

ANNUAL IMPLEMENTATION PLAN 2011-2012

JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT in LUXOR (APS)

Cooperative Agreement No. AID-263-A-11-00020

awarded to

THE AMERICAN RESEARCH CENTER IN EGYPT (ARCE)

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by the

USAID Program Office of Productive Sector Development / Office of the Environment
USAID / Egypt

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In collaboration with the United States Agency for International Development and the Egyptian
Ministry of State for Antiquities



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EXECUTIVE SUMMARY

The Annual Implementation Plan contained herein is a requirement in Section A.9, Substantial Involvement under the cooperative agreement number AID-263-11-005-APS between the United States Agency for International Development (USAID) and the American Research Center in Egypt (ARCE). The agreement was signed on September 30, 2011.

The timeline in this report will cover from October 1, 2011 to July 31, 2012 (10 months).

The Implementation Plan is a working partnership between USAID, ARCE and the Supreme Council of Antiquities (SCA). The SCA is the party that controls and manages all of the sites; Qurna, Deir El Shelwit and Mut Temple. It is through their cooperation and partnership that will allow ARCE to implement the project.

Having signed the agreement as stated above, ARCE is proceeding with the planning and also implementing the tasks required to provide the deliverables for this timeline. This document will detail the plan and tasks and will indicate how it will be tracked.

PROJECT DESCRIPTION

It is the intention of the project to combine job creation and cultural resource management. The project consists of three (3) project focus locations; Qurna, Deir El Shelwit and Mut Temple.

Qurna Site Improvement

Qurna is located on the West Bank of the Nile River across from the modern city of Luxor. The site is near the monuments of the Ramesses Mortuary Temple, Hatshepsut's Temple, Deir el Medina ancient workmen's village, and other ancient tombs. The area of improvement encompasses approximately one square kilometer (see Figure 1).

Qurna is the site of hundreds of noblemen's tombs (some of royal construction) dating from the Middle Kingdom, the 18-20th, 22nd, and 26th dynasties and the Ptolemaic Period. It has also been home to modern Egyptians for over a century. Government concerns that the effects of human habitation so close to the tombs would cause irreparable damage led the government to build a new village nearby in 2006. Villagers were evacuated and relocated. Homes were demolished using heavy equipment leaving large quantities of rubble.

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The SCA currently plans to increase tourism to the tombs in Qurna by conserving and opening more of the tombs in clusters of three. The SCA has requested ARCE to conserve Tomb 110 (TT 110) as part of its plan to open TT 41 and TT 42, which are conserved and ready to be opened to tourism. ARCE proposes to clean the rubble, improve the site and open TT 110 in collaboration with the SCA (see Figure 2)

The proposed Qurna Site Improvement Project will build the capacity of 21 SCA employees through on-the-job training in conservation documentation and archaeological excavations. Additionally, some 500 skilled and unskilled unemployed youth, predominantly male, will engage in the removal of debris, construction of a parking area and pathways, a visitor's center, toilet facilities, and lighting installation. Site improvements will enable the SCA to open a new cluster of tombs that can safely be accessed by visitors. Site clean up will be labor intensive, relying on local labor.

Luxor-based micro and small businesses will be contracted to provide surveying, drafting, trucking and hauling, and other associated services. The tombs will generate fees for the SCA from tourists visiting the site, which can be expected to be added to the itinerary of tourism agencies visiting nearby West Bank sites. The SCA will also benefit from the advanced training of its conservators, who are better prepared to perform conservation work and documentation on ministry structures. In addition to the youth who will gain practical masonry experience usable beyond the scope of the project, local residents will independently develop products or services of interest to the laborers, in the short-term, and tourists in the long-term.

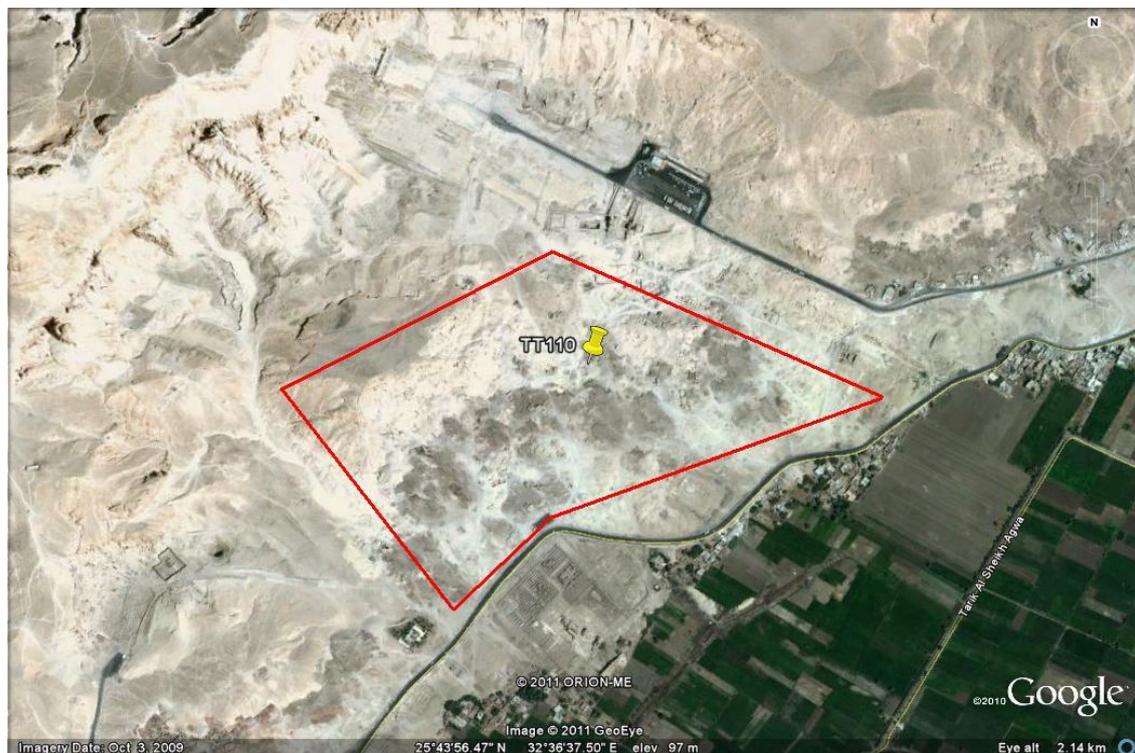


Figure 1 – Qurna work area

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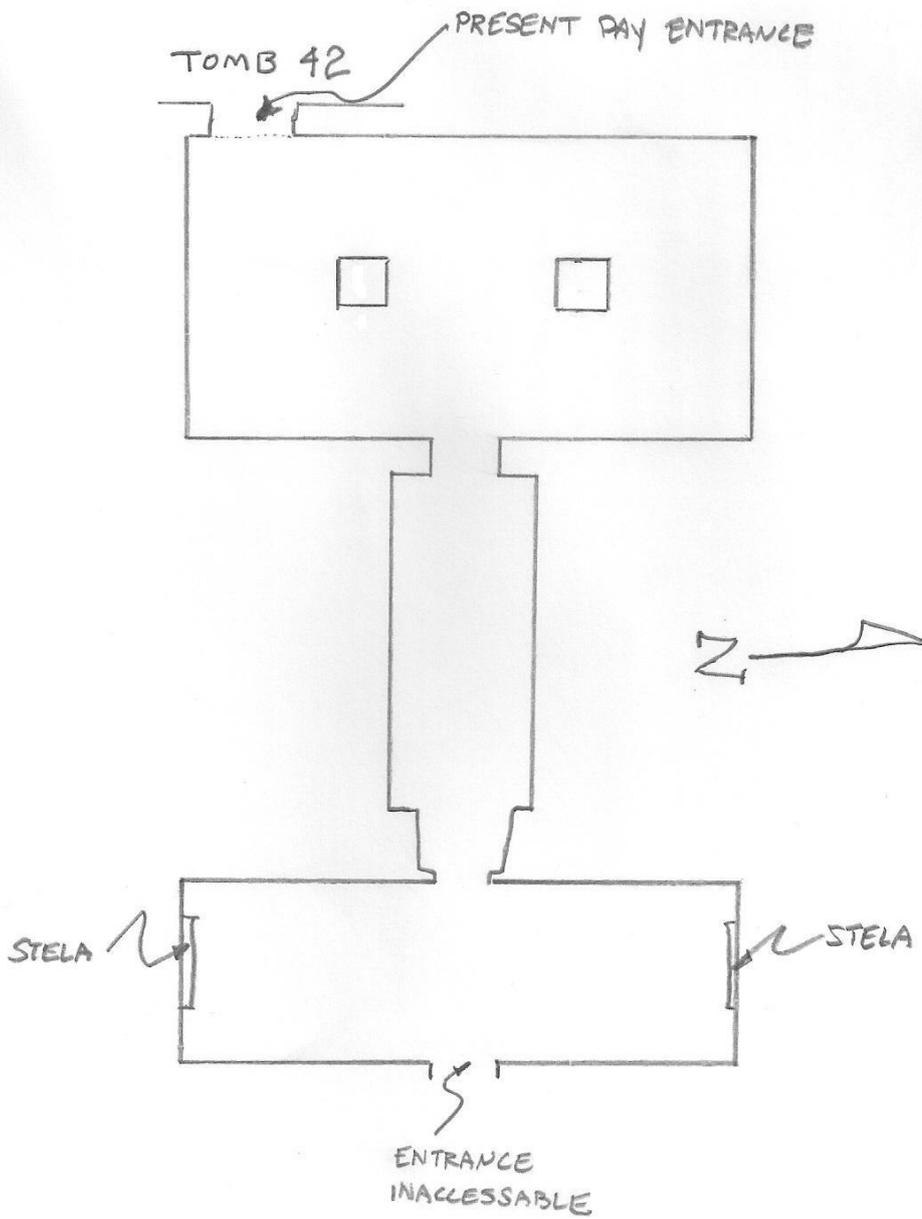


Figure 2 – TT 110 General Layout

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Deir El Shelwit Site Improvement

The SCA has indicated its interest in cleaning and conserving the 13 x 16 meter Isis Temple at Deir el Shelwit and opening it to visitors. Located on the West Bank of Luxor just 4 km from the regularly visited temple at Medinet Habu, (see Figure 3 and 4) the site is threatened by ever increasing urbanization (rubbish, roads, etc.) and the expansion of agricultural fields that raise the water level and jeopardize temple blocks and mud brick structures that lie underground.

Building on prior experience, the proposed ARCE site improvement plan will provide advance training to 26 Egyptian conservators who are graduates of USAID-funded ARCE conservation field schools. Women represent roughly 50% of these conservators who will be employed to learn and perform the advanced techniques required to clean and conserve the temple walls and inscriptions. The inscriptions are located at the building entrance doorway, the entrance face of the shrine, the interior of the shrine, and the Court of the New Year. The wall inscriptions in the shrine interior are generally in good condition but are coated with soot and dirt (see Figure 5). Well-preserved painted surfaces are still evident and with cleaning and consolidation the color can be revealed. The exterior of the temple is unfinished judging by partial finishing of the blocks. There is evidence that a mud brick raised platform surrounded the temple; this would account for the high entrance threshold visible today. An additional 56 skilled and unskilled unemployed youth, predominantly male, will engage in the removal of debris; construction of pathways, steps and a platform to access the site; a parking area; and other activities associated with lighting and small building construction. Unskilled youth would gain practical masonry experience as a result.

Site improvements will enable visitors to safely access and view the temple by arranging paths that non-invasively access the site, improving lighting using cost effective and low-maintenance solar lighting, installing new signage to educate tourists on the historical significance of the site and building toilet facilities. Site cleanup will be labor intensive, relying on local labor. Luxor-based micro and small businesses will be contracted to provide surveying, drafting, trucking and hauling, and other associated services. The temple will generate fees for the SCA from tourists visiting the site, which can be expected to be added to the itinerary of tourism agencies visiting nearby West Bank sites. The SCA will also benefit from the advanced training of its conservators, who are better prepared to perform conservation work and documentation on ministry structures. Additionally, local residents will independently develop products or services of interest to tourists who visit the site.

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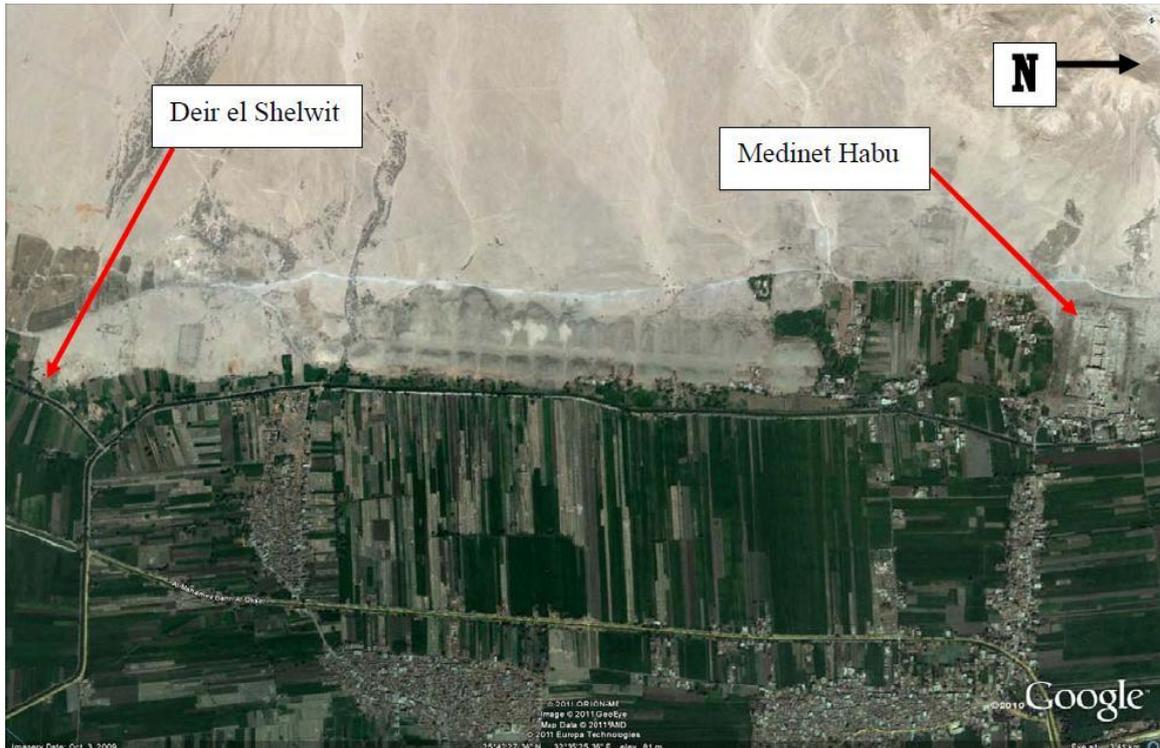


Figure 3 – Location of Deir el Shelwit in relation to Medinet Habu



Figure 4 – Aerial view of the Isis Temple at Deir el Shelwit



Figure 5 – Wall section of the interior shrine of the Isis Temple at Deir el Shelwit

Mut Temple Site Improvement

The SCA has indicated an interest in opening the Mut Temple to visitors. Currently, through USAID funding, the weed and reeds around Mut Lake have been removed and plastic liners have been placed on the lake embankment to prevent further weed growth. The lake has also been drained, allowed to refill with groundwater, treated and cleaned. A system to keep the lake refreshed has been installed and a maintenance plan has been furnished to the SCA. A walkway around the lake is being constructed in the 2011-2012 season.

Dedicated to the goddess Mut, the temple is part of the Karnak Temple Complex. During the New Kingdom, Mut, Amun (her husband) and Khonsu (her son) became the preeminent divine family triad of ancient Thebes. The Mut Temple proper is oriented toward the Amun precinct is surrounded on three sides by the sacred lake, Isheru, and approachable from the Tenth Pylon in the Karnak main temple and the Avenue of the Sphinxes. Mut Temple is located south of the main Karnak Temple in the Karnak Temple Complex on the East Bank of Luxor. Currently, the temple is closed to visitors. (see Figure 6)

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One hundred (100) skilled and unskilled unemployed youth, predominantly male, will engage in the removal of debris; construction of pathways and a new parking area outside of the temple walls, a visitor's center, and other activities associated with opening the site to visitors. Unskilled youth would gain practical masonry experience as a result.

Site improvements will enable visitors to safely access and view the temple by arranging paths that non-invasively access the site and blend into the landscape, improving lighting and security using cost effective and low-maintenance solar lighting, installing new signage to educate tourists on the historical significance of the site, and building a small visitor's center and toilet facilities. Site cleanup will be labor intensive, relying on local labor. Luxor-based micro and small businesses will be contracted to provide surveying, drafting, trucking and hauling, and other associated services. As part of a much-visited heritage site, the opening of the Mut Temple will add to the rich history of Egypt's Pharaonic past. The SCA will benefit from the additional fee from paying visitors.



Figure 6 – Mut Temple complex

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PROJECT GOALS

The goals of the project are a unique combination of providing local employment and cultural resource management training. The goals are as follows:

- Provide jobs for local unemployed residents
- Provide subcontracting/consulting work for qualified local companies
- Provide skills in masonry and other skilled trades
- Provide training to SCA employees in Conservation
- Provide training to SCA employees in Archaeology
- Provide training to SCA employees in Photography

PROJECT OBJECTIVES

- Site Improvements: The project will employ local labor and subcontractors/consultants to carry out the following:
 - To clean up the sites of Qurna, Deir el Shelwit and Mut Temple by removing remnants of demolished houses, weeds and other debris.
 - To construct WC's at all three sites for visitors.
 - To construct Visitor Centers at Qurna and Mut Temple for visitor information, rest and safety.
- Training: The project will conduct a series of specialized field schools for capacity building of SCA employees.
 - Train in advanced conservation by operating a field school for SCA employees. The field school will utilize TT110, Deir el Shelwit and Mut Temple as the training focus.
 - Train in archaeology by operating a field school for SCA employees. The field school will utilize TT 110 as the training focus.
 - Train in photography by operating a field school for SCA employees¹. The field school will utilize all sites as the training focus.

¹ The Photography Field School was originally intended for non-SCA employees. After discussion with local SCA officials, the SCA need was highlighted and would also fit better in the SCA conservation training documentation procedures.

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REPORTING AND PROJECT DELIVERABLES

ARCE will furnish USAID quarterly reports that will include the following:

- Quarterly Reports which include:
 - Executive summary.
 - Status of the project (actual progress vs. planned progress) and an updated schedule.
 - A list of anticipated reports and studies of key tasks (eg. Topographic Map and Design of structures).
 - Budgetary analysis and summary including actual cost to date vs. anticipated cost to date.
 - Anticipated milestones for the upcoming quarters
 - Manpower and gender statistics.
 - Changes in job classification of individuals trained or mentored in skill improvement (eg. Laborer to a Masonry Apprentice).
 - Events and VIP visits.

JOB CREATION AND TRAINING DELIVERABLES

Per the project agreement, the following summary constitutes the total project job creation and training deliverables and beneficiaries for the *Job Creation through Cultural Resource Management in Luxor* project:

- Train three (3) photographers in photo-documentation for conservation and archaeological purposes.
- Increase capacity of forty-seven (47) SCA conservators to document and conserve archaeological sites.
- Employ six hundred and fifty six (656) local non-skilled and skilled workers and provide on the job training for approximately 18 months.
- Engage with small and medium sized enterprises to provide services to the project.

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FINANCIAL STATUS

The project agreement was signed on September 30, 2011. The total budget of the project is \$USD 4,422,262. As of October 31, 2011, 100% of the budget remains for 100% of the project period. Since work will be delayed somewhat this season², it is projected that less than 50% of the budget funds will be expended for this project period. Detailed financial breakdown of the season is shown for the major tasks in the tracking schedule shown below.

TECHNICAL ACTIVITIES

A schedule has been developed for tracking progress of deliverables and monitoring costs. The schedule consists of preliminary activities and three (3) projects. The three projects are subdivided into nine (9) sub-activities. The sub-activities are divided into twenty (20) tasks. The tasks are divided into 109 sub-tasks. An example of the tracking layers is shown thus:

QURNA (Project)

Survey & Design (Sub-Activity)

Survey for Topo Map (Task)

Research & Obtain Previous Survey Data (Sub-Task)

Each task, sub-activity and project has both time and cost associated with the deliverable. The sub-tasks have the time association, but no cost tracking in the line item.

The schedule shows proposed start and finished dates, actual start and finished dates, percent complete and estimated cost to date for each line item.

As the line item progresses, associated estimated costs also increase. This can be checked against actual costs for discrepancies or savings from the ARCE accounting department.

² The reason's for delay is the SCA project approval process. The new employees need to be found before the permission is submitted. After ARCE requests the permission, it could take two (2) to three (3) months for security approval of the new employees that will be hired for the APS. There is a risk that a two (2) to three (3) month time extension could be needed. At this time, there is no indication that it will affect the budget.

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PROJECT CONSTRAINTS

The SCA has authority over all heritage sites and must clear all projects for antiquities affairs, which may affect milestone projections. Given recent and current political situation in the country, the leadership of the SCA is anticipated to undergo additional change in the upcoming two (2) years. This could have some impact on the project.

PROJECT SETUP

The initial setup plan will consist of completing two critical tasks which will allow the site work to begin; New Employees and Equipment/Material Procurement.

New Employees

The new employees are associated with the security application to the SCA. The list of ARCE employees working on the APS project must be on this list in order to submit for permission to start work on the project sites. Therefore, ARCE must advertise and seek qualified potential employees before submission to the SCA for permission to start work. The start of the site work is based upon receiving SCA permission and acceptance of the project.

Material/Equipment Procurement

Design and planning can begin without access to the site. The design plans will be plotted to a large format and must also be stored electronically. A plotter and data storage unit will be purchased before on site work commences.

The Photography Training project begins with advertisement to the SCA followed by interviews so that when permission to start work is granted, the photography training can begin. Photography equipment will be purchased within the first few months of the project award.

Other material such as conservation chemicals and supplies will be purchased and will be available upon commencement of the field work.

Associated with the critical items mentioned above (New Employees and Material/Equipment Procurement), are other important factors that will begin this season.

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Research

To start new work on a historic site, the work must entail research into the history and past work of each project. Published materials are currently being compiled for each site. Past concession holders are being contacted for non-published materials and data. Coordination and planning with current concession holders will be performed before major site work begins.

Planning

Coupled with research, planning for each component is necessary to reach the deliverables. For the most part, planning will be done in group sessions. A written plan will be generated and shared with USAID. Drawings and sketches will be used for SCA approval. Planning for the components of the deliverables include the following:

- Data Management Planning (Qurna, Mut Temple, Deir el Shelwit)
 - Calculate and establish data storage requirements.
 - Purchase Equipment.
 - Develop a flowchart, tree or other visual tool to determine the format of data storage for efficient future retrieval.
 - Setup data retrieval system for internal documents and for collection of field manpower data.
 - Hire Data Manager and support staff.

- Survey (Qurna, Mut Temple, Deir el Shelwit)
 - Research past surveys at each site and obtain the data.
 - Research past satellite and aerial photographs of the sites.
 - Obtain current satellite and aerial photographs of the sites.
 - Establish survey plan and data format.
 - Conduct the field survey.
 - Generate master topographic plan for use in site improvement and other plans.

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- Design of Visitor Centers (Qurna and Mut Temple), WC (Qurna, Mut Temple, Deir el Shelwit) and other miscellaneous structures
 - Interview designer consultant (individual).
 - Designer consultant site visit.
 - Receive designer consultant quotation and delivery date.
 - Hire short time designer consultant individual.
 - Develop concept designs.
 - Review and re-work the concept as necessary.
 - Submit to USAID for comments and approval.
 - Receive USAID approval of concept design.
 - Submit concepts to the SCA for approval.
 - Receive SCA approval of concept design.
 - Complete concept design phase.
 - Interview structural design consultant (individual)
 - Receive designer consultant quotation and delivery date.
 - Hire short time designer consultant individual.
 - Develop and receive structural design drawings.
 - Review and re-work the concept as necessary.
 - Submit to USAID for comments and approval.
 - Receive USAID approval of structural design.
 - Submit structural drawings to SCA for approval.
 - Receive SCA approval of structural design.
 - Complete structural design phase.
 - Implementation (construction) per the project schedule.
 - Hand over completed and fully furnished structure to the SCA.

- Structural Analysis (TT110 - Qurna)
 - Clear the tomb with the Archaeological Field School.
 - Create a scope of work for structural analysis requirement
 - Interview structural engineering candidates for consultation
 - Hire structural engineering consultant individual.
 - Structural engineer to perform on site analysis

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- Structural engineer to generate structural analysis report and recommendations
- Submit report and recommendations to USAID for comment and approval.
- Submit report and recommendations to SCA for approval.
- ARCE to utilize project skilled and unskilled labor to implement recommended repairs if required.

- Photography Training (Qurna, Mut Temple, Deir el Shelwit)
 - Advertise for candidates via the SCA.
 - Interview and hire Egyptian trainer.
 - Interview trainee candidates.
 - Choose trainees.
 - Implement Photography Training Plan per the schedule (described below in **Training Plans**).

- Conservation Field School (Qurna, Mut Temple, Deir el Shelwit)
 - Generate scope of work and job descriptions for new conservation supervisory positions. (The hiring of the individuals is also described in **PROJECT SETUP – New Employees**)
 - Advertise positions.
 - Interview candidates.
 - Choose candidates.
 - Hire new supervising conservators
 - Establish best fit work location (Qurna, Shelwit, Mut) for new conservation supervisors.
 - Conduct team planning meetings.
 - Implement Conservation Training Program (described below in **TRAINING PLANS**).

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- Archaeology Field School (TT110 - Qurna)
 - Establish tomb cleaning, courtyard excavation and tomb epigraphy plan with Ancient Egypt Research Associates (AERA).
 - Generate and develop budget.
 - Coordinate field school dates with the Conservation Field School and Cleanup and Improvement activities.
 - Implement Archaeological Field School.

- Cleanup and Improvements (Qurna, Mut Temple, Deir el Shelwit)
 - Hire Reis to organize and direct manpower.
 - Develop Cleanup and Improvement Plan by ARCE staff in conjunction with the Reis for all three (3) sites.
 - Implement Cleanup and Improvement Plan.

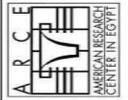
SCHEDULE

The schedule will be used to organize tasks to meet the objectives. It will also be used to track the budget. The following pages constitute the preliminary schedule.

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JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
Task Name	Task Code	Duration	Planned Start	Planned Finish	Budget	Actual Start	Actual Finish	Percent Complete	Reporting Date
<div style="display: flex; justify-content: space-between;"> <div> <p>USAID PRN Number: 1054-D-000000-2011-0004-0000</p> <p>USAID Cooperative Agreement Number: AID-2011-1-00020</p> </div> <div style="text-align: right;"> <p>TEACHING SCHEDULE</p> <p>REPORTING DATE: OCTOBER 2011</p> <p>Rev. 1 - October 2011</p> </div> </div>									
1	APS 2011 - 2012 SEASON	264 days	Thu 9/30/11	Tue 7/31/12	EGP 11,590,000	Thu 9/30/11	Mon 10/24/11	100%	10/2/2011
2	Project Award	0 days	Fri 9/30/11	Fri 9/30/11		Fri 9/30/11	Fri 9/30/11	100%	10/2/2011
3	SCA Permission to Start Work	129 days	Sat 10/1/11	Mon 2/27/12		NA	NA	0%	10/2/2011
4	Hire New Employees (Conservation/Photography)	39 days	Sat 10/1/11	Mon 1/14/11		NA	NA	0%	10/2/2011
5	Submit Request to the Permanent Committee	0 days	Tue 1/15/11	Tue 1/15/11		NA	NA	0%	10/2/2011
6	Receive SCA Permission	0 days	Mon 2/27/12	Mon 2/27/12		NA	NA	0%	10/2/2011
7	Admin & Facilities	262 days	Sat 10/1/11	Tue 7/31/12	EGP 2,586,376	Sat 10/1/11	NA	1%	10/2/2011
8	Move to new Facilities	4 days	Thu 10/20/11	Mon 10/24/11		Thu 10/20/11	Mon 10/24/11	100%	10/2/2011
9	Purchase and Receive Data Management Equipment	60 days	Sun 11/27/11	Sat 2/4/12		NA	NA	0%	10/2/2011
10	Administration	262 days	Sat 10/1/11	Tue 7/31/12		NA	NA	0%	10/2/2011
11									
12	QURNA	234 days	Tue 10/18/11	Mon 7/16/12	EGP 6,233,728	Tue 10/18/11	NA	0%	10/2/2011
13	Survey & Design	170 days	Tue 10/18/11	Wed 5/2/12	EGP 225,700	Tue 10/18/11	NA	1%	10/2/2011
14	Survey for Topo Map	142 days	Sun 11/20/11	Wed 5/2/12	EGP 115,200	NA	NA	0%	10/2/2011
15	Research & Obtain Previous Survey Data	45 days	Sun 11/20/11	Tue 1/10/12		NA	NA	0%	10/2/2011
16	Obtain Previous Satellite and Aerial Photographs	45 days	Sun 11/20/11	Tue 1/10/12		NA	NA	0%	10/2/2011
17	Obtain New Satellite and Aerial Photographs	30 days	Wed 12/7/11	Tue 1/10/12		NA	NA	0%	10/2/2011
18	Survey Site with Total Station	15 days	Tue 3/6/12	Thu 3/22/12		NA	NA	0%	10/2/2011
19	Generate Topographic Mapping	15 days	Sat 3/24/12	Mon 4/9/12		NA	NA	0%	10/2/2011
20	Layout of New Features on Topo Map	10 days	Tue 4/10/12	Sat 4/21/12		NA	NA	0%	10/2/2011
21	Submit & Approval from SCA of Layout	10 days	Sun 4/22/12	Wed 5/2/12		NA	NA	0%	10/2/2011
22	Design Visitors Center & WC	170 days	Tue 10/18/11	Wed 5/2/12	EGP 70,500	Tue 10/18/11	NA	2%	10/2/2011
23	Hire Consultant for Concept Drawings	2 days	Tue 10/18/11	Wed 10/19/11		Tue 10/18/11	Wed 10/19/11	100%	10/2/2011
24	Receive Concept Drawings	40 days	Thu 10/20/11	Mon 12/5/11		NA	NA	0%	10/2/2011
25	Submit Concept to SCA for Review and Approval	0 days	Mon 2/27/12	Mon 2/27/12		NA	NA	0%	10/2/2011
26	SCA Approval of Visitors Center & WC Concept	20 days	Tue 2/28/12	Wed 3/21/12		NA	NA	0%	10/2/2011

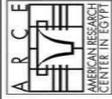
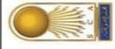


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JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
TRACKING SCHEDULE									
REPORTING DATE: OCTOBER									
Rev. 1 - October 2011									
ID	Task Name	Est. Cost (\$K)	Duration	Planned Start	Planned end	Budget	Actual Start	Actual Finish	Percent Complete
27	Hire Consulting Engineer for Structural Design from Concept		0 days	Tue 3/27/12	Tue 3/27/12		NA	NA	0%
28	Obtain Structural Design Drawings		15 days	Wed 3/28/12	Sat 4/14/12		NA	NA	0%
29	Submit & Approval from SCA of Structural Design Drawings		10 days	Sun 4/22/12	Wed 5/2/12		NA	NA	0%
30	Structural Analysis TT110		22 days	Sat 3/10/12	Wed 4/4/12	EGP 40,000	NA	NA	0%
31	Hire Engineering Consultant for Structural Analysis		0 days	Sat 3/10/12	Sat 3/10/12		NA	NA	0%
32	Perform Analysis		12 days	Sun 3/11/12	Sat 3/24/12		NA	NA	0%
33	Reactive Consultant Report		10 days	Sun 3/25/12	Wed 4/4/12		NA	NA	0%
34	Training		221 days	Mon 10/31/11	Sat 7/14/12	EGP 5,796,252	Mon 10/31/11	NA	0%
35	Photography Training		208 days	Tue 11/1/11	Sat 6/30/12	EGP 2,799,867	Tue 11/01/11	NA	0%
36	Hire Egyptian Photographer		0 days	Sun 3/4/12	Sun 3/4/12		NA	NA	0%
37	Purchase Photography Equipment		60 days	Sun 12/4/11	Sat 2/1/12		NA	NA	0%
38	Advertise for Training Candidates		23 days	Tue 11/1/11	Sun 11/27/11		Tue 11/01/11	NA	0%
39	CV Analysis		12 days	Sat 11/05/11	Thu 12/1/11		NA	NA	0%
40	Interview Candidates		40 days	Sat 12/3/11	Tue 1/17/12		NA	NA	0%
41	Select Candidates		0 days	Mon 1/23/12	Mon 1/23/12		NA	NA	0%
42	Implement Training Plan		106 days	Tue 2/28/12	Sat 6/30/12		NA	NA	0%
43	TT110 Conservation Field School		196 days	Mon 10/31/11	Thu 6/14/12	EGP 677,034	Mon 10/31/11	NA	0%
44	Advertise for Equip Conservator		10 days	Mon 10/31/11	Thu 11/01/11		Mon 10/31/11	NA	0%
45	CV Analysis		2 days	Sat 11/2/11	Sun 11/13/11		NA	NA	0%
46	Interview Candidates		3 days	Mon 11/4/11	Wed 11/16/11		NA	NA	0%
47	Select Candidate		0 days	Wed 11/16/11	Wed 11/16/11		NA	NA	0%
48	Develop SCA Conservator Selection Process		29 days	Sun 11/13/11	Thu 12/15/11		NA	NA	0%
49	Meet with SCA Conservation Management		0 days	Mon 2/27/12	Mon 2/27/12		NA	NA	0%
50	SCA Announcement calling for Conservators		15 days	Mon 3/5/12	Wed 3/21/12		NA	NA	0%
51	Interview SCA Conservators		3 days	Thu 3/22/12	Sun 3/25/12		NA	NA	0%
52	Select SCA Conservators		2 days	Mon 3/26/12	Tue 3/27/12		NA	NA	0%

USAID AFS Number USAID-Egypt-265-11-005-ARPS
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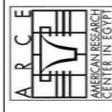


ANNUAL IMPLEMENTATION PLAN 2011-2012

Job Creation through Cultural Resource Management in Luxor

JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
TRACKING SCHEDULE									
REPORTING DATE: OCTOBER									
Rev. 1 - October 2011									
ID	Task Name	Cost (\$K)	Undo	Planned Start	Planned end	Budget	Actual Start	Actual Finish	Percent Complete
53	Finish Test Walls		3 days	Mon 3/19/12	Wed 3/21/12		NA	NA	0%
54	Tomb Wall Cleaning & Conservation		68 days	Wed 3/28/12	Thu 6/14/12		NA	NA	0%
55	TT110 Archaeology Field School		125 days	Sun 12/4/11	Thu 4/26/12	ECP 596,992	NA	NA	0%
56	Develop Budget from ABEA		17 days	Sun 12/4/11	Thu 1/22/12		NA	NA	0%
57	Final Budget		0 days	Thu 1/12/12	Thu 1/12/12		NA	NA	0%
58	ABEA Field School - Clean Out Tomb		12 days	Mon 3/5/12	Sun 3/18/12		NA	NA	0%
59	ABEA Field School - Tomb Courtyard & Entrance		23 days	Sun 4/1/12	Thu 4/26/12		NA	NA	0%
60	Cleanup & Improvements		198 days	Sun 11/27/11	Sat 7/14/12	ECP 4,182,689	NA	NA	0%
61	Contract with Ras Ali Ferook El Ghawi		0 days	Sun 3/4/12	Sun 3/4/12		NA	NA	0%
62	Interview & Hire Egyptian Archaeologist		0 days	Sun 3/4/12	Sun 3/4/12		NA	NA	0%
63	Generate Cleanup & Improvement Plan		30 days	Sun 11/27/11	Sat 12/23/11		NA	NA	0%
64	Implement Cleanup & Improvement Plan		110 days	Thu 3/8/12	Sat 7/14/12		NA	NA	0%
65	Visitors Center & WC		50 days	Wed 5/9/12	Mon 7/16/12	ECP 271,776	NA	NA	0%
66	Construct Visitors Center		59 days	Wed 5/9/12	Mon 7/16/12	ECP 200,000	NA	NA	0%
67	Grade Subgrade for Foundations		3 days	Wed 5/9/12	Sat 5/12/12		NA	NA	0%
68	Form & Pour Foundations & Columns		35 days	Sun 5/13/12	Thu 6/21/12		NA	NA	0%
69	Form & Pour Roofing		21 days	Sat 6/23/12	Mon 7/16/12		NA	NA	0%
70	Masonry (to be completed next season)		5 days	Wed 7/11/12	Mon 7/16/12		NA	NA	0%
71	Construct WC		59 days	Wed 5/9/12	Mon 7/16/12	ECP 71,776	NA	NA	0%
72	Grade Subgrade for Foundations		2 days	Wed 5/9/12	Thu 5/10/12		NA	NA	0%
73	Form & Pour Foundations		4 days	Wed 5/16/12	Sun 5/20/12		NA	NA	0%
74	Form & Pour Roofing		3 days	Wed 6/27/12	Sat 6/30/12		NA	NA	0%
75	Masonry (to be completed next season)		5 days	Wed 7/11/12	Mon 7/16/12		NA	NA	0%
76									
77	DEIR EL SHEHWIT		232 days	Tue 10/18/11	Sat 7/14/12	ECP 1,238,688	Tue 10/18/11	NA	0%
78	Survey & Design		170 days	Tue 10/18/11	Wed 5/2/12	ECP 17,900	NA	NA	0%

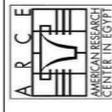
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 USAID Cooperative Agreement Number: AID-265-A-11-00020


ANNUAL IMPLEMENTATION PLAN 2011-2012

Job Creation through Cultural Resource Management in Luxor

JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
TRACKING SCHEDULE									
REPORTING DATE: OCTOBER									
Rev. 1 - October 2011									
ID	Task Name	Est. Cost (\$K)	Location	Planned Start	Planned Finish	Budget	Actual Start	Actual Finish	Percent Complete
79	Survey for Topo Map			Wed 12/27/11	Wed 5/21/12	EGP 12,400	NA	NA	0%
80	Research & Obtain Previous Survey Data		15 days	Wed 12/7/11	Sat 12/24/11		NA	NA	0%
81	Obtain Previous Satellite and Aerial Photographs		15 days	Wed 12/7/11	Sat 12/24/11		NA	NA	0%
82	Obtain New Satellites and Aerial Photographs		9 days	Wed 12/14/11	Sat 12/24/11		NA	NA	0%
83	Survey Site with Total Station		4 days	Mon 3/5/12	Thu 3/8/12		NA	NA	0%
84	Generate Topographic Mapping		7 days	Sat 3/10/12	Sat 3/17/12		NA	NA	0%
85	Layout of New Features on Topo Map		5 days	Wed 3/21/12	Mon 3/26/12		NA	NA	0%
86	Submit & Approval from SCA of Layout		10 days	Sun 4/22/12	Wed 5/2/12		NA	NA	0%
87	Design WC		170 days	Tue 10/18/11	Wed 5/21/12	EGP 5,400	NA	NA	0%
88	Hire Consultant for Concept Drawings		2 days	Tue 10/18/11	Wed 10/19/11		NA	NA	0%
89	Receive Concept Drawings		5 days	Thu 10/20/11	Tue 10/25/11		NA	NA	0%
90	Submit Concept to SCA for Review and Approval		0 days	Mon 2/27/12	Mon 2/27/12		NA	NA	0%
91	SCA Approval of Visitors Center & WC Concept		20 days	Tue 2/28/12	Wed 3/21/12		NA	NA	0%
92	Hire Consulting Engineer for Structural Design from Concept		0 days	Tue 3/27/12	Tue 3/27/12		NA	NA	0%
93	Obtain Structural Design Drawings		5 days	Mon 4/9/12	Sat 4/14/12		NA	NA	0%
94	Submit & Approval from SCA of Structural Design Drawings		10 days	Sun 4/22/12	Wed 5/2/12		NA	NA	0%
95	Training		221 days	Mon 10/31/11	Sat 7/14/12	EGP 1,638,819	Mon 10/31/11	NA	0%
96	Conservation Field School		208 days	Mon 10/31/11	Thu 6/28/12	EGP 1,085,549	Mon 10/31/11	NA	0%
97	Advertise for Egypt Conservators		10 days	Mon 10/31/11	Thu 11/9/11		Mon 10/31/11	NA	0%
98	CV Analysis		2 days	Sat 11/1/11	Sun 11/13/11		NA	NA	0%
99	Interview Candidates		3 days	Mon 11/14/11	Wed 11/16/11		NA	NA	0%
100	Select Candidates		0 days	Wed 11/16/11	Wed 11/16/11		NA	NA	0%
101	Develop SCA Conservator Selection Process		23 days	Sun 11/20/11	Thu 12/15/11		NA	NA	0%
102	Meet with SCA Conservation Management		0 days	Wed 1/11/12	Wed 1/11/12		NA	NA	0%
103	SCA Announcement calling for Conservators		20 days	Wed 3/27/12	Thu 3/29/12		NA	NA	0%
104	Interview SCA Conservators		3 days	Sat 3/24/12	Mon 4/2/12		NA	NA	0%



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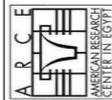
Job Creation through Cultural Resource Management in Luxor

JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
TRACKING SCHEDULE									
REPORTING DATE: OCTOBER									
Rev. 1 - October 2011									
ID	Task Name	Est. Cost (\$K)	Location	Planned Start	Planned Finish	Actual Start	Actual Finish	Percent Complete	Reporting Date
106	Select SCA, Contractors		0 days	Sun 4/6/12	Sun 4/6/12	NA	NA	0%	04/06/2012
106	Patch Test Walls		2 days	Sat 3/17/12	Sun 3/18/12	NA	NA	0%	03/17/2012
107	Wall Cleaning & Conservation		65 days	Sun 4/15/12	Thu 6/28/12	NA	NA	0%	04/15/2012
108	Cleanup & Improvements	ECP 583,470	198 days	Sun 11/27/11	Sat 7/14/12	NA	NA	0%	11/27/2011
109	Generate Cleanup & Improvement Plan		30 days	Sun 11/27/11	Sat 12/31/11	NA	NA	0%	11/27/2011
110	Implement Cleanup & Improvement Plan		110 days	Thu 3/8/12	Sat 7/14/12	NA	NA	0%	03/08/2012
111	WC	ECP 613,142	36 days	Thu 5/3/12	Wed 6/13/12	NA	NA	0%	05/03/2012
112	Construct WC	ECP 71,830	36 days	Thu 5/3/12	Wed 6/13/12	NA	NA	0%	05/03/2012
113	Grade Subgrade for Foundations		3 days	Thu 5/3/12	Sun 5/6/12	NA	NA	0%	05/03/2012
114	Form & Pour Foundations		7 days	Mon 5/7/12	Mon 5/14/12	NA	NA	0%	05/07/2012
115	Form & Pour Roofing		4 days	Tue 5/15/12	Sat 5/19/12	NA	NA	0%	05/15/2012
116	Masonry		10 days	Sun 5/20/12	Wed 5/23/12	NA	NA	0%	05/20/2012
117	Finishes		12 days	Thu 5/24/12	Wed 6/13/12	NA	NA	0%	05/24/2012
118	Purchase & Install Holding Tank		10 days	Thu 5/24/12	Mon 6/11/12	NA	NA	0%	05/24/2012
119									
120	MUT TEMPLE	ECP 1,661,639	233.4 days	Tue 10/18/11	Sun 7/15/12	NA	NA	0%	10/18/2011
121	Survey & Design	ECP 24,900	170 days	Tue 10/18/11	Wed 5/2/12	NA	NA	0%	10/18/2011
122	Survey for Topo Map	ECP 12,000	82.4 days	Sun 1/29/12	Wed 5/2/12	NA	NA	0%	01/29/2012
123	Research & Obtain Previous Survey Data		10 days	Sun 1/29/12	Wed 2/29/12	NA	NA	0%	01/29/2012
124	Obtain Previous Satellite and Aerial Photographs		10 days	Sun 1/29/12	Wed 2/29/12	NA	NA	0%	01/29/2012
125	Obtain New Satellite and Aerial Photographs		7 days	Sat 2/4/12	Sat 2/11/12	NA	NA	0%	02/04/2012
126	Survey Site with Total Station		7 days	Mon 3/5/12	Mon 3/12/12	NA	NA	0%	03/05/2012
127	Generate Topographic Mapping		12 days	Tue 3/13/12	Mon 3/26/12	NA	NA	0%	03/13/2012
128	Layout of New Features on Topo Map		6 days	Sat 3/31/12	Thu 4/5/12	NA	NA	0%	03/31/2012
129	Submit and Approval from SCA of Layout		10 days	Sun 4/22/12	Wed 5/2/12	NA	NA	0%	04/22/2012
130	Design Visitors Center & WC	ECP 12,900	170 days	Tue 10/18/11	Wed 5/2/12	NA	NA	0%	10/18/2011

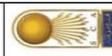
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Job Creation through Cultural Resource Management in Luxor

JOB CREATION THROUGH CULTURAL RESOURCE MANAGEMENT IN LUXOR									
2011-2012 SEASON									
TRACKING SCHEDULE									
REPORTING DATE: OCTOBER 2011									
ID	Task Name	Est. Work	Location	Planned Start	Planned Finish	Budget	Actual Start	Actual Finish	Percent Complete
131	Hire Consultant for Concept Drawings	2 days	Tue 10/18/11	Wed 10/19/11	NA	NA	NA	NA	0%
132	Receive Concept Drawings	40 days	Thu 10/20/11	Mon 12/5/11	NA	NA	NA	NA	0%
133	Submit Concept to SCA for Review and Approval	0 days	Mon 2/27/12	Mon 2/27/12	NA	NA	NA	NA	0%
134	SCA Approval of Visitors Center & WC Concept	20 days	Tue 2/28/12	Wed 3/21/12	NA	NA	NA	NA	0%
135	Hire Consulting Engineer for Structural Design from Concept	0 days	Tue 3/27/12	Tue 3/27/12	NA	NA	NA	NA	0%
136	Obtain Structural Design Drawings	15 days	Wed 3/28/12	Sat 4/14/12	NA	NA	NA	NA	0%
137	Submit and Approval from SCA of Structural Design Drawings	10 days	Sun 4/22/12	Wed 5/2/12	NA	NA	NA	NA	0%
138	Training	96 days	Sun 3/11/12	Sat 6/30/12	ECP 540,560	NA	NA	NA	0%
139	Conservation	96 days	Sun 3/11/12	Sat 6/30/12	ECP 540,560	NA	NA	NA	0%
140	Identify Conservation Requirements	18 days	Sun 3/11/12	Sat 3/31/12	NA	NA	NA	NA	0%
141	Conserve and Document Selected Elements	68 days	Thu 4/12/12	Sat 6/30/12	NA	NA	NA	NA	0%
142	Cleanup & Improvements	198 days	Sun 11/27/11	Sat 7/14/12	ECP 869,403	NA	NA	NA	0%
143	Generate Cleanup & Improvement Plan	30 days	Sun 11/27/11	Sat 12/31/11	NA	NA	NA	NA	0%
144	Implement Cleanup & Improvement Plan	110 days	Thu 3/8/12	Sat 7/14/12	NA	NA	NA	NA	0%
145	Visitors Center & WC	58 days	Wed 5/9/12	Sun 7/15/12	ECP 226,776	NA	NA	NA	0%
146	Construct Visitors Center	58 days	Wed 5/9/12	Sun 7/15/12	ECP 176,776	NA	NA	NA	0%
147	Grade Subgrade for Foundations	5 days	Wed 5/9/12	Mon 5/14/12	NA	NA	NA	NA	0%
148	Form & Pour Foundations & Columns	35 days	Tue 5/15/12	Sun 6/24/12	NA	NA	NA	NA	0%
149	Form & Pour Roofing (May run into next season)	18 days	Mon 6/25/12	Sun 7/15/12	NA	NA	NA	NA	0%
150	Construct WC	57 days	Wed 5/9/12	Sat 7/14/12	ECP 50,000	NA	NA	NA	0%
151	Grade Subgrade for Foundations	2 days	Wed 5/9/12	Thu 5/10/12	NA	NA	NA	NA	0%
152	Form & Pour Foundations	4 days	Tue 5/15/12	Sat 5/19/12	NA	NA	NA	NA	0%
153	Form & Pour Roofing	3 days	Sat 6/30/12	Mon 7/2/12	NA	NA	NA	NA	0%
154	Purchase & Install Holding Tank	10 days	Thu 7/3/12	Sat 7/14/12	NA	NA	NA	NA	0%

USAID AFS Number: USAID-Egypt-263-11-005-APIS
 USAID Cooperative Agreement Number: AID-263-A-11-00020



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TRAINING PLANS

The Training Plans consist of proposed strategies for scheduled tasks in conjunction with training. Preliminary plans have been generated for the main tasks.

Surveying

As part of the topographical mapping, two (2) SCA employees from the Inspection Division, will be trained in basic surveying techniques to be mentored by the surveying crew chief from the surveying company hired by ARCE. The mentoring will be a combination of on-the-job field experience coupled with field instruction.

Photography

During the implementation of a conservation project, photographic documentation is not only standard practice but also a vital part of the process. As conservation intervention alters the existing condition of a monument, photography is used to record and document the conditions before, during and after treatment, as well as the methods used. The photographs also serve as the basis for tracings used to document and record conditions and specific conservation interventions as a kind of map that describes how the monument was treated. For sustainability of high standards, it is crucial that selected individuals be trained in photography to assume the responsibility of photographic documentation. The individuals will be chosen according to their interest, and commitment to photography. Introducing professional photography will have a major impact on local SCA activities and could highlight a need for a photographic division within the SCA.

The photographs taken during the implementation and throughout the training will be included on the ARCE database for all sites and will be part of any future publication or postings.

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The training plan will consist of the following:

- Seeking individuals interested in assuming the role of SCA photographer(s) in the Luxor area.
 - Generate job descriptions for trainees.
 - Generate advertisement and timeline application for SCA distribution.
 - Submit advertisement to the SCA.
 - Interview trainee candidates.
 - Choose trainees.
- Conclude the parameters of trainee photographers to establish equipment needs.
- Purchase equipment and software for photography processing.
- Train in camera functions and hardware (including classroom instruction).
- Oversight of trainees duties and provide hands-on training of photo documentation of the three (3) projects.
- Provide conservation documentation training.
- Train in project specific requirements (ex. GPS linking to photographs in Qurna).
- Incorporate sharing photography duties with ARCE photographer.
- Incorporate photos with the data management program and store photos in data base.

Conservation

As a follow-up to the three seasons of the ARCE Field School (2007-2010) ARCE implemented an advanced training program for Egyptian conservators focused on more complex conservation methods. All of the Egyptian technicians assigned to work on ARCE projects receive documentation and practical training, outlined below, regardless of the site. ARCE conservation supervisors develop and coordinate all the training aspects including lectures and hands-on demonstrations. Each team of technicians is supervised full-time by an ARCE conservator. The conservation skill level of students vary, and ARCE will be mixing students that need additional basic training with students that will be receiving advanced level of training. The training

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will be performed in TT100 (Qurna), Deir el Shelwit (Isis Temple), Mut Temple as required, and other materials/objects when needed.

If time is constrained due to delay in SCA permission, additional conservation supervisors will be added in attempt to make up delays in the work. Additional staff will all fall within the original budget estimate.

If the budget allows, ARCE will choose up to two (2) advanced students (currently working with ARCE on the EAC project) to receive training in supervisory methods.

Student Job Descriptions will be developed based upon the conservation (and other) requirements on the project sites. Advertisements for the student positions will be submitted to the SCA for distribution. The respondent submittals will be reviewed by ARCE and SCA officials involved in the selection process. The students will be chosen through an interviewing process (with SCA participation) that involves a point system associated with specific criteria. High point candidates will be chosen.

The selection criteria for the SCA students to join the conservation field school includes, but it not limited to, the following:

- Past experience
- Education
- Availability to speak English
- Enthusiasm
- Recommendations

The training format is as follows:

- Welcome and introduction to the ARCE field season, overview of current projects
- Distribution of documentation kits to each technician: each kit includes paper, a clip board, pencils, pens, erasers, binders, folders and a drawing board).
- Lecture and PowerPoint® presentation on documentation for archaeological conservation projects: review of the importance of documentation and

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different types of condition reporting and mapping; discussion of ARCE's new documentation methods that were developed and implemented in 2010.

- Instruction on how to make a base drawing from a photograph: distribution of photographs (monuments and columns are divided into registers) and the technicians are shown and expected to create a drawing that can be photocopied and used as a condition map.
- Photography review: ARCE's photographer gives a lecture and PowerPoint® presentation covering basic principles and concepts; technicians are divided into groups for an activity where they are asked to develop a photography plan for a hypothetical project.
- Lecture and PowerPoint® presentation - Illustrated glossary of conservation terms: discussion of categories of deterioration and conservation issues encountered in Egypt. Each student receives a color copy of the illustrated glossary that includes photographs and diagrams for each category.
- Viewing and discussion of examples detailed in the glossary: the teams of technicians are taken around the site where they will be working and are asked to examine and identify some of the terms and conditions found in the glossary.
- Introduction to the symbols used for condition mapping: the symbols used in the condition mapping keys are discussed and each technician creates their own copy of the condition keys to use during the fieldwork.
- Condition reporting and mapping of deterioration on-site: prior to beginning any practical work a standardized, bilingual condition report and treatment proposal are filled out by each technician for the space where they will work; the condition maps are done in multiple layers (one map for previous interventions, another map for superficial deterioration, and another for stone deterioration...); the reports, proposals and condition maps are reviewed and approved by ARCE conservation supervisors.
- Discussion of treatment reports and maps: once the work is complete, a standardized, bilingual treatment report is completed detailing all of the

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techniques and materials used for the conservation treatment; a treatment map using colored symbols is also made which shows exactly where the treatments were completed.

- Practical Field Conservation Training - Distribution of toolkits (which will be branded with USAID, ARCE and SCA logos) to each conservation technician: each person receives their own toolbox with a range of tools and supplies for the practical conservation work (hammers, chisels, spatulas, syringes, scalpels, brushes, sponges, etc.); the technicians keep these toolkits even after their work with ARCE is complete.
- Lecture and PowerPoint® presentation on potential practical conservation methods that will be used during the ARCE projects.
- All of the following methods are first discussed and then demonstrated on-site by an ARCE conservation supervisor; the technicians are then asked to complete the relevant treatment with guidance and instruction from an ARCE supervisor; each work area is unique and requires a tailored treatment plan and methods to follow. Certain sites have an emphasis on mortar removal and replacement and other projects are more focused on stain removal and the stabilization of plaster and paint.
- Initial cleaning tests, salt tests, tinting of lime mortar, etc.: often it is first necessary to complete an initial round of testing to assess the effectiveness of various methods and materials; the technicians have access to basic testing equipment and materials in the Karnak Conservation Laboratory; the testing method is discussed and supervised by an ARCE conservator.
- Application of temporary facings (bandages) to vulnerable sections of the wall: the application of bandages prevents particularly fragile areas from further damage or even complete loss while other treatments were completed.
- Removal of stains and residues (*poulticing*): a technique using a paste of various cleaning agents which draws stains from within stone and plaster surfaces.

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- Plaster stabilization (*consolidation*): a technique used for stabilizing ancient plaster where a dilute adhesive is applied or injected into the plaster using brushes, pipettes or syringes.
- Grouting for areas of detachment between layers of plaster and stone: this method introduces a grout (or liquid mortar) into voids between the support (stone) and preparatory (plaster) layers or within the support layer itself.
- Edging: a technique whereby mortar or another type of grout is applied around the edges of vulnerable sections of stone and plaster to protect and ensure long-term stability.
- Removal of old cement or mortar and cleaning of gaps between sandstone blocks: removal of insufficient materials previously used to fill areas of loss; any debris discovered inside the voids is removed and the area is thoroughly cleaned.
- Stabilization of the stone support layer: some sections of sandstone have deteriorated to powder; it is necessary to stabilize these areas using the consolidation technique before applying any new mortar or fill material.
- Application of new lime mortar: lime mortar (a mix of sand and quick lime) is applied to large areas of loss in two layers (in some cases the mortar is used in conjunction with sandstone fragments); the second layer of lime mortar is tinted with powder pigments so it complements the color of the surrounding ancient remains.
- Filling of smaller areas of loss and cracks: smaller areas of loss, in the forms of gaps and cracks, are filled using various patching compounds.
- Paint stabilization (*consolidation*): a dilute adhesive in solvent is used to strengthen remaining paint layers or to re-adhere paint flakes to the original surface.
- Final surface cleaning: after all of the conservation methods are completed, the work area is cleaned using a brush; temporary protective covers are hung and applied (as needed) in the case of additional work planned in the treated area.

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Use of the Luxor Conservation Laboratory (from the USAID supported EAC Project) will be utilized on and as needed basis. The students will be encouraged to use the laboratory for any assessments encountered on the site.

Archaeology

- Ancient Egypt Research Associates, Inc. (AERA) will utilize their training expertise with inspectors of Egypt's Supreme Council of Antiquities (SCA). The training in archaeology applications will be performed at TT110 and includes three (3) archaeological training applications.
 - 1) Cleaning out the tomb.
 - 2) Excavation of the covered entrance and courtyard.
 - 3) Epigraphy of the tomb.
- The objectives will be to train in systematic excavation, documentation and drafting. The areas of training will include:
 - Excavation and stratification techniques and analysis
 - Surveying
 - Ceramic recording and analysis
 - Object recording and analysis
 - Small object conservation
 - Epigraphy
 - Zooarchaeology
 - Botany
 - Bone material analysis
 - Photography (ceramics, objects and epigraphy)

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- The excavation will be performed by some of the unskilled workers tasked to clean up the site. The photography will be included in the photography training.
- The aim is to enable the individual to perform the proper steps in excavation and analysis of the material by providing specialized teaching and guidance. As with an apprenticeship, the aim is to accomplish the excavation and analysis of the material with individuals consisting mainly of SCA staff, therefore providing an opportunity for SCA trainees to further their skills in their chosen specialty. The teaching includes lectures and practical and theoretical work
 - Certificates will be handled out to all the trainees who successfully complete their work together with recommendations letters (if appropriate) detailing the skills acquired.

Unskilled and Skilled Labor

- Selected unskilled workers will be mixed and mentored with skilled craftsman. This includes stone, fired brick, mud brick and concrete (and formwork) applications. The skilled craftsman will furnish reporting data on the trainee's progress to ARCE staff for documentation.
- Daily records of individuals will be kept and categorized to allow unskilled workers the opportunity to participate in mentoring training with skilled workers. In this way, individuals with little or no skills can participate in skill enhancement through mentorship with a skilled individual. The daily records will show the change in individual category.

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SUSTAINABILITY

ARCE will make every effort to design and install improvements requiring low maintenance for improved sustainability. Solar reflective interior lighting will be installed requiring no bulbs or electricity. Solar powered site lighting will be installed requiring no electrical cables. Solar powered exhaust fans will be installed in enclosed structures where air circulation is required. Durable signage will be installed for long term use requiring little or no maintenance.

ARCE will generate a written Maintenance Plan which will include an Operation and Maintenance Manual (O&M Manual) to maintain major purchased products such as lighting and other appliances. The manuals will contain the specifications of the purchased products so repairs or fixtures can be replaced and maintained.

The completed projects will be handed over to the SCA where the maintenance and future development will be their responsibility. With the additional improvements, new personnel will be hired by the SCA for maintenance and security.

PROJECT HANDOVER

Upon completion of the project, a ceremony will be planned to officially hand over the completed project. The SCA will then take over the responsibility for the operation and maintenance of the sites.

CONCLUSION

The Annual Implementation Plan is a document that will assist ARCE to ensure that deliverables are planned, organized, implemented and met.

ARCE will be reporting on the work to the general public through Conservation Update and other publications, the ARCE website, and lectures. Sharing project data information will be available via the stored data management system. This will allow sharing of all data, findings and knowledge gained.