldwork in April 2017.

Figure 1  
Hand drawing of wall paintings  
inside the Bayt Ras tomb by  
Claude Vibert-Guigue, courtesy  
of CNRS



Figure 2  
An ISCR expert leads a September 2019 training session on the Conservation of Wall  
Paintings in the Roman hypogeum at Bayt Ras.



## About the Team

Due to the nature of the site and its recent discovery, SCHEP did not partner with an existing project at Bayt Ras, but rather played a pivotal role in creating a consortium of institutions to collaborate on the exploration and protection of this important site. The Bayt Ras Consortium is composed of the Department of Antiquities of Jordan (DOA), American Center of Oriental Research (ACOR), Istituto Superiore per la Conservazione ed il Restauro/Italy (ISCR), Centre national de la recherche scientifique (CNRS), Istituto Superiore per la Protezione e la Ricerca Ambientale/Italy (ISPRA), and Institut Français du Proche-Orient (Ifpo) – in addition to USAID SCHEP.

Jehad Haron of SCHEP was the Project Manager, and Claude Vibert-Guigue of CNRS served as documentation lead for the project. Amjad Al Batayneh, Ahmad Lash, Saher Twaiq, and Abd Alraouf Tubyshat of the DOA formed a technical team for the project, and Anas Taani was the Bayt Ras Site Steward. Monther Jamhawi, then Director General of the DOA, served as Chair of the Steering Committee.



Figure 1  
Nizar Al Adarbeh and Jehad Haron discuss conservation work at the Bayt Ras tomb with Soizik Bachatoilla of Ifpo.



Figure 2  
Members of the Bayt Ras Consortium meet at ACOR in December 2017.



Figure 3  
Wall painting conservation underway in the Bayt Ras tomb

## Site Development

The first step was a series of architectural, archaeological, and epigraphic surveys in the tomb carried out by the French members of the consortium, with support from the DOA and SCHEP. This process involved hand drawings, photos, and photogrammetric, geophysical, and geotechnical surveys. The results were a set of topographic maps, laser scans, and models of the tomb that have allowed many students, experts, and enthusiasts to learn more about Bayt Ras even if they cannot enter the tomb itself due to its fragility. This includes details on the structural analysis and the inscriptions, which are written in multiple languages.

SCHEP has also supported urgent interventions to preserve the frescoes. They remain fragile and are at risk of flaking or incurring other types of damage. A ‘first aid’ mission was conducted in 2017, led by a team from ISCR, and accomplished both limited cleaning and more substantial interventions. The materials used were carefully selected according to the conditions inside the tomb to mitigate any potential damage.

Security is vital to the long-term survival of any site, but particularly for a previously undiscovered site like this tomb in Bayt Ras. Jordan suffers from a degree of misinformation among the general

public about the content of archaeological sites, which can lead to looting. SCHEP has worked in Bayt Ras and other areas throughout Jordan to combat this misinformation through its education and awareness programs. At the site of the tomb, SCHEP has also supported the enhancement of physical security, including surrounding the area with fencing and assigning guards at the entrance.

...

*The results... have allowed many students, experts, and enthusiasts to learn more about Bayt Ras even if they cannot enter the tomb itself due to its fragility.*



Figure 4  
Laser scanning in progress inside the Bayt Ras tomb



Figure 5  
New safety sign installed by SCHEP outside the Bayt Ras tomb



## Capacity Building

Despite the highly technical and advanced nature of the interventions, SCHEP worked as always to include members of the local community in every step of the process. This included training in ‘first aid’ intervention, documentation, excavation, publications, and virtual reality for graduate students and trainees of the Petra Development and Tourism Region Authority (PDTRA) and the DOA.

Claude Vibert-Guigue of CNRS led additional field and lab documentation training sessions with new, cutting-edge techniques for employees of the DOA and the PDTRA.

The Bayt Ras Tomb Project also hosted a seminar implemented by ISCR on guidelines for the conservation of wall paintings and archaeological structures that provided essential knowledge in this site-specific topic. Participants, who included university students and employees of the DOA and PDTRA, walked away with new knowledge of deterioration and conservation of wall paintings, and of the use of technology in site documentation.

*Participants, who were university students and employees from the DOA and PDTRA, walked away with new knowledge*



## Job Creation

SCHEP-supported work at Bayt Ras created job opportunities for seven members of the local community in both labor and management.

With SCHEP support, the Bayt Ras Tomb Project, offered training opportunities for 11 men and 7 women



## Tourism and Economic Development

SCHEP’s focus at Bayt Ras is on the excavation, conservation, and protection of this site, which is not primed for tourism development due to the delicate nature of the site itself and the difficulty of accessing it. No tourism promotion has been conducted at this site; however, a virtual reality experience was created which will allow individuals to simulate the experience of entering and exploring the tomb without actually visiting the site and potentially causing damage to it.





Figure 1, 2, and 3  
Students from the local community in Bayt Ras take part in awareness and educational activities to learn more about their cultural heritage.

## Awareness and Communications

When the Bayt Ras tomb was first discovered, it became a testing ground for best practices in raising awareness amongst the local community. It was a rare occasion for SCHEP to be able to present a factual narrative from the beginning, as opposed to working to counter problematic myths and misinformation. To this end, SCHEP worked with the Ministry of Education to stage a number of community events to introduce the project and site to the community in order to operate with transparency from the start. This included working with the local school, journalists, community leaders, and other stakeholders to encourage participation and raise awareness.



The Bayt Ras Tomb Project, with SCHEP support, offered awareness activities to 336 local girls and 532 boys



“I participated in a conservation and documentation training in Bayt Ras. For the first time, I was working with my hands and learned the unique steps of conservation, restoration, and documentation of wall paintings. I did not get this opportunity in university because we only focused on theoretical approaches. I am lucky to have had this opportunity through USAID SCHEP”

-Anas Taani, Bayt Ras Site Steward



Figure 4  
Entrance to the Bayt Ras tomb



# Umm al Jimal

## About the Site

Located in northern Jordan just south of the Syrian border, the ancient city of Umm al Jimal is known for its signature black basalt stone. Inscriptions found at the site span five languages: Arabic, Greek, Latin, Nabataean, and Safaitic, showing the rich and diverse groups who have inhabited it.

While Paleolithic hunter-gatherers laid traps in the area before the domestication of animals, the first recorded settlement at Umm al Jimal was by nomadic Arab peoples. These communities would host Nabataean trade caravans traveling between Petra and Damascus, as evidenced by the few remaining structures from this period and inscriptions on stones that were reused by later inhabitants.

Umm al Jimal continued to be occupied and repurposed over the centuries, first by the Romans, who constructed a garrisoned fort at the site, leaving behind evidence of a castellum (watch tower), great reservoir, praetorium (emperor or general's residence), temple, and other structures that still stand today. During the Byzantine period, the town became a bustling city that was home to more than 6,000 people. During this period, many residents of the area converted to Christianity, and fifteen churches and other Christian symbols can still be found at the site to this day. After the

Muslim conquest, the community continued to farm and to prosper.

In A.D. 749, an earthquake struck the town of Umm al Jimal, contributing to the gradual depopulation and abandonment of the city. From the 9th century until the early 20th, the city lay deserted, the ruins of past civilizations lying mostly undisturbed until Druze fleeing persecution in Syria and Lebanon arrived in the area, reconstructing and repurposing existing buildings and residing in the site until 1932. After the Druze departed, Arab Bedouin settled there, and a modern community began to emerge in and around the ancient ruins.

*Umm al Jimal is known for its signature black basalt stone. Inscriptions found at the site span five languages: Arabic, Greek, Latin, Nabataean, and Safaitic, showing the rich and diverse groups who have inhabited it*



Figure 1  
View of Umm al Jimal from the rooftop of the visitor center



## About the Team

At Umm al Jimal, SCHEP partnered with the Umm al-Jimal Archaeological Project (UJAP), under Project Director Bert de Vries. Abdel Rahman al-Masaeed, Muaffaq al-Masaeed and Jihad Suleiman worked as Umm al Jimal Site Stewards. The DOA and MOTA were important partners for the implementation of project activities, and members of the local community were actively involved at all stages.

## Site Development

Umm al Jimal encompasses a vast swath of land, containing an entire city that has been occupied since Nabataean times. One of the primary goals of SCHEP's work in Umm al Jimal was to establish paths and signage for visitors to guide them through the houses, churches, mosques, and other buildings that make up Umm al Jimal. With the help of the local community and the support of SCHEP, the UJAP cleared rubble throughout the site to create a trail that will lead tourists and residents to some of the most important points of interest throughout the ancient town. SCHEP also supported the production and installation of more than 33 interpretive panels along the trail, each with vital information about the architecture, history, flora and fauna, and other aspects of the site itself. These allow visitors the chance to give themselves a self-guided tour and learn about the site.

With SCHEP support, UJAP worked to preserve and present the area of ruins close to the modern town of Umm al Jimal in order to direct guests to commercial areas and foster linkages between the historical and present-day cities. One significant effort was to conserve and present the Commodus Gate, built between AD 176 and 180, to serve as the primary entrance to the archaeological site. The structure collapsed over time, but with the help of experts and local community members, and the support of SCHEP, the UJAP team documented and rebuilt its collapsed lower wall courses. The gate will be a key feature of a planned entrance park, welcoming visitors to the site and serving as a green recreational link between the ancient and modern communities.

Figure 1  
H. C. Butler's 1913 reconstruction drawing of the now ruined Commodus Gate

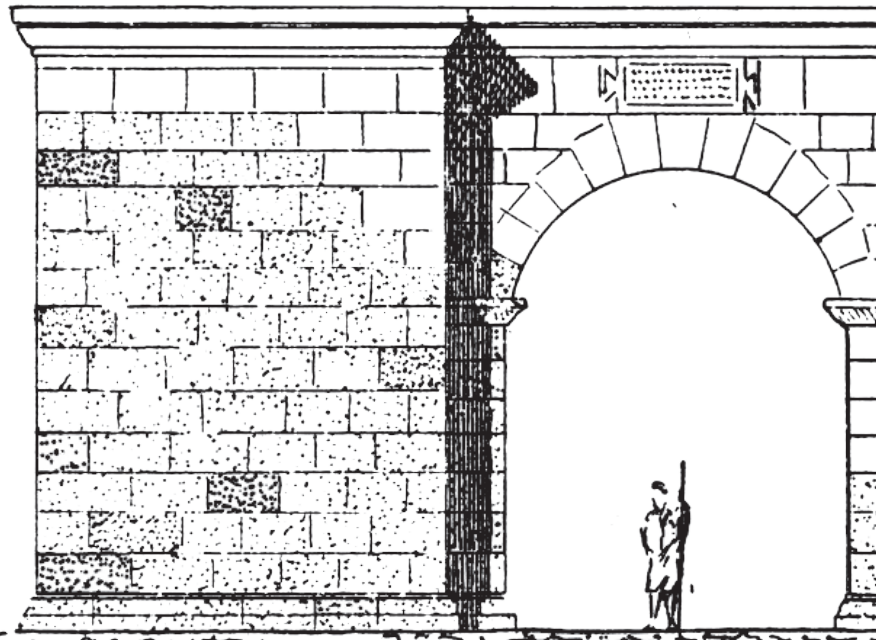


Figure 2  
Project Director Bert de Vries stands in a newly cleared path through the massive site.



Figure 3  
A SCHEP- and UJAP-supported team works to reconstruct the Commodus Gate at the site's west entry point.



Figure 4  
A worker from the local community in Umm al Jimal rests after installing one of over 30 new signs throughout the site.



## Capacity Building

Training and capacity building were sewn into the fabric of the project, with regular training activities for staff in restoration, preservation, archaeology, site security, personnel supervision, project oversight, photography, video, graphic design, CSS, and HTML web design, as well as the history of Umm al Jimal. For example, UJAP sponsored the creation of a 3-D model of the site, which also served as a training activity for employees of the Department of Antiquities and the UJAP. Trainees learned basic concepts of drone-operated aerial photography and its applications in archaeological site documentation.

SCHEP and UJAP partnered with the DOA, MOTA, the Umm al Jimal Community, the Umm al Jimal Municipality, and ACOR to develop a comprehensive Site Management Plan that will strengthen its application for World Heritage Site status. This task force sought to represent the diverse perspectives of the various stakeholders in order to set a new standard for site management. One of the key aspects of this plan is to prevent vandalism, an issue that highlights the importance of including the community in site management efforts.

UJAP hired two architectural interns to work on the project. Due to their success on initial projects, they were later offered full-time positions, and each would later complete a master's project related to Umm al Jimal. The SCHEP Site Stewards were also offered continued full-time employment. Other opportunities on site included giving informative tours, site management, and digital communications. The community has continued to grow in capacity based on SCHEP training.



Figure 1  
Stakeholders participate in a workshop to develop the Umm al Jimal Site Management Plan at ACOR in December 2017.



Figure 2  
UJAP interns take part in training by MARS Robotics in July 2017.



Figure 3  
Training by MARS Robotics at Umm al Jimal in July 2017

## Job Creation

UJAP and SCHEP supported the creation of Hand by Hand Heritage, a youth-led, community-based company that promotes heritage-oriented tourism in Umm al Jimal and produces signs and other interpretive materials produced from design to production entirely at Umm al Jimal. Hand by Hand partners with service providers in the local community, creating new opportunities for employment and economic growth based on cultural heritage. Based on the success of SCHEP-supported interventions in Umm al Jimal and the project's strong relationship with the DOA, 13 local community members gained employment with the DOA, including former Site Steward Muaffaq al-Masaeed. In total, SCHEP and UJAP created 64 employment opportunities for local community members, with a focus on archaeological preservation and site management.



Figure 4  
Local community members employed by SCHEP and UJAP with UJAP Director Bert de Vries (far right)

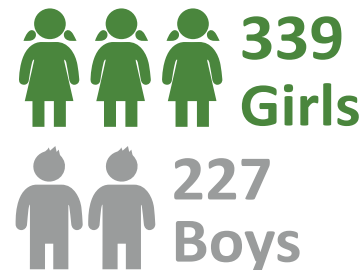


## Tourism and Economic Development

One major goal of the project was to attract more tourists from within Jordan and abroad to Umm al Jimal and to prepare the site for addition to the list of World Heritage Sites. SCHEP has been instrumental in this process, with SCHEP's Tourism and Cultural Heritage Resources Leads helping to ensure that this special site is recognized for its immense heritage value and tourism potential. SCHEP and UJAP worked closely with the DOA and MOTA to ensure that the site maintains its integrity during this process, which meant highlighting its historical importance, specific values, assessment of risks, public use, and history of site conservation.

UJAP also worked closely with the community of Umm al Jimal in order to combine tourism strategies. The Municipality has built a tourism complex near the West Entry Gate that contains shops, restaurants and other facilities, allowing tourists to make a full day experience of their visit. Project Director Bert de Vries and UJAP staff also expanded the visibility of this collaboration by speaking at conferences for local and international tour agencies, while SCHEP facilitated engagement between Hand by Hand Heritage and those agencies.

UJAP, with SCHEP support, engaged a total of 566 youth, including 339 girls and 227 boys, in awareness and education activities.



## Awareness

UJAP developed an educational manual in order to promote understanding and appreciation of the site from an early age. Now available in both English and Arabic on the project's website, it was integrated into the Ministry of Education's curriculum in spring 2018.

## Communication

The UJAP website gives a detailed and comprehensive picture of the project's progress, mission, and goals, including a virtual tour, site story, community information, and other cultural heritage resources. The UJAP team also maintains an active Facebook page.

UJAP has also developed literature to help tourists engage with the site in addition to the interpretive panels mentioned above. These materials include brochures, a site overview booklet, an educational manual, and a specially designed application for mobile phones.



Figure 1  
School-aged girls participate in an education and awareness activity at Umm al Jimal, May 2017



Figure 2  
New signage and site map, produced with SCHEP support

“My grandfather lived in the houses here in Umm al Jimal. I can tell you which family used to live in each house. I love this site, and that's what made me participate in a training for restoration that would allow me to work better on protecting our cultural heritage here. My first training with the Umm al Jimal Project was in 2014 and I learned how to work on these houses in the most scientific and professional way- you have to be careful”

-Nayef al Masaeed, Site Management Trainee





# Madaba

## About the Site

The Madaba Archaeological Park West is home to a wide variety of archaeological and cultural heritage structures. The archaeological park functions as a historical microcosm, showing the long, rich, and diverse history of Madaba's occupation on the entire tell over thousands of years. Pottery excavated at the site dates to Roman, Byzantine, Umayyad, Abbasid, Mamluk, and Late Ottoman periods. There is also evidence that the area was first settled during the Bronze Age and was occupied during the Iron Age as a Moabite city. During the Hellenistic period, a small village was established, and during the second century AD, this village blossomed into a true city, with its population reaching a peak during the later Byzantine period.

The oldest part of the archaeological park dates back to the Roman period and includes exposed stretches of the original Roman Road. The Byzantine period is the best-represented era, reflected in the Burnt Palace and the Church of the Martyrs. There was also considerable expansion during the Islamic period in the 7<sup>th</sup> and 8<sup>th</sup> centuries AD; however, following this era, the site was largely abandoned up until the

19<sup>th</sup> century, when Christian families from Karak settled in the area. Remnants of this time include a complex of traditional homes still visible at the site.

Finally, Madaba is known as the city of mosaics, and remarkable examples of this art form can be seen throughout the Archaeological Park, especially in the Church of the Martyrs and the Burnt Palace, as well as in the surrounding area.



*The archaeological park functions as a historical microcosm, showing the long, rich, and diverse history of Madaba's occupation over thousands of years.*



Figure 1  
Conservation work underway at the late 19<sup>th</sup>-century traditional complex in the Madaba Archaeological Park West



## About the Team

In Madaba, SCHEP partnered with the Madaba Regional Archaeological Museum Project, under the leadership of Douglas Clark, Suzanne Richard, Andrea Polcaro, and Marta D'Andrea. Qusai Al Shawabkeh served as the Madaba Site Steward. Basem Mahamid, then Madaba Director for the DOA, also served as a close collaborator for the duration of the project.

## Site Development

One of the fundamental tasks was clearing out the late 19<sup>th</sup>-century traditional complex of stones, dirt, trash, and vegetation in order to clean and expose the floors of the buildings. The team completed geo-physical analysis of these homes in order to prepare them for the creation of a planned future museum showcasing the history of the Madaba region.

During MRAMP's initial collaboration with SCHEP, the project aimed to consolidate the walls of the traditional settlement. However, given the considerable time and resources needed, this was only partially completed by the end of 2018. Another milestone was cleaning three Byzantine-era cisterns, which was completed with SCHEP support. These efforts helped to prepare the environment for the development of the future museum.

The other major goal of the project was to repurpose the current archaeological museum, in a different location, into a storage and research facility that would be associated with the future museum. Progress was made toward this goal as well, especially in associated collections management and training.



Figure 1  
MRAMP Project Directors and excavation team in May 2017



Figure 2  
Excavation and conservation work underway in the traditional 19<sup>th</sup> century complex in May 2017



Figure 3  
The traditional complex after MRAMP clearing and conservation interventions



Figure 4  
MRAMP Project Co-Director Douglas Clark enters one of the site's Byzantine cisterns in September 2017





Figure 1  
AUM interns visit the Madaba Archaeological Park West to learn about the site from MRAMP Project Directors in May 2018.



Figure 3  
Archaeological surveying diploma trainee measures an artifact at the Madaba Archaeological Park West.



Figure 2  
MRAMP artifact photography training, September 2018



Figure 4  
SCHEP-supported architectural surveying diploma course training underway at the Madaba Archaeological Park West

## Capacity Building

Capacity building is a fundamental aspect of MRAMP, and has been integrated into each step of the project. MRAMP worked closely with the regional Department of Antiquities office to ensure that their employees, as well as other members of the local community, were engaged with the project from the beginning. This included workshops and informal training in finances, data entry, site clearance, museum studies, and related areas. MRAMP sought to connect trainees with leading experts in the field, bringing in trainers to instruct local staff in intervention and stabilization, mosaic conservation, and museum management.

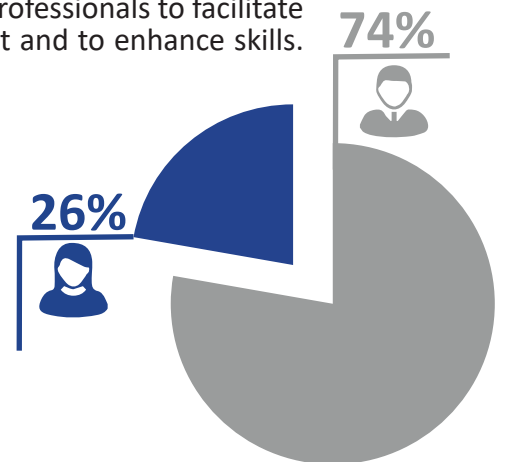
To ensure museum employees are up-to-date on best practices in museum management, SCHEP and MRAMP conducted a number of training courses in handling and displaying objects, data entry, and a variety of other skills. The existing archaeological museum has a number of issues in terms of how items are documented, stored, and presented, which will have an impact on their future preservation. The MRAMP-led team was able to document more than 12,000 archaeological objects in the current Madaba museum and its storage areas with the participation of community members and DOA employees.

*To ensure museum employees know best practices in museum management, SCHEP and MRAMP conducted a number of training courses*

Five students from the American University of Madaba (AUM) Department of Architecture completed a three-month credited internship module with MRAMP and received SCHEP coaching and support. Throughout the internship, the focus of the work was on data collection and analysis to help architects from Studio Strati in Italy with their planning for the future museum. The interns also had the chance to visit the site while the team of archaeologists and conservators was present; this gave them the chance to learn more about these topics and helped them connect the plans for the future museum to the archaeological work.

## Job Creation

MRAMP's SCHEP-supported activities created 18 new employment positions, focusing on physical site improvement and data entry. The project also provided a number of training courses for established professionals to facilitate their career development and to enhance skills.





## Tourism and Economic Development

Due to the nature of the project, tourism and economic development were not a primary focus of SCHEP's work in Madaba. However, the planned museum will comprise an important contribution to Madaba's tourism sector, bringing in new visitors and generating employment opportunities for heritage professionals as well as for those who provide services and goods to visitors, such as food, beverages, and souvenirs.

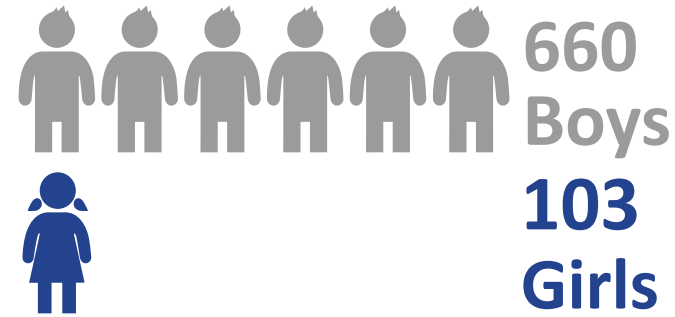
## Communication

MRAMP seeks to encourage multi-lateral face-to-face communication by cultivating close relationships with leading figures in Madaba and the Jordanian cultural heritage community. SCHEP Communications supported these efforts by assisting with event planning and execution, most notably the official project launch event, which had more than 200 attendees.

Additionally, SCHEP helped MRAMP to develop brochures, interpretive panels, and online promotional materials. The project now has its own website and Facebook page through which to communicate vital updates and information to a wide audience.

## Awareness

Given the long history of the project directors' work in the area, community engagement is at the heart of MRAMP. To this end, every step of the process has involved extensive community feedback. This included meeting with policy makers, local business organizations, academic research institutions, international NGOs, and dozens of local families. One such example was a meeting with architecture students and other community members to share museum design options. Nearly 80 people showed up to learn about the project and progress made.



SCHEP engaged 763 youth from Madaba, including 103 girls and 660 boys, in awareness and education activities.



Figure 1  
SCHEP and ACOR site visit to the Madaba Archaeological Park West, where conservation work is underway on the traditional complex



Figure 2  
Signage designed and installed with SCHEP support

“With each artifact we documented from excavation seasons in Madaba, I feel more and more what Madaba means, and the importance of this area where I am from. With my colleague Najwa, I documented 9,000 artifacts up to this point, and we're still going! I am so happy I have a role in MRAMP, which will build on the history of the Burnt Palace and help to highlight Madaba's cultural heritage through this museum.”

-Suha al Zeen, Object Registration Team





Figure 1  
The sugar factory at Ghawr as Safi

# Ghawr as Safi

## About the Site

The area around Ghawr as Safi, located in the southern Jordan Valley, is rich in history, and is mentioned under various names in ancient texts and records. In the ancient resource, it was known as Zoar, one of the ‘cities of the plain’ that was not destroyed by fire and brimstone. In the nearby mountains lies the Monastery at Deir Ain Abata, also known as Lot’s Cave.

The area is also pictured on the Madaba Map, dated to the 6<sup>th</sup> century, as Zoara, a fortified city surrounded by palm trees, signifying the area’s agricultural and commercial importance.

Records from the Fatimid period compare Ghawr as Safi, then named Zughar, to Busra and Damascus, in terms of its economic significance.

Sugar production dominated the area’s economy from the 11<sup>th</sup> to 15<sup>th</sup> centuries, an industry that demanded tremendous technology and knowledge of sciences such as chemistry. This gave rise to the ancient *masna’ as sukkar* (the sugar factory), which lies at the heart of SCHEP’s work in the area.

The historic stone-built factory offers great insights into the technology of the time, revealing an elaborate system of extracting, purifying, and storing sugar derived from sugar cane. This site indicates that present-day Ghawr as Safi was once at the center of the regional sugar industry. Sugar produced in the area was then sold across the entire Mediterranean region.



***Present-day Ghawr as Safi was once at the center of the regional sugar industry... an industry that demanded tremendous technology and knowledge of science.***



## About the Team

In Ghawr as Safi, SCHEP awarded funds to the Ghawr as Safi Project, under the leadership of Konstantinos D. Politis, and recruited two Site Stewards, Bilal al-Deghemat and Nayef Shamalat, from the local community.

## Site Development

SCHEP's site development work in Ghawr as Safi focused on the sugar factory, aiming both to learn more about the site and to make it accessible to visitors. This included clearing the site of debris and constructing a path for tourists throughout the site. Interpretive panels were installed to allow visitors to enjoy the site even without a guide.

Within the sugar factory itself, the project made concerted efforts to stabilize the structure, specifically the storage and crushing chambers. The project also discovered and worked to preserve and repair walls and create a drainage system that would protect the site from future rainwater damage.



Figure 1  
Signage and pathways in the archaeological site at Ghawr as Safi, designed and installed with SCHEP support



Figure 2  
New wooden pathways now help visitors navigate the site.



Figure 3  
Excavation team members from the local community cleaning the site



Figure 4  
Cleaning of plastered surfaces at the sugar factory



## Capacity Building

The Ghawr as Safi project held several training courses for unemployed youth in the local community, focusing on a variety of heritage-related skills, including conservation of mosaics and pottery, site clearance and management, and museum care. These courses were in addition to more than a dozen short training seminars.

One of the signature elements of SCHEP involvement in Ghawr as Safi includes the work done at the nearby Museum at the Lowest Place on Earth. SCHEP supported training of local community members in the collection, storage, and presentation of artifacts. This project fulfilled an important gender component of SCHEP's mission by engaging with the women of Ghawr as Safi. While skill and cultural barriers often make it difficult for women to work on archaeological sites, women comprise a vital element of the communities SCHEP works to connect with. Museums allow women to engage with cultural heritage, earn income, and gain valuable skills that they can use in their future careers.

The work of these women, as well as men trained by SCHEP in object retrieval and restoration, was celebrated at a community event under the patronage of the Director-General of the DOA.



Figure 1  
Pottery conservation training at Ghawr as Safi, January 2016

## Job Creation

This ceremony served as an important element in the DOA efforts to forge better relationships with its regional offices, and SCHEP was proud to be a part of it.

SCHEP-supported work in Ghawr as Safi created nearly 40 employment opportunities in the community and provided further advancement opportunities through training for local community members and staff of the regional office of the DOA.

## Tourism and Economic Development

SCHEP proudly supported the establishment of the Jordan Southern Ghawr Company for Sustainable Cultural Heritage and Tourism Development, founded by former site stewards Bilal al-Deghemat and Nayef Shamalat. The company seeks to develop alternative tourism in the Dead Sea area, focusing on agri-tourism and introducing visitors to an authentic, locally-focused experience. This company has begun hosting farm-to-table-style excursions, as well as other cultural activities, marking a dramatic shift from typical spa- and luxury-based tourism near the Dead Sea. By creating a new type of tourism experience, the project has the potential to bring new jobs and income to the local community and to increase visitors' understanding of the rich culture, cuisine, and history of the Dead Sea region.

“My Name is Abdeljawad, and I moved to Ghawr as Safi in 1984. When I first moved here, I saw the medieval sugar factory ruins as just an old place people did not care about. The way to make the local community care about Ghawr as-Safi's heritage is through educating and involving the youth. When local people see the involvement and interest of the youth, they will engage.”

-Abdeljawad Oshibat, Local Community Member



Figure 2  
Nayef Shamalat, co-founder of the Jordan Southern Ghawr Company, demonstrates local cooking methods.

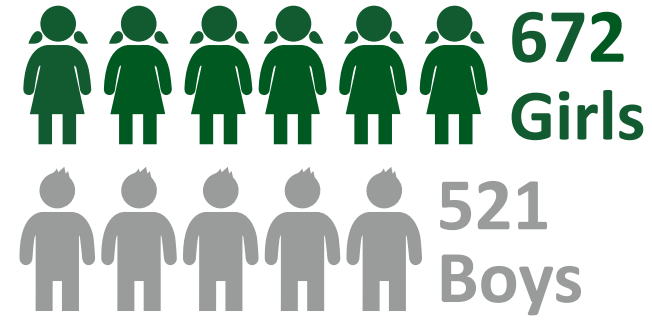




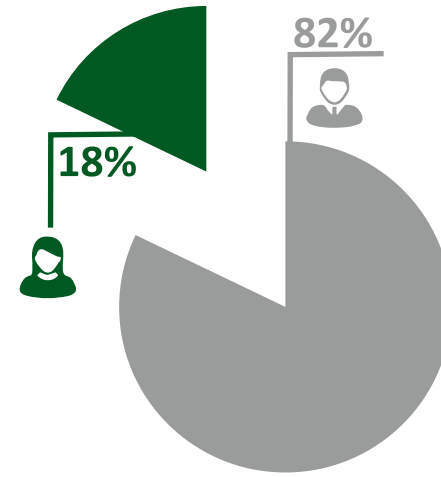
## Awareness

Project Director Konstantinos Politis held several public lectures at ACOR to spread awareness of Ghawr as Safi and its sugar factory among heritage and tourism professionals as well as the general public. These lectures, which are also shared online, give the site historical context and help to educate the wider community of practice about SCHEP's efforts to remake the traditional model of archaeology and tourism.

In an effort to promote cultural heritage as a value, SCHEP hosted an event on International Archaeology Day at Ghawr as Safi, as well as other locations across the country. More than 450 girls from across Jordan came to Ghawr as Safi to visit archaeological sites and museums, and engaged in hands-on learning activities, including pottery restoration and mosaic creation. These activities are part of a long history of school visits to the site, facilitated by SCHEP and the site stewards, who have been active in encouraging youth engagement. Many of these prior visits, organized with Her Majesty Queen Rania's Madrasati Initiative, have brought children from across Jordan to visit the site.



With SCHEP's support, a total of 1,193 youth were engaged in awareness and education activities in Ghawr as Safi.



The Ghawr as Safi Project, in collaboration with SCHEP, created employment opportunities for 23 men and 5 women.

## Communication

Given the high potential of Ghawr as Safi to serve as a tourism destination, tours were a high priority for this site. SCHEP's communication team worked with the site stewards to improve the presentation of material related the sugar factory, as well as the nearby museum and other neighboring tourist attractions, such as Wadi al Hasa.

SCHEP also developed print and online materials for the Ghawr as Safi Project, and assisted the Jordan Southern Ghawr Company to establish its online presence and begin developing tourism brochures and other materials.



Figure 1  
Konstantinos Politis gives a lecture at ACOR on SCHEP-supported work at the sugar factory in Ghawr as Safi.



Figure 2  
Local youth learn how to make their own mosaic art through SCHEP's awareness and education program.



Figure 3  
Project Director Konstantinos Politis leads U.S. Ambassador Alice Wells and DOA Director Monther Jamhawi on a site tour of the sugar factory.





Figure 1  
The Bronze Age archaeological site at Busayra, with signs installed with SCHEP support

# Busayra

## About the site

**B**usayra is widely considered by scholars to be the capital city of ancient Edom, a kingdom that emerged in southwest Jordan during the early first millennium BC. Edomites rose to prominence alongside other Levantine powers, such as the Moabites and Ammonites. Despite the kingdom and its neighbors falling under the sway of successive empires – the Assyrians, Babylonians, and Achaemenid Persians – Busayra continued to prosper and maintained economic links with Arabia, the Levant, and Egypt.

British archaeologist Crystal Bennett excavated at Busayra between 1971 and 1980, discovering a monumental building and a substantial fortification system associated with the Kingdom's administration. Some of the most impressive of these features include a 1,500-square-meter palace and a temple larger than 2,320 square meters.

• • •

*Scholars widely consider Busayra to be the capital city of ancient Edom, a kingdom that emerged in southwest Jordan during the early first millennium BC*



## About the Team

SCHEP's initial work at Busayra was implemented in partnership with Benjamin Porter of the Institute of Field Research, who conducted excavations at the site under the Busayra Cultural Heritage Project. Following the end of this collaboration, SCHEP continued to work in Busayra in partnership with the DOA. Safa al-Rafah and Ali al-Soide were Busayra's Site Stewards.

## Site Development

A major problem facing sites like Busayra that date as far back as the Iron Age is presentation to visitors. Due to the passage of time, more impressive structures may no longer stand, and it is therefore more difficult to visualize these sites as they once were. SCHEP's goal at Busayra was both to preserve the archaeological site and to turn it into a viable tourist attraction. As such, the project worked in Busayra in two phases: the first phase, conducted in partnership with the Busayra Cultural Heritage Project (BCHP) from 2015–2017, focused on cleaning and protecting the site. The second phase, which began in 2018 in partnership with the DOA, focused on improving presentation and navigability.

During the first phase, SCHEP and the BCHP worked to clear rubble heaps from previous excavations and preserve the site both for tourists and future scholars hoping to study the site. This included a site assessment survey that determined that ancient Busayra is a sensible and feasible location for development investment. Efforts were made to clean the site, such as filling in old excavation

trenches with soil and building terrace walls to slow erosion. Soil heaps from earlier excavations were removed so that ancient buildings were visible to visitors. A geophysical survey of unexcavated areas was conducted to identify the remaining plan of the settlement.

In 2018, SCHEP, the DOA, and the Busayra Foundation for Cultural Heritage (see the Tourism and Economic Development section) worked together to establish a trail through the site, allowing visitors to access and explore the ruins. The trail begins at the main entrance and leads to the Acropolis, passing alongside the main palace, the temple, and the cistern. The trail includes a panoramic view station, which will be developed with a compass-oriented map that directs visitors toward the main cities that were linked to ancient Busayra.

A young engineer from the local community was hired to assist in the design and creation of interpretation materials for the site, including a sixty-meter mural showing the history of Busayra over the centuries, and six signs to be placed along the trail. Finally, SCHEP worked with the Ministry of Education and the Busayra Secondary School for Boys, adjacent to the site, to develop a three-room Heritage Lab. This space will promote archaeological awareness by providing educational material and a classroom for heritage-related activities, from which local and regional school children can benefit.



Figure 1  
The historical mural and Main Gate to the archaeological site at Busayra



Figure 2  
The new trail through the Busayra archaeological site



Figure 3  
Inside the Heritage Lab at the Busayra Secondary School for Boys



Figure 4  
One of the new signs installed at the archaeological site



## Capacity Building

More than 25 community members were trained in excavation, preservation, cleaning, and interpreting the site during the first phase of the project. In phase two, 15 new community members were employed to develop a path for visitors and signs to help them understand the site and its history.

## Job Creation

SCHEP-supported work in Busayra created a number of employment opportunities for members of the local community. Work in 2015 on excavation and cleaning of the site employed 23 people; 2018 efforts to develop a trail and conduct research on the history of the site employed 21.



SCHEP-supported work in Busayra created a total of 44 employment opportunities for members of the local community.

## Tourism and Economic Development

SCHEP has trained local community members in maintaining and enhancing the archaeological site in order to enhance its capacity to attract and receive visitors. Building on the momentum of these trainings and utilizing the information and skills gained therein, the Busayra Foundation for Cultural Heritage was established in August 2018 in cooperation with Busayra site steward Safa al-Rafah. This women-led community-based enterprise focuses on sustaining the work supported and carried out by SCHEP.

The company will hire trained and qualified members of the local community to conduct necessary maintenance for the site (in coordination with DOA in Tafileh) and to operate the Heritage Lab, which will be used for students' education and awareness activities. The company will work on tourism product development and raising awareness of Busayra among potential visitors, as well as facilitating the provision of tourism services in partnership with other members of the local community.

*The Busayra Foundation for Cultural Heritage is a women-led community-based enterprise focused on sustaining the work supported and carried out by SCHEP.*



Figure 1  
SCHEP team visit to the archaeological site at Busayra



Figure 3  
Familiarization trip introducing local university students to the archaeological site in Busayra



Figure 2  
Detailed aerial photograph of Busayra inside the Heritage Lab



Figure 4  
Familiarization trip introducing local university students to the archaeological site in Busayra



## Awareness

Throughout the project, SCHEP has been dedicated to engaging local community members in Busayra, especially school-aged children, to increase their awareness of the history of the archaeological site around which they live as well as their interest in caring for and marketing the site to visitors in the future. This was carried out through site visits, workshops, and the establishment of Jordan's first Heritage Lab, established in a local school that is directly adjacent to the archaeological site. Through a program developed by SCHEP and local project staff, the Heritage Lab will be used to strengthen relationships between students from Busayra and beyond with the site and its history. This classroom and activity center will help students learn more and take responsibility for the site that is central to their community.

Among the many awareness-raising activities conducted in and around Busayra, SCHEP coordinated fifteen workshops inside nine schools throughout Jordan, in cooperation with the Ministry of Education and the Crown Prince Foundation, in the summer of 2018. These workshops targeted 2989 students from nine schools near six of the SCHEP sites, Bayt Ras, Madaba, Umm al Jimal, Ghawr as Safi, Busayra and Ayla.

SCHEP also organized site visits for Busayra Boy Scouts to the Busayra Archaeological site, followed by a lecture and a workshop on the history of the area and information on how to preserve the site.

The 50-student group attended a mosaic workshop at the end of the day in September 2018. SCHEP also celebrated the Eid holiday in Busayra in both 2017 and 2018, with a community celebration and activities for some fifty children who restored and painted pottery, assembled puzzles, and put on a talent show.



SCHEP-supported workshops and other educational activities in Busayra reached a total of 1,055 youth.

## Communication

The SCHEP communications team worked with Busayra project staff in order to establish a Facebook account. The local staff have used this page to promote community events as well as to share the progress they make while working on the site and heritage. Site Steward Safa' al-Rfoh also reached out directly to area schools and community members to promote the project and its aims.

The communications team assisted the new Busayra Foundation for Cultural Heritage by creating a logo for the company to be used on all branded and outreach materials.



Figure 1  
Students take part in a heritage education and awareness activity in Busayra



Figure 2  
Busayra Site Steward Safa al-Rafah leads youth heritage workshop

“Graduated from Hussein bin Talal University where I studied Library Sciences. I never thought I would work in conserving Busayra’s Heritage site, but I have always been interested in the heritage and history of Busayra. I grew up around a lot of Heritage sites, specifically the Edomite and Ottoman ruins in Busayra. Also, my grandfather worked as a guard for the Busayra ruins. Having so much exposure to history made me passionate about our heritage”

-Ali al-Soide, Site Steward







Figure 1  
Walking along the incense trail near Bir Madhkur

# Bir Madhkur

## About the site

**B**ir Madhkur is one of approximately 40 sites in southern Jordan with a connection to the ancient Incense Route. This major land and sea trading route stretched from India across the Levant and Egypt, connecting incense, spices, and luxury goods from the east and south to the Mediterranean world. The route existed between the 7<sup>th</sup> century BC and 2<sup>nd</sup> century AD, and Bir Madhkur itself was occupied during the Nabataean, Roman, and Byzantine periods.

The most prominent features of the site include a late Roman/early Byzantine military fort, dwellings, and bathhouses. Around the fort, excavations have revealed caravan stations, farmhouses, and nomadic encampments. Evidence also suggests the area once served as a hub both for agriculture and for the copper trade, linking Faynan to the north with Abu Kushayban, near Bir Madhkur.

At its peak, Bir Madhkur was home to a community of herders, farmers, and traders. Many others traveled through the site, including pilgrims, merchants, and soldiers. The expansive site is most tightly concentrated along the ridge that separates the fort from a nearby spring, which was the ancient water supply. Today, locals get their water from a well nearby, which gave rise to the name Bir (well) of Madhkur.



## About the Team

At Bir Madhkur, SCHEP issued a grant to the Bir Madhkur Project, directed by Andrew Smith II, to fund activities from June 2015 to July 2016. Abdallah Saadeen and Mohammad Saadeen were recruited to serve as Site Stewards.

## Site Development

The Bir Madhkur Project, with support from SCHEP, aimed to revitalize the trails that link Bir Madhkur to Petra, as well as to further conserve the site and make it more comprehensible to public audiences. One of the most visible signs of SCHEP's work has been the establishment of clearly marked trails and installation of interpretive panels along the route.

Another key component of the project included environmental protection, trying to fight erosion and other degradation. This included building terraced walkways to limit foot traffic in risk-susceptible areas.

## Job Creation

The project at Bir Madhkur trained and offered employment opportunities in guiding, trail maintenance, archaeological site conservation, and other areas. The project hired a total of 17 individuals.

## Capacity Building

SCHEP trained members of the local community with the skills necessary to conserve and protect archaeological features at Bir Madhkur, including those found along the routes to the site, throughout the year and on a more sustained basis. Along these lines, the Bir Madhkur Project conducted on-the-job training in site clearance and architectural consolidation; track assessment, repair, and guiding; and GPS surveying.

Bir Madhkur community members who were interested in establishing a tourism business were invited to a workshop in Wadi Rum to learn from their business models and observe the ways in which tourism has positively affected their communities.

...

*SCHEP trained members of the local community with the skills necessary to conserve and protect archaeological features at Bir Madhkur*



Figure 1  
New signs were installed at Bir Madhkur with SCHEP support.



Figure 2  
Trails were created and maintained by local community members.



Figure 3  
Some members of the local community were trained in giving guided tours of the area to visitors.



## Tourism and Economic Development

SCHEP worked closely with the Bir Madhkur Project, the local community at Bir Mahdkur, and the PDTRA to help develop an Incense Route Project that would connect the area with nearby Petra, as was the case in ancient times. SCHEP organized test hikes with community leaders and tourism professionals. While this work is not yet complete, the project laid the foundations for future efforts to continue development.

The Bir Madhkur Project, with SCHEP support, installed interpretive panels at the site and along the route to Petra in order to make the area accessible and comprehensible to visitors. SCHEP also worked to refurbish several houses in the area, in an effort to transform them into cabins for tourists to stay overnight during their visit.

## Awareness

Bir Madhkur was featured in one of the activities SCHEP conducted as part of celebrations on International Museum Day in 2017. In this activity, 350 students learned to reassemble pieces of broken pottery made to resemble artifacts found at this site and others.



Figure 1  
Tourist cabins, refurbished with SCHEP support



Figure 2  
Awareness and education activities at Bir Madhkur

## Communication

SCHEP communications sought to assist the Bir Madhkur Incense Route Project team members in becoming effective communicators. This included workshops on giving tours, storytelling, and establishing a Facebook page.



“There is a path in Wadi Araba that was used by caravans from India and southern Arabia passing through Petra as the main route to transport Incense and spices to Gaza. Today, we are working to bring that path to life.”

-Mohammad Saadeen, Site Steward





# Temple of the Winged Lions

## About the Site

Nestled amid the sandstone valleys and cliffs of southern Jordan, the Nabataeans built Petra as their capital more than 2,000 years ago. This nomadic group were traders of frankincense and myrrh, and their kingdom spanned from Damascus to modern-day Saudi Arabia. The Nabataeans ruled over the area for several centuries before being annexed by the Roman Empire in AD 106.

At the heart of the ancient capital lies a wide, half-mile long colonnaded boulevard. Surrounding this artery were the key institutions and monuments that facilitated daily life in the bustling metropolis. These included luxurious pools and gardens, an elegant fountain, and a grand royal audience hall. At the end of this main street is Petra's "Sacred Quarter," which features three temples, including the Temple of the Winged Lions.

The Temple of the Winged Lions is a large sacred complex with an ascending staircase, a grand entrance flanked by columns, and an inner cultic chamber with a raised podium. While most of the columns had Corinthian-style capitals, the dozen columns surrounding the main podium were adorned with the unique "winged lion" capitals that give the monument its modern name.

The temple's spiritual focus was likely a statue or an unadorned standing stone, representative of the goddess al-Uzza, that was set atop the podium and around which priests and devotees would circle. The walls and columns of the temple's inner sanctum were brightly painted with floral and figurative designs, while small recesses and niches surrounding the podium likely held offerings and idols emblematic of the deity worshipped there. Thought to have been built by the Nabataeans during the first century AD, the temple continued to be used well into the Roman period and was abandoned following the devastating earthquake that struck Petra in AD 363.

*The walls and columns of the temple's inner sanctum were brightly painted with floral and figurative designs, while small recesses and niches surrounding the podium held offerings and idols emblematic of the deity.*



Figure 1  
View of the Temple of Winged Lions from the Great Temple, located across the colonnaded street



## About the Team

At Petra's Temple of the Winged Lions, SCHEP provided financial and technical assistance through ACOR's Temple of the Winged Lions Cultural Resource Management Initiative (TWLCRM) and Sela for Vocational Training and Cultural Heritage, a non-profit organization based in Umm Sayhoun. The project directors were Glenn Corbett, Jack Green, Monther Jamhawi, and M. Elena Ronza. Eman Abdessalam and Ahmad Mowasa were employed as Site Stewards.

## Site Development

Central to the site as well as SCHEP's work with the TWL team is the Cella, or inner area of the temple. SCHEP worked to preserve the central cultic podium, improve drainage, and stabilize columns in this part of the site. Much of this work was conducted under the leadership of conservation specialist Franco Sciorilli.

SCHEP-supported work also concentrated on the Southwest Quadrant of the temple complex. Despite the beauty of the exposed arches and the hours spent conserving and documenting the area, the structural integrity and preservation of this part of the site had to come first. The team, in consultation with engineering geologist Giuseppe Delmonaco of ISPRA, ACOR, PDTRA, and the DOA, decided that the area needed to be backfilled. The first step was to buttress, conserve, and stabilize the standing architecture and rubble slope. The team deposited and compacted more than 130 cubic meters of soil. They created a temporary

buttress of sand bags that extended along the base of the rubble slope. These efforts increased site stability and safety for visitors, and will also allow for improved rainwater drainage.

Another key element of all SCHEP sites is making them more accessible to visitors via pathways and signage. To this end, SCHEP worked to develop pathways and install signage throughout the temple complex and surrounding areas. Another key addition is a sign on the colonnaded street below the temple that allows passersby to view a projection of what the temple would have looked like during its heyday. Such interventions not only allowed access to the site, but also encouraged visitors to engage with it with both their intellects and imaginations.

• • •  
***SCHEP-supported interventions not only improved access to the site, but also encouraged visitors to engage with it with both their intellects and imaginations.***



Figure 1  
Conservation work in progress in the temple's southwest quadrant.



Figure 2  
The Temple Cella after conservation of the podium and columns.



Figure 3  
USAID SCHEP, ACOR, and TWLCRM staff members celebrate the installation of the new interpretive signs in March 2018.



Figure 4  
New signage to help visitors understand and interpret the temple.



Figure 5  
New interpretive signs on the colonnaded street show how the temple may have looked in its heyday.



Figure 6  
Glenn Corbett, Ahmad Mowasa and Nizar Al Adarbeh check installation of new signs around the temple complex.



Figure 7  
TWL team member Agelah Jmeidi sews sandbags to assist in conservation work at the site.



## Capacity Building

SCHEP has worked to support and enhance the advanced skillsets already possessed by the local TWL team. SCHEP focused particularly on the issue of documentation, including within the Lapidarium and drawing and photography of walls at the site. Training for TWL and PDTRA staff also focused on emergency conservation, which allowed the participants to apply their new skills and knowledge to the backfilling of the Southwest Quadrant and Cella, as well as other projects that arose in this stage.

...

*SCHEP focused particularly on the issue of documentation, including within the Lapidarium and drawing and photography of walls at the site.*

## Job Creation

The project created nearly 80 employment opportunities over the course of the SCHEP-funded work. The project and its partners also took steps to ensure greater equity in the hiring process.

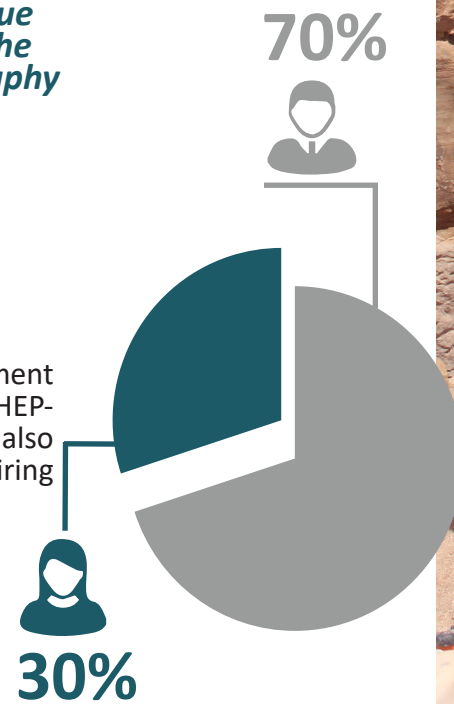


Figure 1  
Conservation work underway at the Temple of Winged Lions, September 2016



Figure 2  
TWL intern Halemah al Nawafilsh teaches young women about documentation as part of the Women in Heritage video shoot



Figure 4  
Conservation work underway at the temple in spring 2016



Figure 3  
TWL Site Steward Eman Abdessalam assists the Women in Heritage video shoot, featuring TWL and PDTRA employees



Figure 5  
Franco Sciorilli leads conservation work in the cella, spring 2016



## Tourism and Economic Development

Lying at the heart of Petra, the Temple of the Winged Lions was inaccessible to visitors for many years. The TWL team has worked not only to make the site physically accessible, but also to develop a unique, educational, and entertaining experience for visitors. The Experience Petra program gave students and tourists the opportunity to physically engage in the day to day activities happening on site: sifting through dirt from excavation dumps, washing pottery, cleaning and mortaring a wall, and documenting the site through drawing and photography. This program was immensely popular, particularly with school-aged children.

The TWL staff also worked to develop relationships with tour guide associations, local schools and universities, and other organizations to increase visitor traffic to the site. The new signs and paths have brought many new visitors to the temple complex, catching their attention and drawing them in as they make their way down Petra's colonnaded street.

## Awareness

Over 200 students participated in the Experience Petra program, put in practice by SCHEP, TWL, PDTRA, and the Ministry of Education. Hailing from eight different schools throughout Jordan, including Ayla, Bayt Ras, Busayra, Ghawr as Safi, Madaba, Bir Madhkur, Wadi Musa, Umm al Jimal, and Wadi Rum, students made the trip to TWL to learn about the temple and participate in hands-on experiences.

These students, aged 10-17, left with new appreciation of the temple structure and heritage in Jordan, encouraging them to become stewards of their heritage in the future.

*The TWL team has worked not only to make the site physically accessible, but also to develop a unique, educational, and entertaining experience for visitors.*

## Communication

Because of its location in Petra, this site is particularly popular with tourists. SCHEP Communications worked to bolster local staff's ability to give evocative and informative tours to visitors of a number of different ages, nationalities, and familiarity with archaeology. Local staff were also trained in interviews, given the recent popularity of the site with local and international media, as demonstrated by features on Al Jazeera, the BBC, National Geographic, and other outlets. SCHEP communications also worked to develop a number of print and visual communication materials to publicize the site and the Experience Petra program in particular. These materials were distributed locally and online.

Another key project was the production of a video highlighting women's professional activities in Petra. This video showcased the skills gained and practiced by women working at TWL and related cultural heritage projects in Petra.



Figure 1  
Students are guided by TWL team member Khatemah Albedul in hands-on activities as part of the Experience Petra Program.



Figure 2  
Filming in progress for the Women in Heritage video produced by USAID and SCHEP.



A total of 235 students, 150 girls and 85 boys, took part in SCHEP-supported awareness activities organized at TWL.

“After studying cultural resources management and working with the Temple of the Winged Lions Project in heritage documentation, I certainly know that cultural heritage preservation is important. Cultural heritage is our identity, its preservation is not an individual responsibility, it is the responsibility of everyone in the community.”

-Halemah al Nawafleh, Documentation Specialist







Figure 1  
View of Wadi Rum from Al Khaz'ali

# Wadi Rum

## About the site

**A**lthough Wadi Rum is primarily known as a natural wonder, it is also home to ancient settlements and structures from different eras throughout history. These include the Nabataean Temple complex of Jabal Rum, prehistoric Risqeh, and Ain Abu Nekheileh.

Nestled among the mountains and settlements of Wadi Rum are more than 25,000 petroglyphs and 20,000 rock inscriptions. While some rock art sites are regularly visited as part of the typical tourist route through the valley, even these are little understood by many tour guides and visitors, and there are more that have not yet been properly documented or interpreted. Many of these sites feature Thamudic inscriptions, drawings of camels, hunting scenes, and other images that often refer to a specific person or event.

One particularly interesting site is 'Ain Shallaleh, one of Rum Valley's most prominent natural springs that has, throughout time, supplied fresh water to the area's inhabitants. Initial explorations in the 1930s found the spring was heavily visited and used during the Nabataean period with many Nabataean, Thamudic, and even Greek inscriptions carved along the faces and panels of the spring's rock walls and overhangs.



## About the Team

In Wadi Rum, SCHEP supported The Community-Based Rock Art and Epigraphic Recording Project (CB-RAER), under Project Directors George Bevan, Kaelin Groom, and Casey Allen. Salem Al Zalabieh was the Wadi Rum Site Steward and the project received considerable support from the Wadi Rum Protected Area (WRPA), specifically through Director Saleh Al Noaimat and Mohammad Al Domyan.

## Site Development

SCHEP's work at Wadi Rum is intentionally non-invasive and does not alter the site or its features, focusing instead on human resources and education. The main research techniques are observation and photographic documentation. Two official tour routes that include rock art sites were also developed, graffiti was removed from rock surfaces as part of training, and signs were installed at key sites.

## Capacity Building

Nine local students have been trained in a three-month course to use a tool called the Rock Art Stability Index (RASI) to assess large numbers of rock art panels in the park according to their state of preservation or degradation. This will allow these students to become leaders in their own community, both in preserving this important artwork as well helping to train future tour guides.

The trainees were enthusiastic about the project and made great progress, exceeding the average level of American college students previously trained in the process. After a visit by one of the developers of the RASI system, the project was gratified to see the enrolled local trainees reach a near-expert level. These trainees remarked that they felt personally connected to the work and were excited to continue their training or even to train others.

SCHEP and the CB-RAER also held an intensive three-day workshop to train local guides in topics such as cultural resource management, geology, epigraphy, history, and rock art. Some 25 people participated from villages surrounding Wadi Rum. Eighteen of these participants went on to continue their training in the three-month official Rock Art Rangers program. These guides helped develop rock art-focused tour routes for both the Rum and Disi areas.

*The trainees remarked that they felt personally connected to the work and were excited to continue their training or even to train others.*

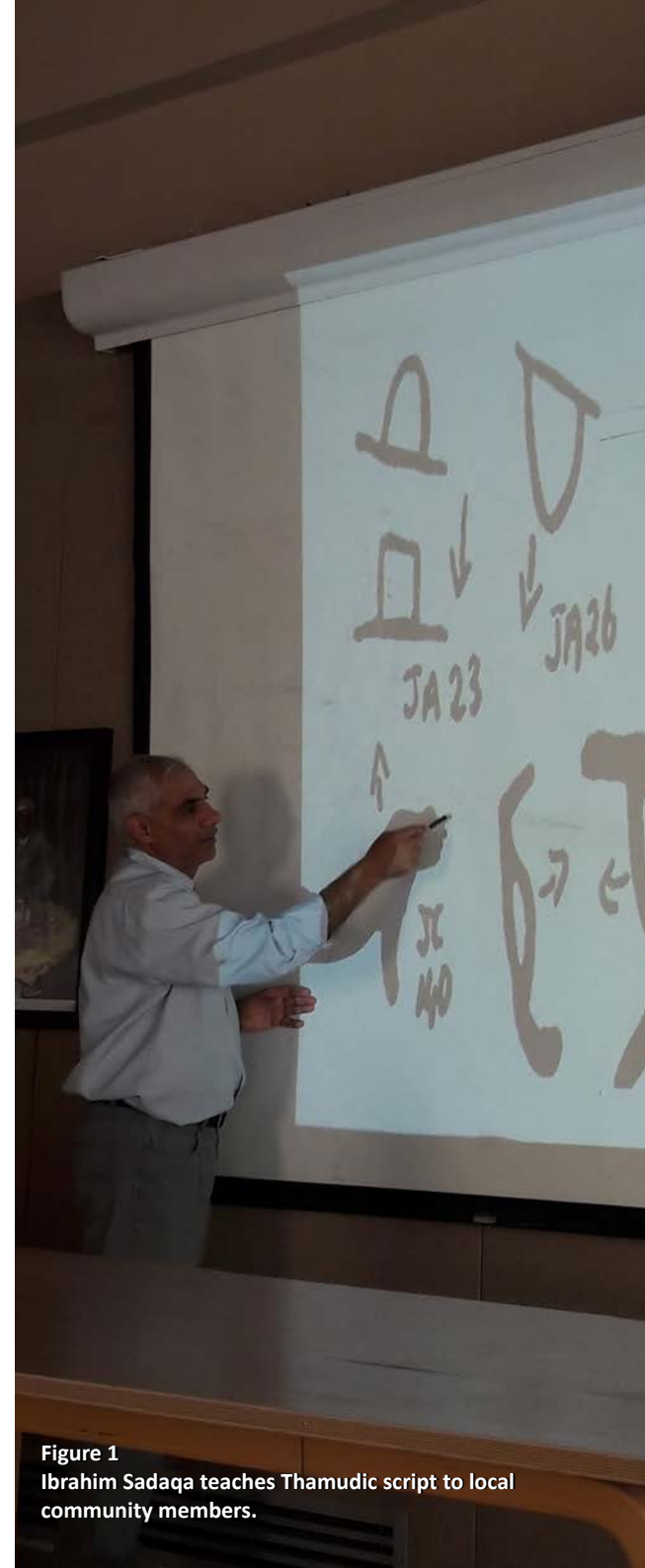


Figure 1  
Ibrahim Sadaqa teaches Thamudic script to local community members.



figure (2)  
Zaid al-Salameen teaches Nabataean script to local community members.



figure (5)  
Local team members collect RASI data using cell phones



Figure 3  
Local guides celebrating their completion of the Rock Art Rangers training program



Figure 6  
A new sign designed by SCHEP and installed at the entrance to Khaz'ali Canyon.

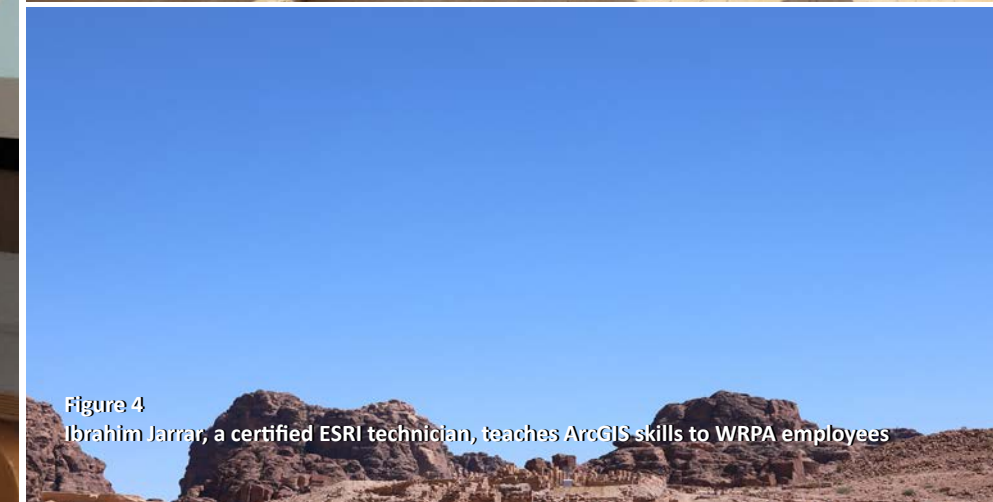


Figure 4  
Ibrahim Jarrar, a certified ESRI technician, teaches ArcGIS skills to WRPA employees



Figure 8  
CB-RAER Co-Director George Bevan and WRPA team member, Mohammad Al Domyan, process photographs of rock art.



## Job Creation

Through SCHEP's collaboration with CB-RAER, 10 jobs were created, as well as 25 better employment opportunities for members of the local community, including those directly involved with the project through SCHEP and the WRPA. Many Rock Art Ranger graduates now incorporate materials they have learned through the CB-RAER project to promote educational opportunities for visitors and enhance their profiles as tour guides and protectors of Wadi Rum's heritage.

USAID SCHEP and CB-RAER created 10 jobs for members of the local community in Wadi Rum.



## Tourism and Economic Development

CB-RAER proudly developed the Rock Art Ranger Handbook, which guides are able to use to give more informed tours and describe the Thamudic inscriptions they encounter along their routes. These materials were integrated into the Rock Art Ranger Training, ensuring that tour guides are equipped to give informative and fact-based tours to visitors.

## Communication

SCHEP-supported work in Wadi Rum has been featured in various newspapers, including The Jordan Times, and a documentary made by the BBC.

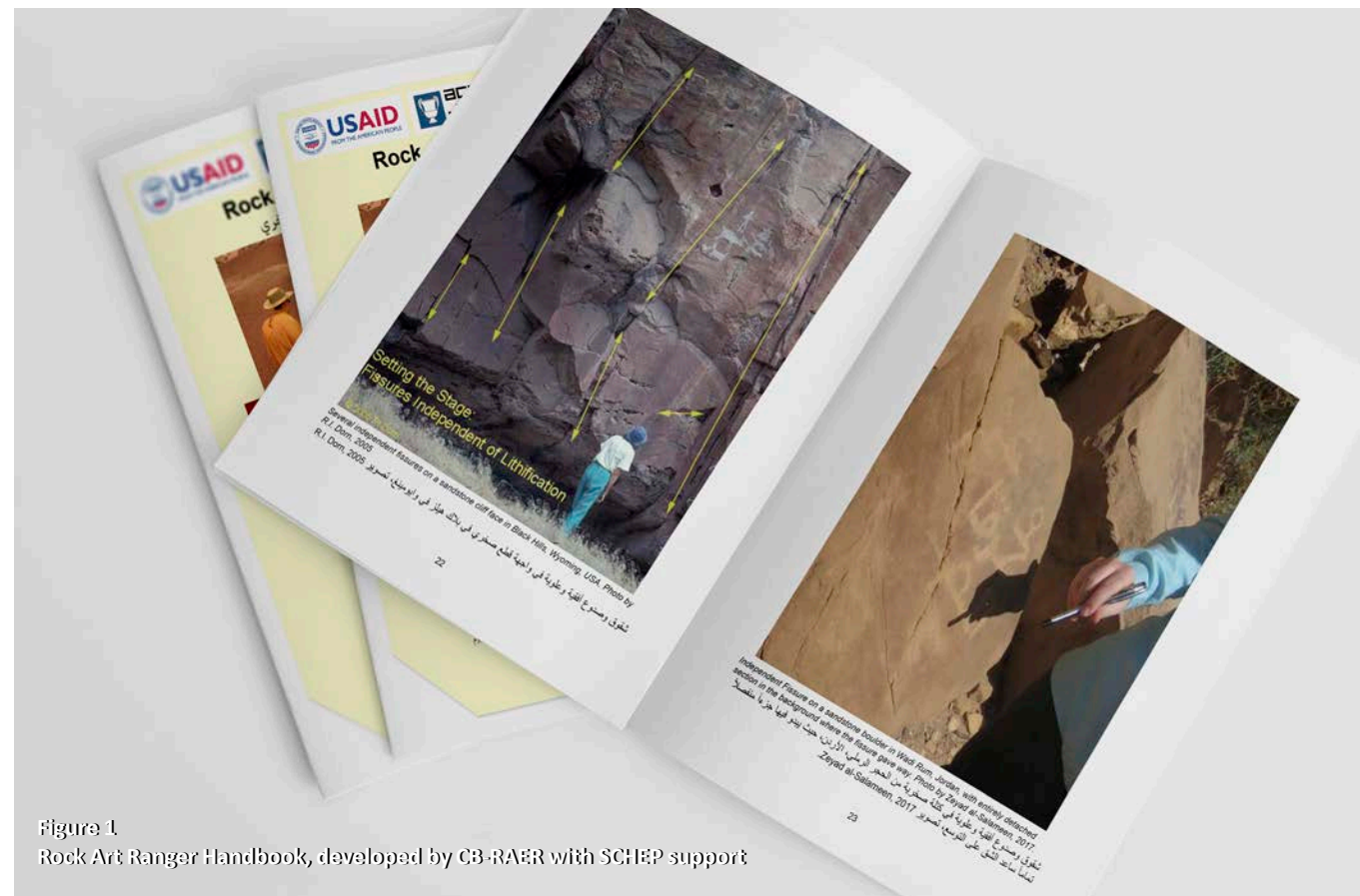
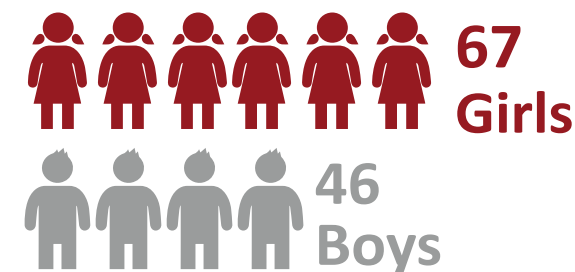


Figure 1  
Rock Art Ranger Handbook, developed by CB-RAER with SCHEP support

## Awareness

SCHEP has organized and supported a number of visits to the area, encouraging young Jordanians to experience the cultural aspects of Wadi Rum as well as its natural and archaeological wonders. The project directors all noted the enthusiastic community engagement, as the local tribes felt a strong connection to the material covered by the training. One such event was World Tourism Day 2017, when some 70 public school children learned about inscriptions while also enjoying Jeep and camel tours.

Project staff and co-directors have given several public lectures about the project in an effort to raise awareness among other academics and tourism professionals. Events like these seek to boost both domestic and international tourism and inform the community of practice about the project and its accomplishments. The CB-RAER team worked to spread awareness of the project within the host community as well with foreign and Jordanian academics at lectures in Wadi Rum village, at ACOR in Amman, and at the International Association of Geomorphologists in New Delhi.



SCHEP supported awareness activities for 113 youth in Wadi Rum, including 67 girls and 46 boys.

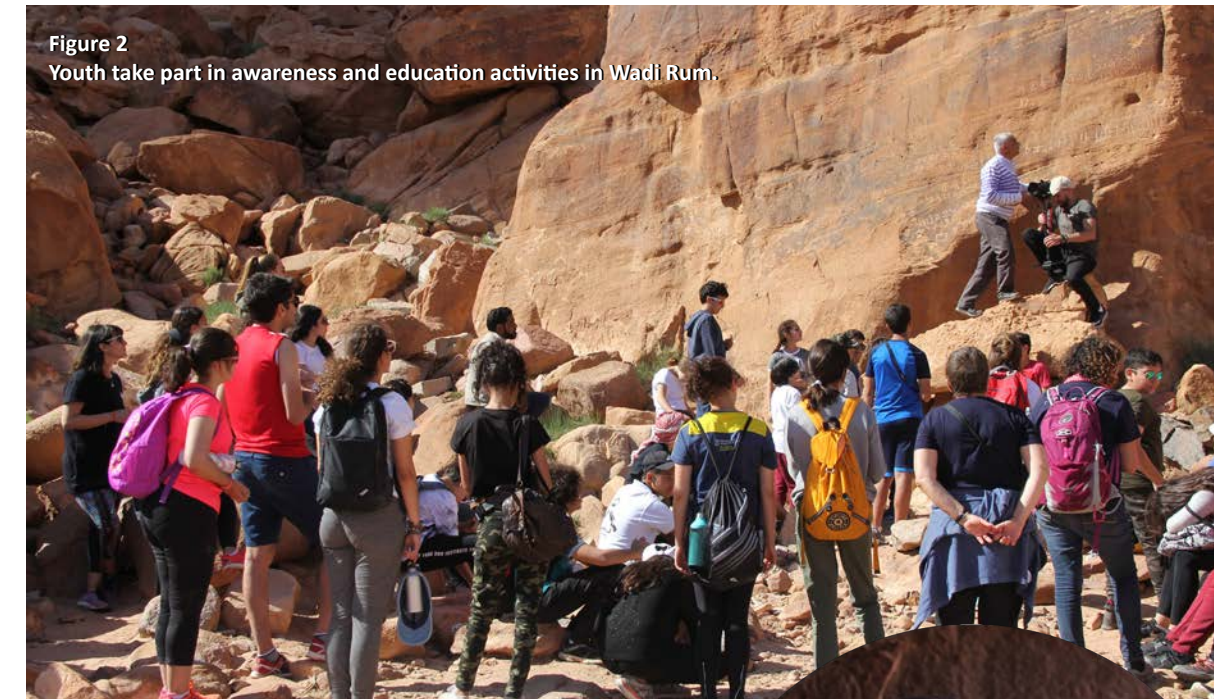


Figure 2  
Youth take part in awareness and education activities in Wadi Rum.



“When I began working with SCHEP, I did not know the meaning of the inscriptions in Wadi Rum. We began learning how to write and read the Thamudic alphabet. After our training, we began to teach our local community in Rum village about the inscriptions and how we can preserve it for the future generation to come”

-Salem al Zalabieh, Site Steward



# Ayla

## About the Site

Aqaba, as it is now called, holds a vital place in Jordan's history due to its wealth of marine and Islamic heritage. The city was known during ancient Islamic times as Ayla, a prosperous port and trading city perched on the northern tip of the Red Sea. The area was first occupied in the fourth century BC and has been home to a variety of different peoples and civilizations. First, the Nabataeans settled in the area, establishing a port that served as a vital hub connecting trade routes to nearby Petra. Subsequent Roman and Byzantine occupations also utilized the city as a port to connect their territories for trade and other purposes.

The ruins of the ancient city show the unmistakable marks of occupation during the Umayyad, Abbasid, and Fatamid periods, when it similarly served as a center for trade. Evidence shows the city was linked to its neighbors in the Arabian Peninsula, Egypt, Iraq, and Syria, as well as farther away in the Indian Ocean and the Far East. The city was a bustling center for commerce, complete with a market and enough wealth to support residential and commercial settlements, both inside and outside the city.

Two of Ayla's most important buildings can still be seen today as ruins: the mosque, which also served as a respected religious school, and the house of the governor. Traces of the harbor and the sea gate that connected the city to the port have also been discovered beneath the waves.



Figure 1  
The mosque at the ancient city of Ayla



## About the Team

In Ayla, SCHEP signed an agreement with Ehab Eid and Mohammad Al-Tawaha of The Royal Marine Conservation Society of Jordan (JREDS) to implement the “Discover the Depth of Aqaba Marine Heritage Project” in 2017 and 2018. Mustafa Ajlouni was appointed Site Steward at Ayla for the duration of the project.



الجمعية الملكية لحماية البيئة البحرية  
THE ROYAL MARINE CONSERVATION SOCIETY OF JORDAN  
JREDS

## Site Development

The first element of site development at Ayla was an underwater survey on the north coast of Aqaba, the first of its kind in the area. The survey revealed new information about the city, recovered important artifacts, and highlighted potential natural and human threats to the site. Building upon this survey, the Ayla project recruited a GIS expert and a designer to create a comprehensive, detailed map of the site’s layout and geography. A GIS company was then employed to create an interactive version of this map, including historical and scientific information about the site and the surrounding area, to be made available to visitors to help them better navigate and interpret the site.



Figure 1  
Ehab Eid and Mohammad Al-Tawaha discuss conservation work at Ayla



Figure 2  
Underwater archaeology at Ayla, courtesy of JREDS



Figure 3  
DOA and SCHEP team members visit the site of the Islamic city of Ayla.

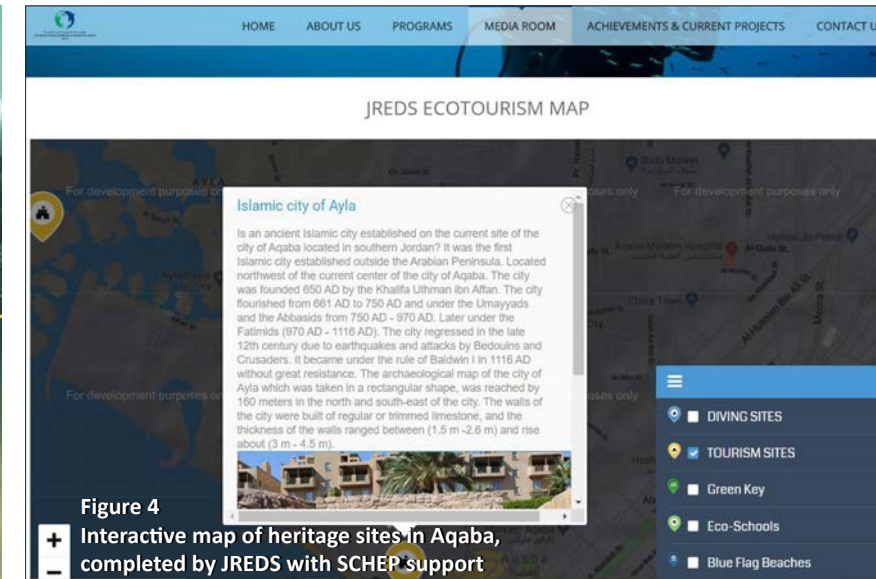
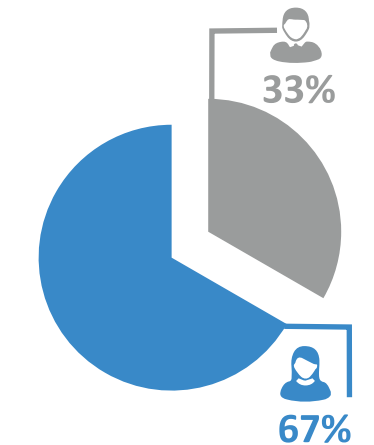


Figure 4  
Interactive map of heritage sites in Aqaba, completed by JREDS with SCHEP support



Figure 5  
New signs during installation at Ayla archaeological site

Following the initial survey and interactive mapping project, the SCHEP and JREDS teams turned their attention toward design and installation of interpretive panels that allow visitors to better and more easily understand the details and historical significance of the site. With the approval of the DOA, new signs were installed and others underwent necessary maintenance. As part of the quest for sustainable development and partnerships between civil society organizations and the governmental sector, JREDS developed and signed a memorandum of understanding with the DOA, establishing a partnership officially in February 2018.



## Job Creation

Over the course of the project, SCHEP’s work in Aqaba generated 18 employment opportunities. Thirteen of these were entry-level positions that provided access and educational opportunities on various assignments in the project. Ayla also hired seven experts to consult on local history, GIS, and marine environments.



## Capacity Building

Under the Ayla project, JREDS established a Marine Heritage Unit, a special group of enthusiasts and professionals that would explore, manage, and promote this unique site. They have been trained in a variety of skills including English for Tourism, open water diving, strategic planning, and environmental awareness.

With SCHEP support, JREDS conducted a workshop on Underwater Heritage, focusing on marine heritage and underwater surveying. This workshop targeted different stakeholders from Aqaba, including academic and governmental institutions, civil society organizations, and the Jordanian Security Department.

In an effort to combine technological excellence, youth engagement, and tourism potential, SCHEP and JREDS hosted a competition for university students to create a 3-D video exploring Islamic Ayla. The Jordan University of Science and Technology won with their submission praising the natural beauty of the area.

The Ayla project hosted a variety of training opportunities for project staff, including strategic planning and communication skills, underwater heritage training, English for tourism, proposal writing and finance, among others, in order to enhance the participants' skills.



Figure 1  
Trainees from Aqaba at the final event for the collaboration between SCHEP and JREDS, February 2017



Figure 2  
Capacity building workshop in Aqaba

## Tourism and Economic Development

Aqaba is home to a thriving diving sector, and SCHEP was proud to help develop these activities and include them in the project's presentation of heritage. With SCHEP support, JREDS prepared best practice guidelines for natural and cultural marine heritage, with an emphasis on diving practices.

The Ayla project has developed proposals for tourism development for the site, such as "Ayla by Night," aiming to cultivate increased tourist interest in Ayla. These proposals will be implemented with the approval and partnership of the Aqaba Special Economic Zone Authority (ASEZA). Brochures and posters have also been developed to garner more awareness of and traffic to the site.

Another important tourism project involved the preparation of a comprehensive, interactive map of the surrounding beaches, including information about the marine life and the cultural heritage sites (see page 85, fig. 4). These materials will assist visitors, locals, and tourism professionals in expanding the types of experiences Aqaba can offer.

...  
*With SCHEP's support, Aqabawi will work to diversify the tourism sector in Aqaba by introducing tourism experiences that highlight the culture and history of Aqaba and its inhabitants.*

Finally, SCHEP worked with Ayla's Site Steward, Mustafa Ajlouni, to form Aqabawi, a company that aims to raise awareness and promote the protection of marine heritage while engaging with and employing members of the local community. After attending a number of workshops on issues of community awareness and responsible tourism through SCHEP and JREDS, Mustafa felt it was time to turn these new ideas into reality. His new company will work to diversify the tourism sector in Aqaba, which is currently dominated by luxury beach hotels and diving experiences, by introducing tourism experiences that highlight the culture and history of Aqaba and its inhabitants. This initiative will also encourage local investment in, and attention to, marine cultural heritage, encouraging the protection and maintenance of Ayla as a point of pride and source of employment and revenue for the local community.



Figure 3  
A visitor takes part in a sea glass jewelry-making experience with Aqabawi.





## Awareness

JREDS implemented awareness-raising programs in Aqaba that targeted more than 400 students from public and private schools. They also developed a nationwide heritage competition to create a 3-D model for the site itself under the name “Our Sea, Our Heritage”.

One notable event was a workshop with the SOS Children’s Villages International, a three-day children’s workshop focusing on sustainable marine cultural heritage. Participants learned about the importance of natural marine heritage, specifically the coral reefs that cover 13 kilometers of Aqaba’s coastline. The children also worked on pottery painting and restoration as well as mosaic making.

## Communication

SCHEP has produced a variety of bilingual publications on the history of the Islamic city of Ayla in order to educate the general public in Aqaba and in Jordan overall, as well as to generate interest in the archaeological sites among international tourists to Aqaba. The SCHEP Communications team also contributed to the design of a logo for the Aqabawi company. In February 2018, JREDS conducted a final project conference in Aqaba attended by 117 participants from all project stakeholders.



Figure 1  
HRH Princess Basma bint Ali speaks at the final event for the “Discover the Mysterious Depth of Aqaba’s Marine Heritage Sites” project, February 2017.



Figure 2  
Young girls participate in awareness activities in Aqaba.



Figure 3  
Ayla Site Steward Mustafa Ajlouni leads awareness and education activities for youth in Aqaba.

JREDS engaged 440 students, including 144 girls and 296 boys, in awareness and education activities with SCHEP support.



“My first time hearing about Ayla was during my visit to Sweden. Specifically, in the Viking Museum, where Ayla was included as one of the ancient Islamic cities the Vikings traded with. Through my work with SCHEP, we are working to discover maritime artifacts of Ayla to understand the unique cultural heritage of Aqaba. Ayla is the only maritime heritage site in Jordan and its historical cultural value must be preserved”

-Mustafa Ajlouni, Ayla Site Steward

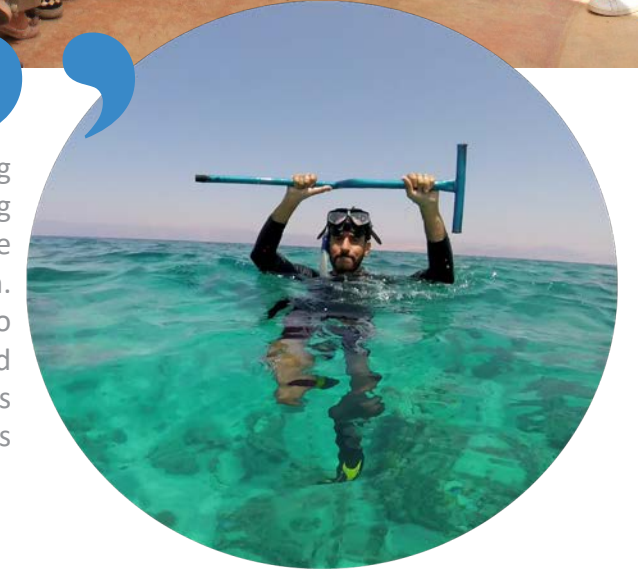






Figure 1  
Trainees take part in the Fundamentals of Surveying and  
Archaeological Documentation at Khirbet Salameh, Amman.

Cultural heritage conservation, management, interpretation, and presentation demand a wide variety of skills. These fields are often on the cutting edge of technology, necessitating up-to-date and detailed knowledge. SCHEP had to assess the skills that would be most useful for the cultural heritage sector in Jordan, as well as how to train people with varied backgrounds and skill levels in a short period of time, as most participants in SCHEP programs were also full-time employees or students. To accomplish these goals, SCHEP worked closely with institutions, universities, companies, and potential trainees to develop a wide variety of capacity building programs.

SCHEP's capacity building programs included the site-specific programs listed in previous sections. These courses and the skills they imparted, while transferable, were designed to focus on individual

projects and meet the needs of specific sites. The courses discussed in this section, however, were broader programs, seeking to bolster the skills of the CHR sector writ large.

A total of 302 Jordanian professionals, students, and recent graduates took part in SCHEP's capacity building activities, gaining new knowledge and learning cutting-edge skills and techniques to aid their work to protect and preserve Jordan's cultural heritage.

• • •

**SCHEP worked closely with institutions, universities, companies, and potential trainees to develop its varied capacity building programs.**

## Capacity Building



### The SCHEP Site Steward Program

One of SCHEP's major innovations in the field of community-based cultural heritage management was the Site Steward program. At each of SCHEP's nine sites, one or more individuals were chosen from the local community to serve in this important role. The Site Stewards constitute a vital link between SCHEP, project directors, and the local community, assisting with conservation, tourism, and community development. Although all joined the project with their own unique skillsets and enthusiasm, SCHEP worked with each Site Steward to broaden their abilities and help them gain new knowledge and skills.

Through SCHEP, the Site Stewards learned about communication, monitoring and evaluation, giving tours and developing tourism packages, team management, English communication, and a variety of other skills through individual and group training courses. These courses were tailored to site-specific needs, and gave the participants a chance to learn from each other as well as from the trainers. The biannual training sessions were unique and beneficial opportunities for education, collaboration, and togetherness.



Figure 1  
SCHEP Site Stewards visit the Amman Citadel.

### The Art of Mosaic Production Training Series

In late 2018, SCHEP implemented the Art of Mosaic Production Training, a training of trainers (or ToT) course for 30 art teachers in public schools across Jordan. This training was conducted in collaboration with the MOE and the Madaba Institute of Mosaic Art and Restoration (MIMAR), and aimed to create opportunities for teachers to develop their knowledge of mosaic theory and history, as this art form is particularly important to Jordan's heritage, and to practice making mosaics themselves. In the future, the teachers will be able to share their knowledge and conduct mosaic-making activities with their students as a hands-on way to learn and get excited about heritage.



Figure 2  
A public school art teacher learns how to make mosaic art during SCHEP's 2018 Art of Mosaic Production Training.



### The Diploma Course in Surveying and Archaeological Heritage Documentation

This course was one of SCHEP's proudest achievements. After conducting a needs assessment at the Department of Antiquities, it became clear that there was a drastic shortage of trained archaeological surveyors. SCHEP sprang into action, working with Hashemite University to develop the curriculum, which includes both practical and theoretical knowledge.

When selecting the participants, SCHEP and the DOA carefully chose current DOA employees who worked in underserved areas of Jordan and expressed interest in expanding their skills. The goal was to bolster the capabilities of both the DOA and the individual employees, while serving remote areas of Jordan, often where SCHEP sites are located. Ultimately, 11 people from the DOA and PDTRA, representing the entirety of Jordan from North to South, participated in the course and gave it their all. A key element of this multi-year course was integrating new technologies and best practices while also ensuring that participants were able to use these skills in the field, incorporating several on-site visits and practicums.



Figure 1  
The late Eng. Fawwaz Ishagat (left, 1958 - 2018) teaches surveying techniques at the Amman Citadel, April 2018.

Some of the skills learned were AutoCAD, ArcGIS, 3-D modeling, 3-D laser scanning, and photogrammetric modeling in archaeological documentation. After spending several days learning in the classroom, participants tested out their new skills in the field, visiting Umm al Jimal, Petra, Khirbet Salameh by ACOR, the sugar factory in Ghawr as Sadi, the Amman Citadel, and other sites across Jordan.

After completing this rigorous course over a period of over two years, the participants returned to the DOA and PDTRA ready to bring new skills and enthusiasm to their organizations. SCHEP is committed to both empowering individuals and bolstering institutions through continuing education and training.



Figure 2  
Participants in the Surveying and Archaeological Heritage Documentation Diploma course practice their skills in Ghawr as Sadi.

### Boosting Skills for Cultural Heritage Professionals

In addition to SCHEP's site-specific capacity building modules and major training courses, SCHEP organized a number of smaller scale training programs, of which these are just a few:

- The international consortium in Bayt Ras held a specialized training course on the documentation of wall paintings for 14 participants from the DOA, PAP, and other young professionals in October 2017. Including both theoretical and practical aspects, trainees were able to test out their new skills in the Bayt Ras Roman Theater.
- Aerial Photography for Archaeology, another important element of cultural heritage related work, is an in-demand skill. Precious few in Jordan have been given the opportunity to work with drones and other methods of aerial photography, and SCHEP was able to organize a workshop on this topic at Umm al Jimal in June 2017.

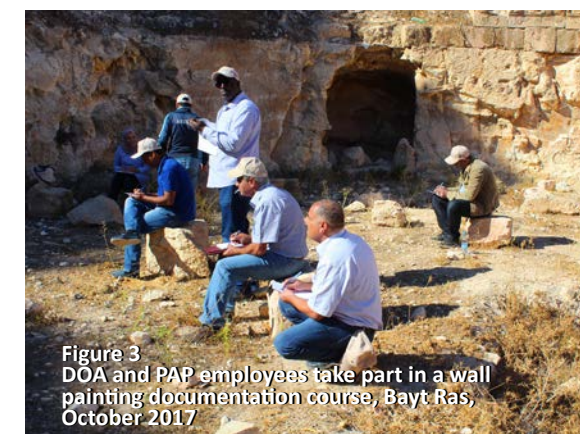


Figure 3  
DOA and PAP employees take part in a wall painting documentation course, Bayt Ras, October 2017



Figure 4  
Aerial Photography for Archaeology training, Umm al Jimal, June 2017



Figure 5  
GIS training for PAP employees, November 2017



## Policies

Seeking to share the wealth of experience accumulated during its time working at nine sites with different environmental, community, and development needs, SCHEP created a list of general best practices for site management. These guidelines are intended to augment the strong work already being done by Jordan's community of practice, working on both site-by-site and national levels. In addition to assisting relevant government employees, these guidelines also serve an important educational purpose, as SCHEP worked to engage students and recent graduates to ensure they joined the workforce equipped with the best possible skills. The guidelines provide general background information, give outlines of the necessary steps and materials for a relevant site management plan, set minimum standards of conduct for site management, create a clear system for monitoring and review, offer an open and transparent process for grants and development proposals, and provide a common understanding for various stakeholders including property owners, governments, NGOs, and archaeologists and heritage professionals.



Figure 1  
The new Archaeological Site Usage Guidelines were presented at a workshop held in Aqaba on August 22 – 24, 2017

SCHEP presented new Archaeological Site Usage Guidelines at a three-day workshop in Aqaba that included a visit to the Ayla archaeological site. More than 30 key stakeholders, including then Director-General of the DOA Dr. Monther Jamhawi and other senior staff, were in attendance.

The discussions that took place in this workshop allowed experts from across the country to share their ideas on how to balance environmental and conservation concerns alongside the desire to widen access to and usage of Jordan's cultural heritage resources.

SCHEP has been proud to play a key role in the formulation of Jordan's new Archaeological Heritage Strategy. Under the patronage of then Minister of Tourism and Antiquities H.E. Lina Annab, the DOA, ACOR, and SCHEP came together with other stakeholders for a kickoff meeting in July 2018 to discuss this new strategy, which lays out a roadmap for the next four years in cultural heritage preservation, documentation, management, and promotion. The new strategy takes a critical look at what has been going well and what can be done better in the future by the DOA and other cultural heritage stakeholders. The strategy will focus on research, site management, museums, and the enabling environment. SCHEP continues to place an emphasis on the involvement and awareness of local communities as a key part of any strategy moving forward.

This effort highlights SCHEP's commitment to institutional development and policy change, encouraging best practices and community engagement for all heritage stakeholders. The strategy was not yet finalized by the end of 2018, and SCHEP plans to continue supporting its development in its second phase.

In Petra, SCHEP collaborated with the PDTRA to help prepare a State of Conservation report and an Integrated Management Plan for Petra, for submission to the World Heritage Committee. SCHEP proudly supported its partner organization through the transfer of knowledge and also used the opportunity to raise awareness of the community-based development occurring throughout the park.



Figure 2  
Lina Annab, Barbara Porter, and Nizar Al Adarbeh at the Jordan Archaeological Heritage Strategy Kick-off meeting



Figure 3  
Participants help develop strategic pillars at the Kick-off meeting of the new Jordan Archaeological Heritage Strategy, July 2018



**The First International Workshop on Applications of Geomatics Engineering in Natural and Cultural Heritage Conservation and Management** was held at Al Al-Bayt University in April 2017, as part of SCHEP's efforts to build relationships with universities and bring cutting edge technology to Jordan's cultural heritage sector. More than 300 experts in urban planning, environmentalism, cultural heritage, and government came together to discuss new advancements in the field as well as new applications for traditional techniques. The conference included a field visit to Umm al Jimal that exposed international experts as well as students and professors from five Jordanian universities, to the site, raising awareness with the hope of inspiring future research and work in the area.



Figure 1  
Site visit to Umm al Jimal as part of the First International Workshop on Applications of Geomatics Engineering in Natural and Cultural Heritage Conservation and Management

**The International Conference on the History and Archaeology of Jordan (ICHAJ)** provides a tri-annual opportunity for scholars from across the world to come together to share their research, knowledge, and experiences in Jordan. In 2016, it was Amman's turn to host this prestigious event and SCHEP was honored to participate and to support the DOA in this significant undertaking.

The project and five affiliated project directors presented their work, sharing the SCHEP model and the project's experiences with members of academic and cultural heritage communities. This was an important step to demonstrate that a community-based model can be effective in producing strong field work and have tangible positive effects.

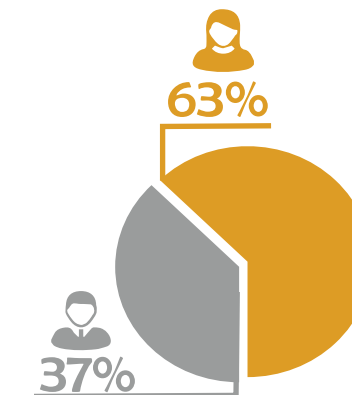
All too often, these conferences tend to feature the same voices having familiar conversations year after year. In an attempt to bring in new perspectives and steer the group to discuss new topics, SCHEP endeavored to broaden and diversify attendance by inviting our Site Stewards to join ICHAJ 13. For many, it was their first time at an academic conference, and they were able to learn from each other as well as the other projects and practitioners presenting at the conference. It also gave visiting project directors the opportunity to see community engagement in action and ask the Site Stewards direct questions about their involvement, and how communities can become more involved in cultural heritage management. SCHEP believes that a diversity of perspectives is vital to ensuring sustainable, inclusive progress in the heritage field, and we were proud to contribute to this effort.

SCHEP also sponsored 15 Jordanian university students to attend the 2016 ICHAJ conference. These SCHEP Scholars had shown their academic excellence and passion for archaeology and heritage, and were further inspired to pursue a career in the field. For all of them, it was a chance to learn about new projects, techniques, technologies, and issues at the forefront of Jordanian archaeology today. It also served as an important professional development opportunity, giving them the occasion to network with universities, professors, projects, or firms with which they hoped to find employment after they graduated.

By the end of 2018, SCHEP prepared to send its second round of SCHEP Scholars to ICHAJ 14, to take place in Florence, Italy, in January 2019. In partnership with the DOA, SCHEP selected 12 employees and students who were sponsored to attend this important conference, an opportunity which would not have otherwise been possible.



Figure 2  
SCHEP and ACOR team members and Site Stewards at ICHAJ 13 in Amman, 2016



63% of the recipients of SCHEP Scholarships to attend ICHAJ 13 were female.



SCHEP supported and participated in the **First Conference on the Archaeology and Tourism of the Ma'an Governorate** at Hussein Bin Talal University in October 2017. This two-day conference involved more than 30 participants from local and international academic institutions. Presentations included a variety of topics, including SCHEP's work in Ma'an. This governorate, although home to Petra, one of Jordan's most famous sites, is chronically underserved and SCHEP was proud to help strengthen efforts of the universities and professionals in this important region.



Figure 1  
The First Conference on the Archaeology and Tourism of the Ma'an Governorate, October 2017



Figure 2  
Nizar Al Adarbeh and Jehad Haron at ICOMOS General Assembly in New Delhi, December 2017

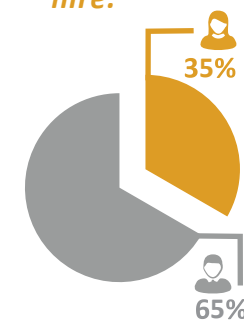
SCHEP participated in a variety of other international conferences to share the project's model and accomplishments, and to inspire others to shift their focus toward more robust community engagement. The Chief of Party, Nizar Al Adarbeh, and CHR Projects Lead, Jehad Haron, traveled to New Delhi, India, to present a paper on SCHEP at the **International Council on Monuments and Sites (ICOMOS) 19th General Assembly and Scientific Symposium** on "Heritage and Democracy" in December 2017. Some of the most important themes in their presentation were the empowerment of youth and women, two crucial areas of focus for SCHEP.

Mr. Haron gave a presentation on SCHEP and served as a moderator at a UNESCO inter-regional workshop on "**World Heritage and Sustainable Development: The Role of Local Communities**" in Karachi, Pakistan in November 2017. As a result of SCHEP participation in this workshop, a paper on "Fostering the Role of the Local Communities in Jordan," co-authored by Mr. Al Adarbeh and Mr. Haron, was published in a 2018 UNESCO booklet entitled Sustainable Development and World Heritage for Local Communities.

SCHEP's work has also been represented at the **Annual Meeting of the American Schools of Oriental Research (ASOR)** in 2016, 2017, and 2018, providing crucial opportunities to share SCHEP's model and progress and connect with scholars and heritage professionals working all over the world.

## Conclusion

**Although it was important that SCHEP provide direct benefits and employment for host communities, it was more important that this employment was meaningful and these benefits were sustainable. On an individual level, this meant ensuring that every person who was contracted to work on a SCHEP site or attend a SCHEP workshop came out with new knowledge, skills, and connections that would improve their employment prospects going forward. By tailoring SCHEP programs to the actual needs of employers and providing opportunities for Jordanians to gain those skills, SCHEP ensured that those seeking employment or professional development were equipped with the knowledge and skills they need to become competitive candidates and develop their careers. On an institutional level, capacity building has meant connecting government bodies and universities with experts and best practices as well as building up the pool of qualified applicants for them to hire.**



Out of all the participants in the courses and workshops outlined above, 35% were female. SCHEP is committed to increasing the rate of female participation in its activities, ensuring an even greater share for women in the cultural heritage sector in the future.



Figure 3  
A TWL Project team member applies conservation techniques to a wall at the Temple of the Winged Lions.





Figure 1  
Schoolchildren take part in the Experience Petra awareness program at the Temple of the Winged Lions.

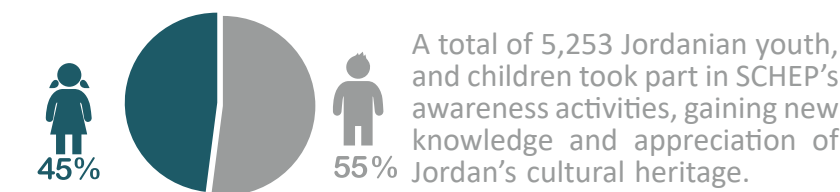
SCHEP’s awareness program, under the title “Generations 4 Heritage,” sought to bring together communities and strengthen bonds. This meant implementing a variety of educational workshops, field trips, and events that fostered closer ties among classmates, families, friends, and communities. Amidst the festivals and celebrations, SCHEP’s awareness events also worked to educate children, their families, and others through fun and engaging activities. Participants learned how to reassemble broken pottery or create their own mosaics, while at the same time gaining a better understanding of SCHEP’s aims in the community and the value of the sites in their own backyards.

A particular emphasis was placed on youth engagement and participation. Many of the community issues the projects encountered, such as vandalism or misinformation about the sites, stemmed from a lack of education or sense of ownership. SCHEP believes that these values of stewardship and heritage can be learned and embraced at any point in life, but that it is certainly beneficial to start at an early age. To this end, much of SCHEP’s work focused on schools, either educating SCHEP host communities about the history or value of their local sites or looking outside our own nine sites to teach more general knowledge and appreciation of archeological and cultural heritage.

Another major goal was to get people outside and connecting them to heritage in a real and physical way. A vast number of those who participated in SCHEP programs had never visited Petra, explored heritage sites in their community, or been on a field trip of any kind. As the entire SCHEP team can attest, there is no better way to gain an appreciation of heritage than to experience it firsthand. SCHEP proudly sponsored visits for adults, children, and handicapped youth across Jordan, giving them the opportunity to learn about, adventure in, and ultimately celebrate their own cultural heritage.



*There is no better way to gain an appreciation of heritage than to experience it firsthand.*



# Awareness





Figure 1  
Site visit to Umm al Jimal



Figure 2  
Children mend broken modern pottery as part of hands-on activities for International Museum Day.

SCHEP celebrated International Museum Day by hosting educational activities for local schools at all nine SCHEP sites and supporting an educational trip to Jarash. More than 450 girls between the fifth and ninth grades all participated in various activities that corresponded to each specific site. For example, in Wadi Rum, they learned about Nabataean and Thamudic inscriptions and how to write their names in these languages. The goal was to give them a direct connection to the sites in their backyards and the importance of cultural heritage in general.

SCHEP collaborated with H.M. Queen Rania's Madrasati Initiative and the Department of Antiquities to engage a total of 450 students across Jordan in a weekend program that explored pottery, mosaics, and cultural heritage. The students, hailing from nine different schools in Ghawr as Safi, Karak, Amman, and Irbid, met every Saturday for five weeks to learn about conservation, archaeology, and the history of their respective areas. Specialists from Jordan's Department of Antiquities and USAID SCHEP led workshops for students in pottery, mosaics, and the cultural heritage of their respective regions. The students also visited historical sites such as Dar as Saraya, Karak Castle, and the Roman Theater in Amman. The program, spanning the month of April 2016, gave students the opportunity to engage in a variety of educational hands-on activities and field trips.



A total of 450 students took part in SCHEP's awareness activities in partnership with the Madrasati Initiative, with nearly equal participation of boys and girls.



Figure 3  
Jordanian youth put together their own mosaics as part of SCHEP's collaboration with the Madrasati Initiative.



Figure 4  
Children learn to make their own hand-coil pots out of clay.



Figure 5  
Students practice writing in ancient alphabets.



**Awareness**

**SCHEP in the Community**

Change begins with youth, and SCHEP is proud to educate and empower young people who are passionate about cultural heritage. Faris Hreish is an Eagle Scout who dreamed of helping to rehabilitate Khirbet Abdoun, an overlooked cultural heritage site right in his backyard in West Amman. Faris organized members of his community to clean and protect the site, with support from SCHEP and DOA, learning best practices for cultural heritage management and preservation along the way. The intention was to encourage more visitors to explore and learn more about their heritage at Khirbet Abdoun through renovating the site and installing interpretive signage. SCHEP proudly supports such entrepreneurial efforts that allow young people to take the lead in engaging their own local communities.



Figure 1  
Awareness activity at Khirbet Abdoun



Figure 2  
A Basma Camp attendee shows off her mosaic art.

In cooperation with the Ministry of Education, SCHEP participated in the Basma National Summer Camp program in both 2017 and 2018. This program aims to connect students to their community, history, and national identity. SCHEP proudly contributed to this nationwide initiative by designing a series of workshops that reached over 3,500 students, engaging them in hands-on activities such as making their own mosaic artworks, and instilling respect for cultural heritage, including the proper way of interacting with archaeological sites.

A total of 3,674 students took part in SCHEP's Basma Camp activities: 1,317 girls and 2,357 boys.



**3**

SCHEP partnered with the Children's Museum of Jordan for their Science and Art Festival in 2018. More than 600 children between the ages of four and twelve participated in our workshops that included restoring and painting pottery, sifting through sand to recover artifacts, and assembling a jigsaw puzzle of the Treasury in Petra. Throughout the process, SCHEP staff and Site Stewards educated the participants about the history of Jordan's and the process of discovering and restoring artifacts.



Figure 3  
A child learns to sift for "artifacts" during the Science and Art Festival at the Children's Museum in Amman.



Figure 4  
Children participate in hands-on activities during SCHEP's Eid al-Fitr celebrations in Busayra.

**4**

SCHEP believes that, with the right strategy and values, tourism can be a catalyst for positive change. For World Tourism Day, SCHEP held events in each of its host communities to raise awareness of the project and encourage cultural heritage as a value among public and private decision-makers. In addition to supporting members of host communities by increasing tourism and related revenue, SCHEP also worked to expand access to heritage by providing tourism packages for the day to the disabled and refugees.

In 2018, on the occasion of Eid al-Fitr, SCHEP organized a special celebration for school children and families in Busayra. Seventy-nine members of the local community, ranging from five to 32 years of age, participated in activities such as pottery restoration and decoration, building objects out of clay, face drawing, painting, and more. Children and families alike delighted in the opportunity to spend time with one another, bonding as a community and celebrating this special holiday by honoring their shared cultural heritage.

A total of 172 children took part in SCHEP's World Tourism Day activities: 75 girls and 87 boys.





## Competitions and other activities

At Al Karameh Camp, SCHEP cooperated with the Ministry of Education to bring nearly 100 female students from across Jordan to attend a two-day workshop that focused on pottery restoration and mosaic-making workshops.



Figure 1  
Girl Guides participate in SCHEP workshops at the MOE Karameh Camp.

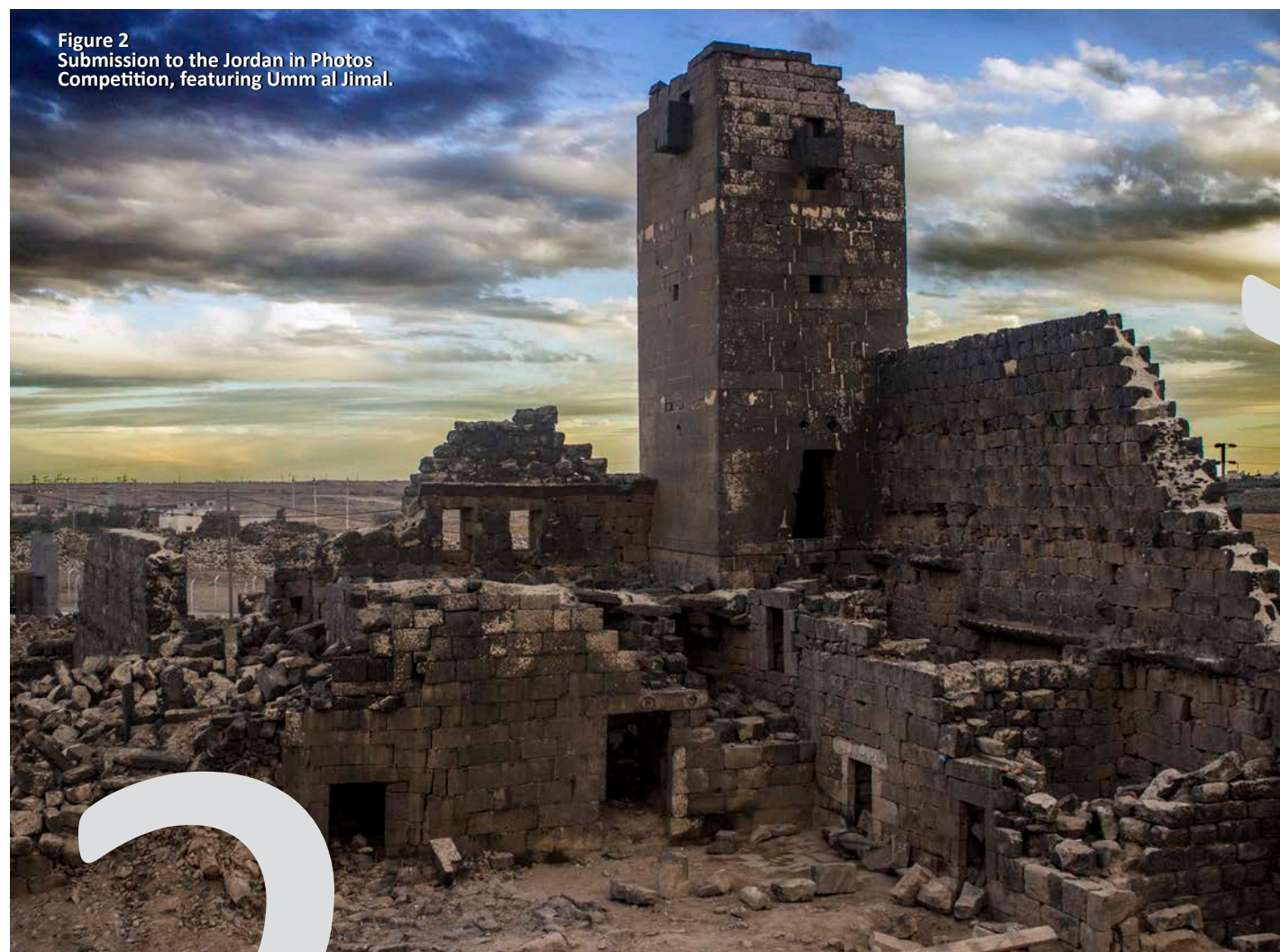
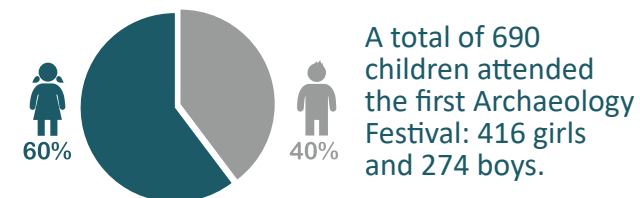


Figure 2  
Submission to the Jordan in Photos Competition, featuring Umm al Jimal.

SCHEP supported the Jordan in Photos Competition, in which some 500 professional photographers participated. This competition was a great opportunity to spread the word about SCHEP sites and encourage tourism among international audiences.

In collaboration with Friends of Archaeology and Heritage (FOAH), SCHEP helped organize and implement the first Archaeology Festival in the fall of 2018, with the goal of fostering students' enthusiasm for learning about archaeology, and to enhance their knowledge of and passion for heritage and ancient history. Held in Al Hussein Public Park in Amman, the festival was comprised of a series of workshops as well as drop-in activities that focused on learning by doing. The various hands-on activities focused on creating arts and crafts, restoring broken or damaged objects, and searching for lost "artifacts" in the sand. More than 160 students participated.

In addition to this festival, the FOAH worked with SCHEP to organize several activities that attracted 334 individuals, more than half of whom were women. These workshops focused on storytelling sessions, site visits, mosaic making, and pottery workshops.



## Conclusion

*SCHEP believes that the best way to learn is by doing. We were proud to spread knowledge, and more importantly appreciation, of cultural heritage in Jordan by increasing access to heritage sites and activities through programs and events. It is our goal and our sincere hope that the types of trips, projects, and questions raised by SCHEP will not be one-time events for our participants, but will inspire their further exploration of cultural heritage.*



Figure 3  
Children practice putting together columns at the 2018 Archaeology Festival.



Figure 4  
Storytelling session at the 2018 Archaeology Festival





Figure 1  
Members of SCHEP's Communications team take video footage at the sugar factory in Ghawr as Safi.

SCHEP's communications strategy seeks first and foremost to share the varied activities in which SCHEP team members and project participants engage with local and international audiences through a multi-pronged multimedia approach. SCHEP-supported work can range from presenting at an international academic conference to conducting physical interventions at archaeological sites to leading children from all over Jordan in hands-on activities to learn about their cultural heritage. The project's interventions can be very visible, such as the installation of new information panels at SCHEP-supported sites, or less obvious, such as the months of training, consultation, and meetings that go into the launch of every SCHEP-supported MSE.

From 2014 to 2018, the Communications team worked to explain how these different activities, operating on multiple levels and in various arenas, all come together to support SCHEP's goal: helping communities protect, preserve, and present Jordan's rich cultural heritage. Finally, SCHEP's Communications team formed a part of the project's awareness and education efforts, working to spread values like appreciation of cultural heritage through its social and traditional media campaigns.



***SCHEP team members and project participants engage with local and international audiences through a multi-pronged multimedia approach***

# Communication



## Communication

## Social Media

Social media, with a special emphasis on Facebook, has formed the backbone of day-to-day communication with SCHEP's various target audiences. By the end of year two, these updates were fully bilingual, to ensure the widest possible reach among the local communities with whom SCHEP partnered. Although the USAID SCHEP Facebook page first went online at the beginning of the project, daily posts began in year two and resulted in an increase in interest and page engagement of about 10% every quarter. By the end of 2018, the page had over 4,500 followers and received lively commentary on each post. By reading and responding to social media comments and direct messages, SCHEP is better able to engage in a dialogue with the wider community. SCHEP communication materials such as videos and success stories were also recognized by USAID Jordan and disseminated across their social media platforms, reaching new audiences across Jordan and beyond. SCHEP also conducted in-house campaigns to highlight tourism, the involvement of women and youth in heritage management, and education. However, the project's most successful campaign was Communities for Heritage. This campaign sought to share the thoughts and stories of those who work with heritage and have a particular connection to SCHEP's work, such as Site Stewards and capacity building program trainees.



Figure 1 (above)  
Snapshot of SCHEP's Facebook page



Figure 2 (below)  
Snapshot of SCHEP's Instagram account



Figure 3 (above)  
Snapshot of a video from SCHEP's YouTube channel

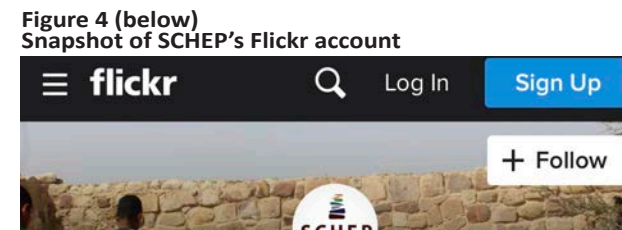


Figure 4 (below)  
Snapshot of SCHEP's Flickr account



Figure 5  
Some examples of stories from the Communities for Heritage social media campaign



## Traditional Media

Although social media saturation is high in Jordan, traditional media remains a vital tool to communicate more formally with audiences that may not obtain their information from such sites. As a result, the project worked to engage with Jordanian and international press via special events, site tours, and press releases. Articles and interviews on SCHEP events and activities can be found in the BBC, Al Jazeera, the Jordan Times, Al Rai, Jordan TV, and others. Links to these articles can be found at [www.usaidschep.org](http://www.usaidschep.org).



Figure 1 (above)  
One example of local press coverage of SCHEP activities

Figure 2 (below)  
Homepage of SCHEP's website, [www.usaidschep.org](http://www.usaidschep.org)

## Capacity Building

Capacity building and training are built into the SCHEP project at all levels. SCHEP worked with its partners and Site Stewards to enhance their communication skills and help them share information about their affiliated sites or projects, with the ultimate aim of self reliance. SCHEP is proud that by the end of 2018, Busayra, Bir Madhkur, Ghawr as Safi, Petra, Umm al Jimal, and Madaba all have their own Facebook pages, run by local staff, to allow them to communicate with their own communities and develop their own more specific following.



Figure 3  
A team from the BBC visits the Temple of the Winged Lions



Figure 4  
SCHEP Site Stewards learn photography and other communications skills



Figure 5  
Filming the "Women for Heritage" video in Petra



Figure 6  
Social media posts made by SCHEP partners



## Communication Materials

SCHEP produced important physical and online materials to help all audiences understand the primary goals and activities of the project. These included the USAID SCHEP website, [www.usaidschep.org](http://www.usaidschep.org), a brochure in both Arabic and English, fact sheets, multiple roll-ups for events, notebooks for team members and partners, business cards, t-shirts and hats, and more. SCHEP also worked directly with its affiliated MSEs to help them produce materials such as brochures, business cards, roll-ups, and websites that would help them spread the word about their services and reach a wider audience of potential customers and partners.



Figure 1. Some of the many brochures designed and produced by SCHEP

## Conclusion

*Through its communications strategy, the project worked to tell the story of SCHEP, which is in reality a collection of stories representing a rich variety of perspectives and experiences from across Jordan. SCHEP exists to connect people, places, and traditions to the mutual benefit of all, especially local communities whose voices and interests are often lost in discussions of cultural heritage management. The Communications team worked not only to document the project's many activities and foster increased awareness of the value of cultural heritage, but also to broadcast these voices to a wider audience. In this way SCHEP believes that the project can help affect a sea change in the approach to cultural heritage management and preservation, one that centers the perspectives and interests of those with the highest stakes in these endeavors.*



# Challenges and Lessons Learned

SCHEP was an innovative project, forging its own path and learning a great deal along the way. Due to the pioneering nature of the project, the team faced significant challenges in implementation, stemming in part from the unique nature of each site and its surrounding community, which necessitated tailored interventions and programming at each location. Other notable challenges included coordinating activities with a variety of organizations and institutions, fostering effective communication and collaboration between government entities and local communities, and the monumental task of starting something from scratch that is meant to continue on its own volition after the end of the project.

The project has learned through experience that, while it may be difficult to get a program or an enterprise off the ground, it is even more difficult to equip it with all it needs to become self-sustaining in a short period of time. These challenges are only exacerbated by Jordan's struggling economy, which is especially sluggish in the rural areas where SCHEP tends to work. SCHEP is therefore especially proud of the local initiatives it has fostered that are already well on their way to sustainability, and we share our immense appreciation for the local community members who have dedicated considerable time and hard work into accomplishing this notable feat.

Jordan also faces the challenge of widespread vandalism and looting at archaeological sites,

which continues to threaten not only the sites themselves and the artifacts found therein, but the interpretive signs and other materials installed with SCHEP support. This issue in particular emphasizes the importance of both community involvement at heritage sites (i.e., anti-vandalism efforts are more likely to be successful if they come from within the community itself) and education. SCHEP has identified and begun to address a significant gap in school curricula and resources when it comes to cultural heritage education, and its awareness programs aim to spread appreciation of heritage so that vandalism decreases with every generation. Finally, SCHEP learned to design its interventions to be fixed or updated easily, affordably, and locally, in cases of vandalism or incidental damage.

These issues cannot be solved by any one project, and will take time, as well as efforts on the part of stakeholders at all levels, to change. For this reason, SCHEP is particularly proud of its awareness work, which has worked with children and youth to instill an appreciation of heritage and an understanding of how to conserve it for generations to come. SCHEP was built on the principles of grassroots, community-led effort and sustainability, and we believe that future progress along these lines depends on the engagement of coming generations from an early age. So far, the young people with whom SCHEP has worked have shown many times over that they are up to the challenge.

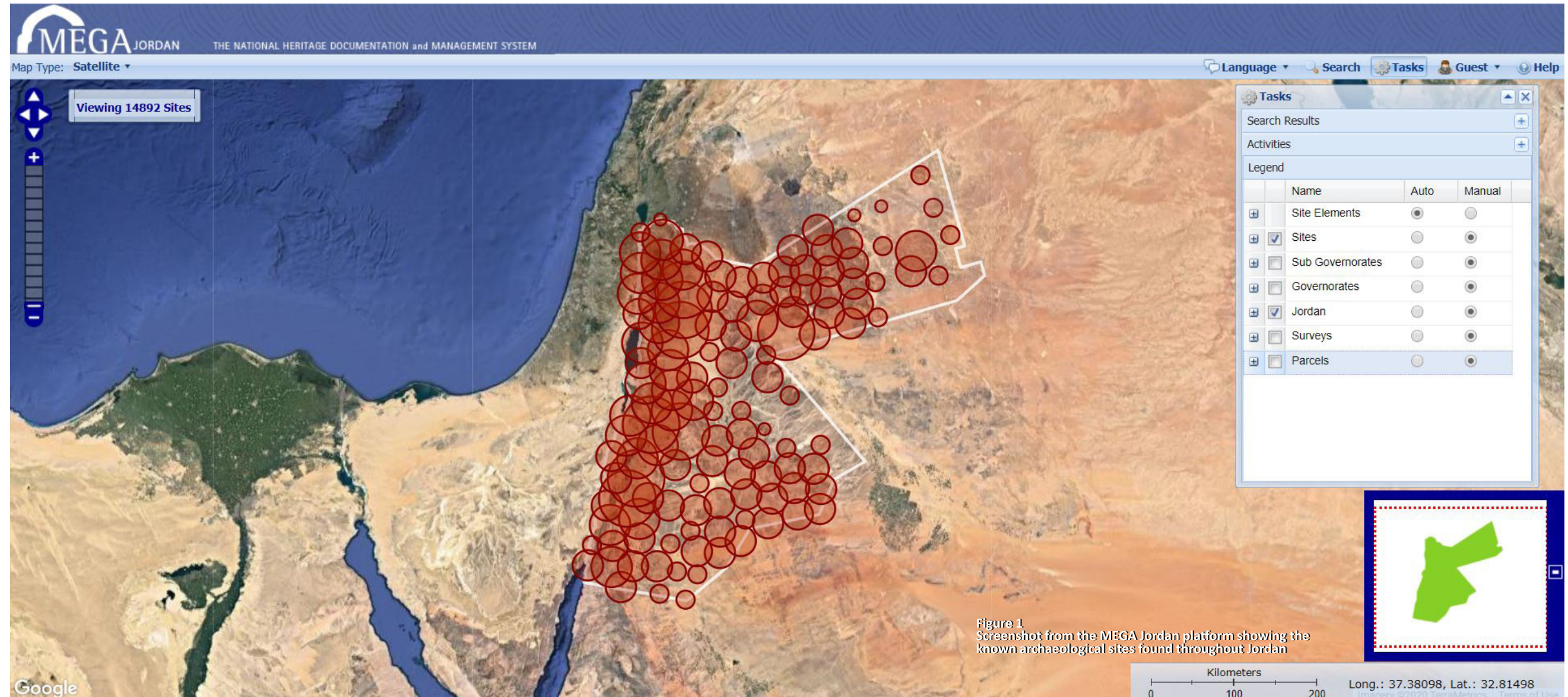


Figure 1. Screenshot from the MEGA Jordan platform showing the known archaeological sites found throughout Jordan



# Moving Forward and Next Steps

In November 2018, USAID approved a proposal to extend SCHEP for additional four years. This effort was spearheaded by SCHEP Chief of Party Nizar Al Adarbeh, who wrote the grant proposal in cooperation with SCHEP team members and the SCHEP Steering Committee (Barbara Porter, Jack Green, and Nisreen Abu Al Shaikh). The SCHEP Extension will work toward effective and sustainable preservation, management and development of Cultural Heritage Resources in Jordan by strengthening the enabling environment, helping to develop and implement policies, strategies, and procedures that facilitate knowledge-sharing, and encouraging the economic stability of local communities through sustainable tourism enterprises and products. SCHEP Extension programming, set to take place from 2020 to 2023, will focus on three objectives stemming from the first four years of work:

- To grow and enhance skills and knowledge for better employment for CHR professionals, recent graduates, and local communities in Jordan. This will be achieved through establishing CHR Open Learning Environments (OLE) that will offer professional training courses and programs to help grow hands-on experience in CHR management, while engaging with community members and youth at key sites through awareness activities. This will bolster the ability of Jordanian heritage institutions to preserve, protect and manage CHRs across Jordan.

- To continue building a strong Jordanian heritage Community of Practice by formalizing connections and synergies between CHRs institutions, professionals, universities, and local community members. This can be achieved through building capacity for CHR organizations, facilitating strategic planning and implementation, expanding shared online resources, and fostering the sharing of skills and knowledge through conferences, workshops, and programs. Support, mentoring, and recognition will be provided for current and future professionals through scholarships and internships.

- To help CHR and tourism institutions support local community engagement with cultural heritage at key SCHEP sites in order to build economic stability through start-up grants, capacity building, vocational training, product development, and marketing for sustainable tourism of Jordan's CHRs.

Jordan is home to a wealth of cultural heritage resources. This could be, and to some extent has been, a blessing for the country's growth and prosperity, attracting visitors from all over the world. However, much effort and a great deal of resources are still needed to ensure that Jordan's heritage sector is equipped to both care for these sites, artifacts, and traditions, and ready them for sustainable tourism that in turn benefits both local and national economies.

SCHEP has already begun to make a considerable impact through its job creation and training activities, as well as site development and capitalization, support for small-businesses and community involvement around sites, and building awareness of these activities among the general population through our social media and programs. The project has also identified significant gaps and challenges facing Jordan's heritage sector over its first four years of implementation. By building on the progress SCHEP has already made, and designing programming to meet the specific needs of the Jordanian heritage sector, the project aims to make a significant impact on the sustainability and robustness of this field.

Prior to SCHEP, efforts with similar goals have been unable to build the desired capacity or to achieve enduring sustainability, due in large part to over-reliance on top-down models and policy development without skilled teams in place to implement them, and a lack of social engagement strategies that involve local communities. Thanks to SCHEP's model, which is based on a complementary strategy of both top-down and grassroots efforts with the active involvement of local communities, SCHEP is well positioned to make lasting progress.

SCHEP is thrilled to begin the next phase of its journey, and the team is excited to continue working to achieve its ultimate mission of enabling effective and sustainable preservation, management and development of Jordan's CHRs.



Figure 1  
The USAID SCHEP team and Steering Committee, at the end of the first year of the extension period, October 2019. See next page for full list of team members and positions.



# Current Team Members



**Nizar Al Adarbeh**  
Chief of Party  
(Sep. 2015-Present)



**Zaid Kashour**  
Monitoring & Evaluation  
Specialist (Jan. 2016-Present)



**Jehad Haron**  
CHR Development Lead  
Deputy Chief of Party  
(July. 2016-Present)



**Shatha Abu Aballi**  
Communications Manager  
(Nov. 2016-Present)



**Hussein Khirfan**  
Tourism Development Lead  
(Jan. 2017-Present)



**Raneen Naimi**  
Awareness & Outreach  
Coordinator (Apr. 2017-Present)



**Dina Al Majali**  
Marketing & Promotion  
Officer (Jul. 2017-Present)



**AbedalFatah Ghareeb**  
Creative Producer & Editor  
(Sep. 2017-Present)



**Balqees Al Mohaisen**  
Capacity Building Manager  
(Oct. 2017-Present)



**Hisham Al Majali**  
CHR Field Manager  
(Feb. 2019-Present)



**Hanadi Taher**  
Institutional Development Lead  
(Feb. 2019-Present)



**Farah Abu Naser**  
Institutional Development  
Coordinator (Feb. 2019-Present)



**Ala'a Al Badareen**  
Architecture & Design Officer  
(Feb. 2019-Present)



**Rawan Abu Salhieh**  
Accounts & Administration  
Manager (Apr. 2019-Present)



**Starling Carter**  
Communication Specialist  
(May. 2019-Present)

# Previous Team Members

Erin Addison - CHR Projects Lead (Nov. 2014-Apr. 2016)

Abd al Rahman Nasarat - Assistant CHR Projects Lead (Feb. 2015-Jan. 2016)

Huda Kilani - Capacity Building Lead (Jan. 2016-Nov. 2016)

Maria Trogolo - Community Outreach & Development Officer (Jan. 2016-Nov. 2016)

Danah Al Shanteer - Accountant (Nov. 2014-Apr. 2019)

Sofia Smith - Communication Officer (Apr. 2016-Oct. 2018)

Fareed Shishani - Capacity Building Coordinator (Mar. 2017-Aug. 2018)

Yousef Ahmed - Communication Officer (Jun. 2017-Dec. 2017)

Njoud Abu Hwaij - Creative Producer & Editor (Sep. 2017-Sept. 2018)

# Steering Committee



**Pearce Paul Creasman**  
Director of ACOR  
(2020-Present)



**Barbara A. Porter**  
Former Director of ACOR  
(2006-2020)



**Nisreen Abu Alshaiikh**  
ACOR Deputy Director & CFO  
(1995-Present)



**Jack Green**  
Associate Director  
(2018-Present)



**Glenn J. Corbett**  
Former Associate Director  
(2014-2018)



**Christopher Tuttle**  
Former Associate Director  
(2006-2014)



# Acronyms

ACOR	The American Center of Oriental Research	FOAH	Friends of Archaeology and Heritage	MIMAR	Madaba Institute of Mosaic Art and Restoration	TWLCRM	Petra Temple of the Winged Lions Cultural Resource Management Initiative
ASEZA	Aqaba Special Economic Zone Authority	GIS	Geographic Information System	MOE	Ministry of Education	UJAP	Umm el-Jimal Archaeological Project
ASOR	The American Schools of Oriental Research	ICHAJ	The International Conference on the History and Archaeology of Jordan	MRAMP	Madaba Regional Archaeological Museum Project	USAID	United States Agency for International Development
BCHP	Busayra Cultural Heritage Project	ICOMOS	The International Council on Monuments and Sites	MSEs	Micro & Small Enterprises	WRPA	Wadi Rum Protected Area
CB-RAER	The Community-Based Rock Art and Epigraphic Recording Project	Ifpo	Institut français du Proche-Orient	OLE	Open Learning Environments		
CBRL	The Council for British Research in the Levant	ISCR	Istituto Superiore per la Conservazione ed il Restauro (The Institute for Conservation and Restoration)	PDTRA	Petra Development & Tourism Region Authority		
CHR	Cultural Heritage Resources	JITOA	The Jordan Inbound Tour Operators Association	RASI	The Rock Art Stability Index		
DOA	Department of Antiquities of Jordan	JREDS	The Royal Marine Conservation Society of Jordan	SCHEP	Sustainable Cultural Heritage Through Engagement of Local Communities project		



# Our Partners

## Main Project Partners

United States Agency for International Development  
 American Center of Oriental Research  
 Department of Antiquities of Jordan  
 Ministry of Tourism and Antiquities  
 Petra Development & Tourism Region Authority  
 Aqaba Special Economic Zone Authority  
 Wadi Rum Protected Area  
 Ministry of Education  
 Ministry of Culture

## Other Partners

Al al Bayt University  
 American University at Rome  
 American University of Madaba  
 AMIDEAST Jordan  
 Arizona State University  
 Calvin College  
 Centre National de la Recherche Scientifique  
 Children's Museum  
 College at Brockport  
 Council for British Research in the Levant  
 Exegesis Spatial Data Management  
 Friends of Archaeology and Heritage  
 Gannon University  
 George Washington University  
 German Jordanian University  
 Hashemite University  
 Hellenic Society for Near Eastern Studies  
 Humanity & Inclusion in Jordan (formerly Handicap International)

Hussein Bin Talal University  
 infoGraph  
 Institut français du Proche-Orient  
 Istituto Superiore per la - Protezione e la Ricerca Ambientale  
 Istituto Superiore per la Conservazione ed il Restauro  
 Jordan Inbound Tour Operators Association  
 Jordan University of Science and Technology  
 Kent State University  
 La Sierra University  
 Madaba Institute for Mosaic Art  
 Madaba Regional Archaeological Museum Project  
 Madrasati Initiative  
 Mesa Community College  
 Mutah University  
 Northeastern University  
 Open Hand Studios  
 Perugia University  
 Petra University  
 Queen's University  
 Royal Marine Conservation Society of Jordan  
 Sapienza University of Rome  
 Studium Generale Civitatis Perusii  
 Temple of the Winged Lions Cultural Resource Management Initiative  
 Umm el-Jimal Project  
 University of Arkansas  
 University of California, Berkeley  
 University of Colorado  
 University of Jordan  
 University of Lausanne  
 University of Southampton  
 Yarmouk University







**The Story of SCHEP (Sustainable Cultural Heritage  
Through Engagement of Local Communities Project)  
2014-2018**