

**THE FINAL EVALUATION REPORT  
FOR THE JAPANESE TECHNICAL COOPERATION PROJECT  
FOR TOURISM DEVELOPMENT THROUGH MUSEUM  
ACTIVITIES**

Amman, September 4, 2007

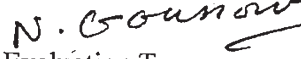


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## Abbreviation

BOT: Board of Trustees (for National Museum)  
C/P: Counterpart Personnel  
DOA: Department of Antiquities, Ministry of Tourism and Antiquities  
DSM: Dead Sea Museum  
DSPC: Dead Sea Panoramic Complex  
HOSM: Historic Old Salt Museum  
NM: National Museum  
JBIC: Japan Bank for International Cooperation  
JICA: Japan International Cooperation Agency  
KAM: Karak Archeological Museum  
M/M: Minutes of Meeting  
MOTA: Ministry of Tourism and Antiquities  
TDMAP: Tourism Development through Museum Activities Project  
TSDP: Tourism Sector Development Project (by JBIC)  
PMU: Project Management Unit  
R/D: Record of Discussions  
RSCN: Royal Society for Conservation of Nature

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## 1. Introduction

### 1-1 Objective of the Evaluation Study

The evaluation was conducted with the following objectives.

- (1) To review the degree of achievement of Inputs, Outputs, and Project Purposes based on the Project Design Matrix (hereinafter referred to as “PDM<sup>2</sup>”) revised in September 11, 2006 and attached as Annex 1 as well as on Plan of Operations (hereinafter referred to as “PO<sup>2</sup>”) attached as Annex 2. The revision from the original PDM to PDM<sup>2</sup> is clarified in Annex 3.
- (2) To evaluate the Project in terms of five evaluation criteria (Relevance, Effectiveness, Efficiency, Impact and Sustainability).
- (3) To make recommendations regarding measures to be taken for the improvement of the Project as well as to draw lessons for the improvement in planning and implementation of similar Technical Cooperation Projects.

### 1-2 Methodology of Evaluation

The Project was evaluated by the Japanese and Jordanian Joint Evaluation Team (hereinafter referred to as “the Team”). The Team was composed of four members from the Japanese side and two members from the Jordanian side. The Team visited the Ministry of Tourism and Antiquities and four Model Museums, and carried out a series of interviews and discussions with Japanese experts and Jordanian counterpart personnel, while using PDM<sup>2</sup>, PO<sup>2</sup>, Tentative Schedule of Implementation (TSI: refer to Annex 4), Achievement Grid (refer to Annex 5) and Evaluation Grid (refer to Annex 6). Evaluation analysis was made on the five evaluation criteria described below:

Table 1: Definition of the Five Evaluation Criteria for the Final Evaluation

| Five Evaluation Criteria | Definitions as per the JICA Evaluation Guideline   |
|--------------------------|--|
| 1. Relevance             | Relevance refers to the validity of the Project Purpose and the Overall Goal in connection with the development policy of a recipient country as well as the needs of beneficiaries. |
| 2. Effectiveness         | Effectiveness refers to the extent to which the expected benefit was brought about as a result of the Project.   |
| 3. Efficiency            | Efficiency refers to the productivity of the implementation process, examining if the input of the Project was efficiently converted into the output.                                |

|    |                |  |
|----|----------------|--|
| 4. | Impact         | Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project, including the extent to which the Overall Goal has been attained.  |
| 5. | Sustainability | Sustainability refers to the extent to which Jordan can further develop the Project, and the benefits generated by the Project can be sustained under the recipient country's policies, technology, systems and financial state. |

### 1-3 Members of the Evaluation Team

#### 1-3-1. Japanese Side

Table 2: Members of Japanese Evaluation Team

| Name                  | Field               | Position   |
|-----------------------|---------------------|--|
| Mr. Masayoshi JURO    | Leader              | Senior Advisor, Economic Development Department, JICA                              |
| Mr. Takashi HORI      | Museum Activities   | Representative Director, Comode Design Co., Ltd.                                   |
| Mr. Hironobu MURAKAMI | Evaluation Planning | Trade, Investment and Tourism Team, Group I, Economic Development Department, JICA |
| Mr. Atau KISHINAMI    | Evaluation Analysis | Permanent Expert, International Development Associates, Ltd.                       |

#### 1-3-2. Jordanian Side

Table 3: Members of Jordanian Evaluation Team

| Name                  | Field  | Position   |
|-----------------------|--------|--|
| Dr. Nayef G. GOUSSOUS | Leader | Curator of Numismatic Museum   |
| Dr. Fadi BALAAWI      | member | Assistant Professor, Department of Conservation Science, Queen Rania's Institute of Tourism and Heritage, Hashemite University |

#### 1-4 Schedule of the Study

Table 4: Schedule of the Study

| No. | Date    |     | Schedule  |
|-----|---------|-----|---|
| 1   | Aug. 19 | Sun | Meeting with JICA Jordan Office   |
| 2   | Aug. 20 | Mon | Meeting with Jordanian C/P (PMU)<br>Meeting with Japanese experts   |
| 3   | Aug. 21 | Tue | Site survey and discussion on the final evaluation at NM<br>Interview with NM C/Ps                                      |
| 4   | Aug. 22 | Wed | Site survey and discussion on the final evaluation at HOSM<br>Interview with HOSM C/Ps<br>Meeting with Japanese experts |

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|----|---------|-----|---|
| 5  | Aug. 23 | Thu | Discussion on Final Evaluation with NM Director<br>Site survey and discussion on the final evaluation at DSM  |
| 6  | Aug. 24 | Fri | Preparation of the draft evaluation report  |
| 7  | Aug. 25 | Sat | Preparation of the draft evaluation report  |
| 8  | Aug. 26 | Sun | Site survey and discussion on the final evaluation at KAM   |
| 9  | Aug. 27 | Mon | Preparation of the draft evaluation report  |
| 10 | Aug. 28 | Tue | Meeting with Jordanian C/Ps (PMU)<br>Preparation of the draft evaluation report   |
| 11 | Aug. 29 | Wed | Meeting with PMU<br>Site survey and discussion on the final evaluation at KAM   |
| 12 | Aug. 30 | Thu | Meeting with NM Director<br>Meeting with DOA Director<br>Site survey and discussion on the final evaluation at NM<br>Site survey and discussion on the final evaluation at HOSM |
| 13 | Aug. 31 | Fri | Report Writing  |
| 14 | Sep. 1  | Sat | Site survey and discussion on the final evaluation at DSM<br>Report writing   |
| 15 | Sep. 2  | Sun | Meeting with HOSM C/Ps<br>Meeting with PMU members and Japanese experts   |
| 16 | Sep. 3  | Mon | Report writing<br>Meeting with representatives of each museum   |
| 17 | Sep. 4  | Tue | Finalization of the draft of Joint Evaluation Report<br>Signing of Joint Evaluation Report and MM   |
| 18 | Sep. 5  | Wed | Report to the Embassy of Japan  |
| 19 | Sep. 6  | Thu | Report to JICA Office   |

## 2. Outline of the Project

### 2-1 Background of the Project

Tourism is one of the major industries in Jordan that shares approximately 20 % in the invisible trade balance. Jordan has many tourism resources such as archeological heritages, nature and ethno culture, however, these resources are not established as a tourism attraction apart from some specific sites. JICA carried out the study on "National Tourism Development Strategy and Policy" between 1994 and 1996 and proposed sub-projects including the establishment of four museums. Based on the study, the Jordanian government and OECF (currently JBIC) reached a loan agreement in 1999 and at the same time, JICA carried out a series of technical assistance by dispatching JOCVs and short-term experts as well as providing training courses in Japan. In the course of such cooperation, it was clarified that museums were not properly managed in the country and the Jordanian government requested the Japanese government the technical cooperation. In response to the request, the Japanese government decided to implement the Project which aims to develop tourism through

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museum activities.

## **2-2 Summary of the Project**

PDM specifies “Overall Goal”, “Project Purpose”, and “Output” as following.

### **2-2-1 Overall Goal**

Tourism in the neighboring areas of the Model Museums is promoted through developing the Model Museums as attractive tourism resources.

### **2-2-2 Project Purpose**

The Model Museums are properly operated and maintained in an autonomous, sustainable and self-reliant manner.

### **2-2-3 Outputs**

- (1) Operation system of the Model Museums is established.
- (2) Capacity of both administrative and technical staff of the Model Museums is enhanced.
- (3) Museum activities to facilitate autonomous tourism are improved.

## **3. Project Performance**

### **3-1 Inputs**

#### **3-1-1 Inputs by the Japanese Side**

Inputs by the Japanese side have generally been carried out as planned in terms of timing, quantity and quality, including dispatch of Japanese experts, acceptance of Jordanian counterpart personnel for training in Japan and provision of equipment and materials.

##### **(1) Dispatch of Japanese Experts**

A total of ten experts have been dispatched as shown in Annex 7.

(2) Acceptance of Jordanian Counterpart Personnel for Training Course in Japan

A total of eight counterpart personnel have been trained in Japan as shown in Annex 8.

(3) Provision of Equipment and Materials

Equipment and materials (including equipment for experts) has been provided as shown in Annex 9.

(4) Local Cost

Local cost of JD77, 932 has been provided to support the Project as shown in Annex 10.

### 3-1-2 Inputs by the Jordanian Side

Inputs by the Jordanian side have not been sufficient because of human resource constraints. Facilities and local cost have been provided by the Jordanian side.

(1) Assignment of Counterpart Personnel

A total of 26 counterpart personnel have been assigned as shown in Annex 11.

(2) Facilities

The project office and facilities in Amman has been provided for the Project as shown in Annex 12.

(3) Local Cost

Amount of local cost is not identified. There have been no major problems for museum activities and operations, which implies appropriate local cost has been provided by the Jordanian side.

### 3-2 Overall Goal

Overall Goal is "Tourism in the neighboring areas of the Model Museums is promoted through developing the Model Museums as attractive tourism resources". Four indicators are set up in order to assess the degree of achievement. Indicators are partly fulfilled with the progress of the Project Purpose. The following table 5 is a summary of achievement.

Table 5: Indicators and Degree of Achievement

| Indicators  | Degree of Achievement  |
|---|--|
| 1 Number of visitors in each museum is increased from previous situation. | The number of visitors to Karak Castle has increased after the Project started from 34,800 (2003), 73,250 (2004) to 108,935 (2005). The number of visitors in 2006 was |





|  |   |
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|  | decreased to 87,599. The number shows an overall tendency to increase.<br>At present, no clear tendency can be verified for DSM due to the short time of operation and observation. |
| 2 Number of tourists in neighboring areas of each museum is increased from previous situation.                             | According to the MOTA statistics, the number of visitors to the Karak area shows a clear tendency to increase till 2005. The number decreased in 2006. Refer to ANNEX 13.           |
| 3 Number of tourism-related amenities, including restaurants and hotels, in neighboring areas of each museum is increased. | There is no clear tendency regarding the numbers of restaurants and hotels. Refer to ANNEX 14.  |
| 4 Museums lead the new movement to activate tourism promotion.   | DSM organized a new type of tour to geological sites.   |

### 3-3 Project Purpose

Project Purpose is “The model museums are properly operated and maintained in an autonomous, sustainable and self-reliant manner”. Four indicators are set up in order to assess the degree of achievement. Indicators have gradually been fulfilled at the Project Purpose level with the progress of Outputs. NM and HOSM, however, will not be open before the completion of the Project and indicators 3 and 4 will not be fulfilled. The following table 6 is a summary of achievement. Details are described in the Achievement Grid attached as Annex 5.

Table 6: Indicators and Degree of Achievement

| Indicators  | Degree of Achievement  |
|---|--|
| 1 Principle and regulation of each museum are established and applied in 3 museums. | NM: Principle and regulation are specified in the Antiquity Law and By-Law of National Museum.<br>DSM: Principle and regulation have already been applied.<br>KAM: Principle and regulation was approved by DOA in August 2007.<br>HOSM: Out of scope/Draft of inner regulation has been prepared.   |
| 2 Model Museums have official status with clear concept.                            | NM: Status is defined in the Antiquity Law<br>DSM: It is operated by RSCN under the contract with MOTA for five years.<br>KAM: Official status is clarified under the scheme of DOA organization.<br>HOSM: Draft agreement of historic old, Salt development project has been prepared but not signed by a future operation body.<br>note: The inner regulation specifies concept of each museum |
| 3 Number of visitors in each Model Museum is stable.                                | The number of visitors to Karak Castle has increased after the Project started from 34,800 (2003), 73,250 (2004) to 108,935 (2005). The number of visitors in 2006 was decreased to 87,599. The number of visitors in 2006 was   |

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|   | <p>decreased to 87,599. The number shows an overall tendency to increase.</p> <p>At present, no clear tendency can be verified for DSM, due to the short time of operation and observation.</p> <p>The numbers of visitors to other two museums are not available since NM and HOSM are not yet open, and the indicator will not be fulfilled before the completion of the Project.</p>   |
| 4 Evaluation of visitors, local people and workers in tourism promotion sector on museums are improved. | <p>According to the survey conducted by a local consultant for JICA Jordan Office in August 2007, 67 % of tourists in the Karak area expressed their wish to visit museum once again. Likewise, 100 % of tourists in the Dead Sea area expressed their wish to visit museum once again. The above figures imply that evaluation of visitors is improved in these areas. NM and HOSM are not yet open and the indicator will not be verified before the completion of the Project.</p> |

### 3-4 Outputs

There are three Outputs, that are i) Operation system of the Model Museums is established, ii) Capacity of both administrative and technical staff of the Model Museums is enhanced, and iii) Museum activities to facilitate autonomous tourism are improved. As described in the Achievement Grid attached as Annex 5, indicators have gradually been fulfilled at the Output level. As will be discussed in the next chapter, however, incompleteness of the important assumption, Construction work by JBIC is completed without substantial delay, has made it difficult to fix schedule of some Project activities.

#### 3-4-1 Output1

Output 1 only involves NM, KAM and DSM and excludes HOSM.

In general, operation system of three Model Museums has been established, since concepts, regulations (refer to Annex 15), organization charts (refer to Annex 16) and activity plan of each museum have been prepared.

The indicators of Output 1 are expected to be fulfilled by the Project completion, some indicators, however, have not yet been fulfilled with some delays in accordance with PO. The following table 7 shows such indicators and their prospects.

Table 7: Output1

| Unfulfilled Indicators                     | Prospects   |
|--|---|
| 3) Public relations strategy is confirmed. | -NM: PR strategy will be prepared by the completion of the Project.                                   |
| 3-1) Public relations strategy             | -KAM: PR strategy is in discussion with DOA HQ and will be prepared by the completion of the Project. |
| 3-2) Activity calendar                     | -DSM: Prior notice of gallery talk (lectures on exhibition  |

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|  | by curators) was distributed with a newsletter. Activity calendar will be prepared by the completion of the Project. |
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### 3-4-2 Output 2

Capacity of administrative and technical staff of four Model Museums has been enhanced, although there have been some disparities among museums because of human resource constraints.

The indicators of Output 2 are expected to be fulfilled by the Project completion, some indicators, however, have not yet been fulfilled with some delays in accordance with PO. The following table 8 shows such indicators and their prospects.

Table 8: Output2

| Unfulfilled Indicators   | Prospects   |
|--|---|
| 1) Staff training plan in each museum  | -NM and DSM: Staff training plans are being prepared at the time of the final evaluation, and will be completed in September 2007.    |
| 3) Exhibition is well prepared and convened.   | -KAM: Basic data of exhibition artifacts is being input in database. It is expected to be completed by the completion of the project. |
| 6) Administrative principles and rules are prepared by administrative staff (Guideline for administration of museums). | -KAM: Preparation of guideline for gallery staff will be prepared by the completion of the Project.                                   |

### 3-4-3 Output 3

Museum activities have satisfactorily been carried out despite some delays in the newsletter publication (refer to Annex 17) and other education/community activities (refer to Annex 18), which was largely attributed to the lack of experience but has been improved in the course of the Project.

The indicators of Output 3 are expected to be fulfilled by the Project completion, some indicators, however, have not yet been fulfilled with some delays in accordance with PO. The following table 9 shows such indicators and their prospects.

Table 9: Output3

| Unfulfilled Indicators  | Prospects   |
|---|---|
| 4-1) At least 10 Newsletters are published.   | -NM: No newsletter will be issued during the Project.<br>-KAM: Three volumes were issued.<br>-DSM: Volume 1 was printed.<br>-HOSM Three volumes were issued.<br>Two other volumes will be issued and the total number of newsletters will be nine at the completion of the Project. |
| 5) Recognition and awareness for museum activities by local people are improved (Questionnaire to | -NM: It is too early to evaluate whether it is improved or not.<br>-KAM: According to the questionnaire at education  |

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| local people)  | <p>event, all of the participants stated that they want to tell about education event of KAM to their friends. This data cannot confirm if recognition and awareness are improved. However, positive impression is clearly observed.</p> <p>-DSM: Up to this time, no clear conclusion is drawn since questionnaire to visitors and local people will be distributed at the Museum in October onward.</p> <p>-HOSM: Up to this time, no clear conclusion is drawn since questionnaire to visitors and local people was just distributed at the Museum.</p> <p>note: Questionnaires are conducted, not in accordance with PO but at each educational activity.</p>  |
| 5) Recognition and awareness for museum activities by local people are improved (Interviews to local people) | <p>-NM: It is too early to evaluate whether it is improved or not because no interview has been carried out so far.</p> <p>-KAM: According to interview, participants stated that they did not know a museum carries out education/community activities and that they would like to join such activities in the future. It implies that awareness is improved.</p> <p>-DSM: It is impossible to evaluate whether it is improved or not because interview to local community of surrounding area have not carried out so far.</p> <p>-HOSM: According to interviews to Salt NGOs and local schools, their wishes to future collaboration with museum activities are confirmed.</p> <p>note: Interviews are conducted, not in accordance with PO but at each educational activity.</p> |

#### 4. Results of the Evaluation

The evaluation is not measured in numeric terms but based on general assessment.

##### 4-1 Relevance

Relevance of the Project is considered high for the following reasons.

##### (1) Relevance to National/Sector Development Policies

The Project is in conformity with the Jordan National Tourism Strategy 2004-2010, as the strategy emphasizes on the cultural heritages as one of the priority tourism segments. The Project contributes to three fields, i) cultural heritages, ii) eco-tourism, iii) festivals and cultural events that are specified in the strategy.

##### (2) Relevance to Japan's Aid Policy and Technology

JICA specifies, in its country implementation plan, "industrial human resource

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development/employment enhancement” as one of the most important areas in providing technical assistance to Jordan. In preparing the Project, technical applicability has carefully been assessed and identified. In Japan, most of public museums were newly established between 1960’s and 1990’s and in the process of the establishment, a number of trials and errors were made in various aspects. Technologies accumulated through these experiences can be applicable to Jordan for establishing new museums.

### (3) Relevance to Interest of Beneficiaries

All the Model Museums are newly established and have needed various supports. Each museum is appropriate as a beneficiary because of specific characteristics and needs. NM is regarded as a symbolic museum and is supported by a Royal family. KAM supports to enhance the comprehension and understanding of the archeological assets in the Karak castle and is intended to be a model museum by DOA. DSM has possibility to develop eco-tourism through relevant activities and exhibition of Jordan’s natural history. HOSM presents unique examples of local heritages and culture through museum activities. Salt city intends to be a type of eco museum as well as to develop tourism based on its architectural heritages.

### (4) Relevance to JBIC’s TSDP and Other Aid Agencies

The Project has a tight collaboration with ODA Loan Project by JBIC, "Tourism Sector Development Project (TSDP)", which is based on JICA Development Study on Tourism Development in Jordan conducted in 1994-1996. Approach of the Project is appropriate not only in supporting the buildings of museums through ODA loan, but in enhancing the capacity of their sustainable operation. Collaboration of JICA technical cooperation project with JBIC ODA Loan schemes also matches with the Japanese ODA policy. Synergetic effects can be expected, however, the delay of construction work has generated negative effects. Demarcation in terms of PR strategies, tourism promotion and community survey between the Project and TSDP was a pending problem at the time of the mid-term evaluation, however, the issue was settled in April 2007.

## 4-2 Effectiveness

Effectiveness of the Project is considered intermediate for the following reasons.

### (1) Achievement of the Project Purpose

Four indicators at the Project Purpose level have gradually been fulfilled as discussed

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in the previous chapter. NM and HOSM, however, will not be open during the Project term and therefore, indicators 3 and 4 can not be verified at present stage.

## (2) Important Assumptions that Affected Effectiveness

There are two Important Assumptions at the Project Purpose level, which are i) "National Policy on Tourism does not change" and ii) "Construction work by JBIC is completed without substantial delay". The first assumption is considered to be fulfilled since tourism is one of the major industries in Jordan and is supported by the National Tourism Strategy 2004-2010. The second assumption, however, has not been fulfilled since the construction work under TSDP has not been completed. The construction work of NM was planned to be completed in May 2007, however, at present, it is expected to be delayed till May 2008, according to TSDP. Likewise, the construction of HOSM will be completed in October 2007, while it was originally planned in November 2005.

## 4-3 Efficiency

Efficiency of the Project is considered intermediate for the following reasons.

### (1) Efficiency of Inputs

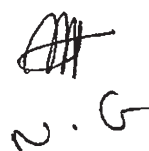
Although there was a delay in the dispatch of short-term experts, in general, inputs from the Japanese side were effectively put into the Project and have contributed to the achievements of the Outputs. The delay of the construction works influenced the allocation of Jordanian counterpart personnel who are supposed to work with Japanese experts. Other aspects which affected the efficiency are; i) more priority on employing curators at NM and ii) insufficient budget of DOA, which is an operation body of KAM. The above facts have limited the number of counterpart personnel who receive technical transfer from Japanese experts.

### (2) Achievement of Outputs

Objectively verifiable indicators at the Output level have not completely been fulfilled as discussed in the previous chapter. All the Outputs have generated many positive results, and it is expected that all the Outputs will be achieved by the completion of the Project.

### (3) Important Assumptions that Affected Efficiency

There is one Important Assumption at the Output level, which is "Construction work

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by JBIC is completed without substantial delay". As mentioned above, the assumption has not been fulfilled because of the delay in the construction work.

#### **4-4 Impact**

Some positive impacts are observed as follows and no negative impacts are found.

##### **(1) Achievement of Overall Goal**

Overall Goal is "Tourism in the neighboring areas of the Model Museums is promoted through developing the Model Museums as attractive tourism resources" and the degree of achievement is considered as a positive impact as discussed in section 3-2.

##### **(2) Influence on Students and Other Museums**

More personnel of other museums and universities (both professors and students) have become more involved in museum activities as a result of observing the Project activities. For instance, there are more people now who wish to participate in various activities of four Model Museums. Exhibitions which were recently re-arranged at several museums as well as education activities are clearly influenced by the Project with some improvements.

#### **4-5 Sustainability**

Overall sustainability of the Project is considered intermediate for the following reasons.

##### **4-5-1 Institutional Aspect**

###### **(1) Jordanian Development Policies**

As mentioned, tourism is one of the major industries in Jordan and the National Tourism Strategy 2004-2010 emphasize its importance. It is obvious that the Jordanian policies continues to support the tourism sector.

###### **(2) Operation Body**

The operation body of each museum is shown in Table 10.

Table 10: Operation Body.

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| Museum | Operation Body                  |
|--------|---------------------------------|
| NM     | National Museum Operation Body  |
| KAM    | DOA                             |
| DSM    | RSCN for 5 years from June 2006 |
| HOSM   | No operation body determined    |

At the time of the mid-term evaluation, it was recommended that an operation body of HOSM be determined, however, the issue has not reached an agreement between MOTA and the Salt municipality. Since an operation body deals with overall management, including personnel assignment and budget allocation, HOSM will face a difficulty especially after dissolution of PMU, unless the body is promptly determined. The operation body of DSM is not guaranteed after July 2011. Other two museums have their own operation bodies and are not expected to have major institutional problem.

### (3) Personnel Assignment of Each Museum

It was recommended at the time of the mid-term evaluation to allocate sufficient personnel at each museum. In response to the recommendation, DSM and HOSM have now minimum necessary staff for the operations, while NM and KAM are still short staffed (NM: lack of one administrative staff at the pre-opening stage, KAM: lack of one curator and one administrative staff), although both NM and HOSM are currently making efforts by seeking proper personnel (NM) and by preparing a budget draft (HOSM).

### (4) Establishment of Monitoring System

It was recommended by the mid-term evaluation team that monitoring system be established. In response to the recommendation, "Monitoring Grid" was prepared in October 2006 and has been updated every three month both by the Japanese and Jordanian sides. This issue has clearly been improved.

Institutional sustainability, therefore, is considered intermediate.

### 4-5-2 Technical Aspect

Majority of counterpart personnel of four Model Museums stated that they have obtained skills and knowledge through the Project, especially in education/community activities, preparation of longer-term planning, etc. More concretely, under the supervision of Japanese experts, curators are now able to prepare, publish and distribute newsletters and carry out educational activities with favorable opinions from communities. Preparations of long-term activity and staff training plans have contributed to the enhancement of planning capability of counterpart personnel.

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Exhibition skills are also improved although the level is not yet adequate and needs to be upgraded. It should be noted that technical transfer for post-opening operations is limited at NM and HOSM, because of the delay in opening and that a few counterpart personnel have quit a counterpart position, which hindered the accumulation of skills and knowledge.

Overall, technical sustainability is considered intermediate.

#### 4-5-3 Financial Aspect

According to the recommendation at the mid-term evaluation, each museum has learned how to prepare a draft budget by the training courses and it has become easier than before to negotiate with their operation bodies. The current financial situation (budget allocation) is shown in Table 11. KAM and HOSM are financially unstable and improvement is expected by the establishment of an annual budget plan. KAM is currently preparing a draft budget to submit to DOA for the first time and if budget is allocated based on the draft, sustainability is greatly enhanced.

Table 11: Financial Situation

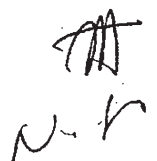
| Museum | Budget Allocation  |
|--------|--|
| NM     | Budget is allocated by the MOTA.   |
| KAM    | DOA HQ has total annual budget for 14 DOA museums including KAM. At present, no independent budget is allocated for KAM. |
| DSM    | It was newly opened in 2006. Budget is decided under RSCN  |
| HOSM   | It is still at the preparation stage and budget is not allocated.  |

Financial sustainability, therefore, is considered relatively low.

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## 5. Conclusion

According to the indicators, the Outputs are expected to almost be fulfilled by the completion of the Project. Regarding the Project Purpose, despite the fact that some indicators are partially incomplete at the present stage, it can be stated that the Project Purpose has almost been achieved with the general completion of technical assistance. The Project, therefore, would be completed in November 2007 as originally planned. Nevertheless, the Team has clearly noted that there are some extra works to be done by each Model Museum. These issues will be discussed in the next chapter.



## 6. Recommendations

The following recommendations (1) to (3) were made at the time of mid-term evaluation and have not yet been fully achieved. The Team once again stresses the importance of the fulfillment of these items.

### (1) Assignment or Re-Training of Personnel at NM and KAM

The director was assigned at NM in January 2007, however, one administrative staff has not yet been assigned. KAM has been short staffed with only one curator. The Team strongly recommends that NM start with fully qualified staff for the opening stage and that DOA and KAM assign one more qualified curator and one administrative staff as soon as possible for KAM. The Team also recommends that other personnel, including curators and receptionists, be fully re-trained in different aspects related to the museum.

### (2) Establishment of a HOSM Operation Body

As mentioned above, establishment of an operation body of HOSM has not officially been determined. It is strongly recommended that the body be promptly established in order to secure personnel assignment and budget allocation.

### (3) Establishment of Financial Sustainability

In the course of the Project, each museum has learned how to prepare an annual activity plan and a draft budget and it has become easier than before to negotiate with its operation body. Improvement is made in terms of financial sustainability. It is strongly recommended that MOTTA allocate enough budgets for NM and KAM and that MOTTA take measures to secure budgets for DSM and HOSM.

### (4) Establishment of Supervising and Coordination Body

The Team strongly recommends that a supervising and coordination body be established and carry out a periodic evaluation in order to enhance staff management and operation skills.

### (5) Sustainability of DSM

Due to the fact the contract with DSM operation body is limited to five years till March 2011. The Team strongly recommends that the future sustainability of DSM be reconsidered in the near future.

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#### (6) Cooperation between Museums and Local Universities

The Team recommends that cooperation between museums and local universities be enhanced in different issues related to museum activities for future sustainability.

#### (7) Enhancement of Sustainability

All the Project activities are important and are expected to be continued even after the Project completion. There are several activities that the Team suggests to strengthen and improve in terms of sustainability enhancement, although they are almost completed in the course of the Project.

- 1) Visitor Evaluation: At present, the results of questionnaire are not fully fed back to and reflected on the activities. They should fully be utilized for upgrading relevant activities.
- 2) Exhibition Skills: Exhibition skills have been improved but need to be upgraded according to the international standards.
- 3) Preparation of activity reports and newsletters: Preparation of such communication materials requires high level skills and will be an effective tool to upgrade communication capability.

#### (8) Alternative to Public Transportation as a Means of Promotion

At present, there is no public transportation to DSM. Based on the fact, the Team recommends that RSCN conduct a needs survey in the Dead Sea area and find alternatives to promote the site.

#### (9) Setting-up of Sign Board of Japanese Cooperation

It is desirable to set up any form of sign board at four Model Museums in order to notify relevant people that the museum has been supported by Japan.

#### (10) Consideration of Follow-up Survey

The Team strongly recommends that detailed follow-up survey be carried out by JICA to evaluate the effect of the Project at four Model Museums. Due to the fact that NM and HOSM are not open, more attention should be paid to these museums.

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## 7. Lessons Learned

### (1) Cooperation with ODA Loan Projects

Construction works by TSDP has been delayed at NM and HOSM sites. Accordingly, schedule of the Project activities incorporated into PDM and PO had to be modified. For more effective technical transfer, it is essential to assess the timing and framework of the cooperation. Phasing, for instance, can be a good solution.

### (2) Preparation of Baseline Survey

Several indicators require quantitative data, however, some data were not available at the time of final term evaluation. A baseline survey should be conducted according to PDM in order to quantitatively measure and clarify the degree of achievement of effectiveness, efficiency and impact.

## List of Annexes

- Annex 1: PDM<sup>2</sup>
- Annex 2: PO<sup>2</sup>
- Annex 3: Revision of PDM
- Annex 4: TSI
- Annex 5: Achievement Grid
- Annex 6: Evaluation Grid
- Annex 7: Dispatch of Japanese Experts
- Annex 8: Acceptance of Jordanian Counterpart Personnel for Training Course in Japan
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- Annex 16: Organization Chart
- Annex 17: List of Education/Communication Activity Events
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- Annex 19: List of Attendants to the Meetings

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\* Target Group : Museum Staff of the Model Museums including their operation bodies

| Narrative Summary  | Objectively Verifiable Indicators   | Means of Verification   | Important Assumptions   |
|--|---|---|---|
| <p><b>Overall Goal</b></p> <p><b>Tourism in the neighboring areas of the Model Museums is promoted through developing the Model Museums as attractive tourism resources.</b></p> | <p>1) Number of visitors in each museum is increased from previous situation (In case of the newly established museums, number of visitors to the similar museums in the region will be considered).</p> <p>2) Number of tourists in neighboring areas of each museum is increased from previous situation.</p> <p>3) Number of tourism-related amenities, including restaurants and hotels, in neighboring areas of each museum is increased.</p> <p>4) Museums lead the new movement to activate tourism promotion.</p> | <p>1) Statistical report prepared from Ministry of Tourism and Antiquities, and Department of Statistics (Number of overseas/domestic tourists, visitors to museums)</p> <p>2) Statistic report from Ministry of Tourism and Department of Statistics</p> <p>3-1) Statistical report</p> <p>3-2) Field survey (Qualitative and Quantitative)</p> <p>4-1) Field survey (Qualitative and Quantitative)</p> <p>4-2) Activity record by museums</p> | <p>1) Security condition in Jordan does not get extremely worse compared with the present level and number of tourists is not decreased.</p> <p>2) Operation system established by the Project is maintained after the completion of the Project.</p> |
| <p><b>Project Purpose:</b></p> <p><b>The Model Museums are properly operated and maintained in an autonomous, sustainable and self-reliant manner.</b></p>                       | <p>1) Principle and regulation of each museum are established and applied in 4 museums.</p> <p>2) Model museums have official status with clear concept.</p> <p>3) Number of visitors in each model museums is stable.</p> <p>4) Evaluation of visitors, local people and workers in tourism promotion sector on museums are improved.</p>  | <p>1) Operation plan and report published by each museums</p> <p>2-1) Principles and regulations</p> <p>2-2) Official statement by Jordanian government about museum status</p> <p>3) Statistical report by MOTTA or each museums</p> <p>4) Questionnaire and interviews.</p>   | <p>1) National Policy on Tourism does not change.</p> <p>2) Construction work by JBIC is completed without substantial delay.</p>   |

  
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Project Design Matrix (PDM<sup>2</sup>)  
 Technical Cooperation Project for Tourism Development Through Museum Activities (TDMAP)  
 Version II (Revised on 3<sup>rd</sup> of May 2006)

Annex 1

|   |   |   |   |
|---|---|---|---|
| <p><b><u>Outputs:</u></b></p> <p><b><u>1) OPERATION SYSTEM OF THE MODEL MUSEUMS IS ESTABLISHED.</u></b></p> <p>Operation System of the Model Museums is established according to the character of each museum.</p> <p><b><u>2) CAPACITY OF BOTH ADMINISTRATIVE AND TECHNICAL STAFF OF THE MODEL MUSEUMS IS ENHANCED.</u></b></p> <p>Museum activities such as acquisition, exhibition, collection management, survey administration and others are planned and implemented by staff of the Model Museums.</p> | <p>1) Museum concepts of each museum are clearly established.</p> <p>2) Authorized regulations of each museums are made.</p> <p>2-1)Operational regulations.</p> <p>2-2)Organization chart and job description.</p> <p>2-3) Activity plan (long term and short term) and report of each museums.</p> <p>2-4) Budget of each museums are allocated to realize activity plan.</p> <p>3) Public relations strategy are confirmed.</p> <p>4) Evaluation system are established.</p> <p>1) Staff training plan in each museum.</p> <p>2) Staffs of museums properly understand and conduct necessary museum function and role.</p> <p>3) Exhibition is well prepared and convened.</p> <p>4) Collections are well documented and conserved.</p> <p>5) Information regarding museum collection, subjects and activities is updated.</p> <p>6) Administrative principles and rules are prepared by administrative staff.</p> | <p>1) Regulation or report by respective operation bodies or each museums</p> <p>2) Regulation of each museums.</p> <p>2-1)Operational regulations</p> <p>2-2)Organization chart</p> <p>2-3-1)Long term activity plan and report</p> <p>2-3-2)Short term activity plan and report</p> <p>2-4) Financial report by each museum.</p> <p>3-1) Public relations strategy</p> <p>3-2)Activity calendar</p> <p>4-1)Evaluation manual.</p> <p>4-2)Evaluation report</p> <p>1) Staff training plan</p> <p>2-1) Activity report of each museum staffs</p> <p>2-2) Questionnaire to museum staffs</p> <p>3) Exhibition report</p> <p>3-1) Exhibition concept/plan</p> <p>3-2) Exhibition artifacts/List</p> <p>3-3) Condition of permanent exhibition</p> <p>3-4) Exhibition guide material</p> <p>4) Collection report</p> <p>4-1) Restoration report</p> <p>4-2) Material check report</p> <p>4-3) Documentation</p> <p>5-1) List of survey/research report (published/unpublished)</p> <p>5-2)List of survey data (photos, video, voice record)</p> <p>6-1)Guideline for administration of museums</p> <p>6-2)Regulations of each museum</p> | <p>1) Construction work by JBIC is completed without substantial delay.</p> |
|---|---|---|---|



Project Design Matrix (PDM<sup>2</sup>)  
 Technical Cooperation Project for Tourism Development Through Museum Activities (TDMAP)  
 Version II (Revised on 3<sup>rd</sup> of May 2006)


|   |   |   |
|---|---|---|
| <p><b><u>3) MUSEUM ACTIVITIES TO FACILITATE AUTONOMOUS TOURISM ARE IMPROVED.</u></b></p> <p>Staff of the Model Museums conducts education activities and public relations for local community in order to promote awareness of regional culture and nature as the catalyst to connect with tourism and local community.</p> | <p>1) At least 10 times of education/community activity events, workshops or meetings in museums are held (At least 2 for each museums).</p> <p>2) At least 300 participants attend at museum activities from local community.</p> <p>3) At least 10 local governmental/non-governmental organizations, including schools, are collaborated with museum events.</p> <p>4) Museums provide useful information to local community.</p> <p>4-1) At least 10 Newsletters are published.</p> <p>4-2) At least 5 reports are published.</p> <p>5) Recognition and awareness for museum activities by local people are improved.</p> | <p>1-1) List of events<br/>1-2) Report of events</p> <p>2-1) Attendants list<br/>2-2) Number of attendants</p> <p>3) List of organizations</p> <p>4-1) News letters<br/>4-2) Report</p> <p>5-1) Questionnaire to local people<br/>5-2) Interviews to local people</p> |
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Annex 1

Project Design Matrix (PDM<sup>2</sup>)  
 Technical Cooperation Project for Tourism Development Through Museum Activities (TDMAP)  
 Version II (Revised on 3<sup>rd</sup> of May 2006)

| Activities:   | Inputs  | Preconditions  |
|---|---|--|
| <p><b><u>1) DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM</u></b></p> <p>To support to draft related strategies and regulations, and advise the ministries and organizations concerned such as MOTTA and operation bodies of each museum.</p> <p>1-1) To establish museum concepts of each museum.<br/>                     1-2) To make regulations of each museums<br/>                     1-2-1) Operational regulations<br/>                     1-2-2) Organization chart and job description<br/>                     1-2-3) To draft activity plan (long term and short term) and report of each museums<br/>                     1-2-4) To prepare budget plan of each museums to realize activity plan.<br/>                     1-3) To make public relations strategy<br/>                     1-4) To establish an evaluation system</p> <p><b><u>2) CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF</u></b></p> <p>To conduct On-The-Job training in Japan/Jordan for museum curatorial and administrative staff regarding acquisition, survey, exhibition, and collection management. In case of need, equipment for museum activities will be provided.</p> <p>2-1) To make staff training plan in each museum<br/>                     2-2) To make staffs of museums to properly understand and to conduct necessary museum function and role.<br/>                     2-2-1) To provide lectures, seminars and OJT<br/>                     2-2-2) To give consultation and advise for museum staff<br/>                     2-3) To prepare and maintain exhibition.<br/>                     2-4) To document and conserve collections.<br/>                     2-5) To follow up recent information survey regarding museum collection, subjects and activities.<br/>                     6) To prepare administrative principles and rules by administrative staff.</p> | <p style="text-align: center;">&lt;Jordan side&gt;</p> <p>1) Appointment of Counterparts of Japanese Experts such as<br/>                     - Member of Operation Bodies<br/>                     - Curators<br/>                     - Administration Staff</p> <p>2) Office Space for Japanese Experts</p> <p>3) Facilities and services such as electricity, gas, water supply and sewage systems, telephone and furniture for project office which are necessary for the project activities</p> <p>4) Transportation facilities for the implementation of the Project</p> <p>5) Operation and Maintenance Cost for Museum</p> <p>6) Other facilities mutually agreed upon as necessary</p> <p style="text-align: center;">&lt;Japan side&gt;</p> <p>1) Long-term Expert<br/>                     a) Chief Advisor/Museum Management<br/>                     b) Coordinator/Exhibition Plan<br/>                     c) Community-based Museum Activities</p> <p>2) Short-term Expert<br/>                     a) Museum Administration<br/>                     b) Conservation<br/>                     c) Collection Management<br/>                     d) Visitor's Evaluation<br/>                     e) Museum Education</p> <p>3) Training in Japan<br/>                     1 month x 4p x 2 years</p> <p>4) Training in Jordan</p> <p>4-1) Consultation and advising record<br/>                     4-2) Record of Meetings<br/>                     1-1) Record of Lectures and seminars<br/>                     1-2) Materials used for lectures and seminars</p> <p>5) Equipment<br/>                     a) Exhibition<br/>                     b) Collection Management<br/>                     c) Conservation<br/>                     d) Education<br/>                     e) Community-based activity</p> | <p>1) The Model Museums are not privatized.</p> <p>2) Necessary budget of museum operation is prepared by the Government of Jordan.</p> <p>3) Appointment of new operation bodies and museum staff is not delayed.</p> |

  
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Project Design Matrix (PDM<sup>2</sup>)  
 Technical Cooperation Project for Tourism Development Through Museum Activities (TDMAP)  
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|   |  |  |
|---|--|--|
| <p><b><u>3) IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION</u></b></p> <p>To support activities concerning museum activities and education in collaboration with local communities to provide awareness of tourism in the region.</p> <p>3-1) To organize education/community activities by museums, e.g., events and workshops<br/>             3-2) To enhance the relation with local governmental organizations and NGOs including schools, through museum events.<br/>             3-3) To provide useful information to local community.<br/>             3-3-1) To publish news letters<br/>             3-3-2) To publish reports<br/>             3-4) To Assist for organizing collaboration group with local community and museums</p> <p><b><u>4) PROVISION OF EQUIPMENT</u></b></p> <p>To provide necessary equipment for museum activities such as acquisition, exhibition, and collection management.</p> |  |  |
|---|--|--|

*Handwritten signature and initials*


\* Abbreviations: A = All Museums, N = National Museum, K = Karak Archaeological Museum, D = Dead Sea Museum, S = Historic Old Salt Museum

| S.No. | Activity  | 2006    |    |    |    |    |    |      |    |    |    |    |    | 2007 |    |    |    |    |    |    |    |    |    |    |    | Output (Objectively Verifiable Indicators) | Means of Verification                       | Responsibility                              | Action by                                   | JICA Experts  | Equipment   | Budget  | Remarks  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-------|---|---------|----|----|----|----|----|------|----|----|----|----|----|------|----|----|----|----|----|----|----|----|----|----|----|--|---|---|---|---|---|---|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|       |   | 2006    |    |    |    |    |    | 2007 |    |    |    |    |    | 2007 |    |    |    |    |    |    |    |    |    |    |    |  |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |   | 11      | 12 | 1  | 2  | 3  | 4  | 5    | 6  | 7  | 8  | 9  | 10 | 11   | 1  | 2  | 3  | 4  | 5  | 6  | 7  | 8  | 9  | 10 | 11 |  |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1     | Construction work of museums by TSDP-JBIC Joint DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM | N       | N  | N  | N  | N  | N  | N    | N  | N  | N  | N  | N  | N    | N  | N  | N  | N  | N  | N  | N  | N  | N  | N  | N  | N  | N   | TSDP  | TSDP  |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       | Chief Adviser/ Museum Management  | ←-----→ |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       | Museum Administrative Expert  | ←-----→ |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  |   |   |   |   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-1   | To establish museum concepts of each museum   | KN      | KD | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN   | KN  | Museum representative, administrative staff | 4 Museum Representative                     | Regulation or report by respective operation bodies or each museums | Museum concepts of each museum are clearly established (included in museum operational regulations 1-2-1) |   | Regulation should be approved by each museum or relevant organizations         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-2   | To make regulations of each museums   |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  |   | Museum representative, administrative staff | 4 Museum Representative                     | Regulation of each museums (shown below)                            | Authorized regulations of each museums are made.  |   | Regulation should be approved by each museum or relevant organizations         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-2-1 | Operational regulations   | KN      | KD | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN   | KN  | Museum representative, administrative staff | 4 Museum Representative                     | Operational regulations   | Operational regulations   |   | Regulation should be approved by each museum or relevant organizations         |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-2-2 | Organization chart and job description  |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  |   | Museum representative, administrative staff | 4 Museum Representative                     | Organization chart  | Organization chart and job description (included in museum operational regulations 1-2-1)                 |   | Organization chart should be approved by each museum or relevant organizations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-2-3 | To draft activity plan (long term and short term) and report of each museums                          | KD      | KD | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN   | KN  | Museum representative, administrative staff | 4 Museum Representative                     | Long term activity plan and report                                  | Activity plan (long term and short term) and report of each museums.                                      |   | Activity plan should be approved by each museum or relevant organizations      |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-2-4 | To prepare budget plan of each museums to realize activity plan.                                      | KD      | KD | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN   | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN | KN   | Museum representative, administrative staff | 4 Museum Representative                     | Short term activity plan and report         | Budget of each museums are allowed to realize activity plan.        |   | Activity plan should be approved by each museum or relevant organizations |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-3   | To make public relations strategy   |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  | Administrative staff                        | 4 Museum Representative                     | Public relations strategy                   | Public relations strategy are confirmed.                            |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |   |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  | Administrative staff                        | 4 Museum Representative                     | Activity calendar (published in newsletter) | Activity calendar (published in newsletter)                         |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |   |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  | Administrative staff                        | 4 Museum Representative                     | Publicity equipment                         | Publicity equipment   |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |   |         |    |    |    |    |    |      |    |    |    |    |    |      |    |    |    |    |    |    |    |    |    |    |    |  | Administrative staff                        | 4 Museum Representative                     | Printing                                    | Printing  |   |   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |


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Plan of Operation (PO)<sup>3</sup>-All Museum

| S.No. | Activity                          | 2006 |    |   |   |   |   |      |   |   |   |   |    | 2007 |    |   |   |   |   |      |   |   |   |   |    | Remarks |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|-------|-----------------------------------|------|----|---|---|---|---|------|---|---|---|---|----|------|----|---|---|---|---|------|---|---|---|---|----|---------|----|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|--|
|       |                                   | 2006 |    |   |   |   |   | 2007 |   |   |   |   |    | 2006 |    |   |   |   |   | 2007 |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   | 11   | 12 | 1 | 2 | 3 | 4 | 5    | 6 | 7 | 8 | 9 | 10 | 11   | 12 | 1 | 2 | 3 | 4 | 5    | 6 | 7 | 8 | 9 | 10 |         | 11 |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       | Visitor's Evaluation Experts      |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| 1-4   | To establish an evaluation system |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
|       |                                   |      |    |   |   |   |   |      |   |   |   |   |    |      |    |   |   |   |   |      |   |   |   |   |    |         |    |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |

  
N. G

| S.No. | Activity  | 2007 |    |   |   |   |   |      |   |   |   |   |    | Output (Objectively Verifiable Indicators) | Means of Verification   | Responsibility          | Action by                    | JICA Experts                            | Equipment                         | Budget                           | Remarks |
|-------|---|------|----|---|---|---|---|------|---|---|---|---|----|--|---|-------------------------|------------------------------|---|-----------------------------------|----------------------------------|---------|
|       |   | 2006 |    |   |   |   |   | 2007 |   |   |   |   |    |  |   |                         |                              |   |                                   |                                  |         |
|       |   | 11   | 12 | 1 | 2 | 3 | 4 | 5    | 6 | 7 | 8 | 9 | 10 |  |   |                         |                              |   |                                   |                                  |         |
| 2     | <b>CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF</b>                           |      |    |   |   |   |   |      |   |   |   |   |    |  | Staff training plan in each museum.   | 4 Museum Representative | Related museum staff         | CA, Management                          |                                   |                                  |         |
| 2-1   | To make staff training plan in each museum  |      |    |   |   |   |   |      |   |   |   |   |    |  | Staff training plan in each museum.   | 4 Museum Representative | Related museum staff         | CA, Management                          |                                   |                                  |         |
| 2-2   | To make staffs of museums to properly understand and to conduct necessary museum function and role. |      |    |   |   |   |   |      |   |   |   |   |    |  | Staffs of museums properly understand and conduct necessary museum function and role. | 4 Museum Representative | All Museum Staff             | All expert                              | Equipment required for each field |                                  |         |
| 2-2-1 | To provide lectures, seminars and OJT   |      |    |   |   |   |   |      |   |   |   |   |    |  |   | PMU                     | PMU, JICA Experts            | All expert                              | Equipment required for each field |                                  |         |
| 2-2-2 | To give consultation and advise for museum staff  |      |    |   |   |   |   |      |   |   |   |   |    |  |   | JICA-TDMAP Experts      | JICA-TDMAP Experts           | All expert                              | Equipment required for each field | Museum seminar weekly (Thursday) |         |
|       | <b>Exhibition</b>   |      |    |   |   |   |   |      |   |   |   |   |    |  |   | JICA-TDMAP Experts      | JICA-TDMAP Experts           | All expert                              | Equipment required for each field |                                  |         |
| 2-3   |   |      |    |   |   |   |   |      |   |   |   |   |    |  |   |                         |                              |   |                                   |                                  |         |
|       | To prepare and maintain exhibition.   |      |    |   |   |   |   |      |   |   |   |   |    |  | Exhibition concept/plan   | 4 Museum Representative | Curatorial staff             | Exhibition                              | Exhibition Equipment              | Exhibition budget                |         |
|       |   |      |    |   |   |   |   |      |   |   |   |   |    |  | Exhibition is well prepared and convened.   | 4 Museum Representative | Curatorial staff             | Exhibition                              | Exhibition Equipment              | Exhibition budget                |         |
|       |   |      |    |   |   |   |   |      |   |   |   |   |    |  |   | 4 Museum Representative | Curatorial staff             | Exhibition                              | Exhibition Equipment              | Exhibition budget                |         |
|       |   |      |    |   |   |   |   |      |   |   |   |   |    |  |   | 4 Museum Representative | Curatorial staff             | Exhibition                              | Exhibition Equipment              | Exhibition budget                |         |
| 2-4   |   |      |    |   |   |   |   |      |   |   |   |   |    |  |   | 4 Museum Representative | Curatorial staff, Technician | CA, Conservation                        | Conservation Equipment            |                                  |         |
|       | To document and conserve collections.   |      |    |   |   |   |   |      |   |   |   |   |    |  | Restoration report  | 4 Museum Representative | Curatorial staff, Technician | CA, Conservation                        | Conservation Equipment            |                                  |         |
|       |   |      |    |   |   |   |   |      |   |   |   |   |    |  | Material check report   | 4 Museum Representative | Curatorial staff, Technician | CA, Conservation                        | Conservation Equipment            |                                  |         |
|       |   |      |    |   |   |   |   |      |   |   |   |   |    |  | Documentalation   | 4 Museum Representative | Curatorial staff, Technician | CA, Conservation, Exhibition, Community | Conservation Equipment            |                                  |         |
| 2-5   |   |      |    |   |   |   |   |      |   |   |   |   |    |  | List of survey/research report (published/unpublished)                                | 4 Museum Representative | Curatorial staff             | Exhibition, Community Activity          |                                   | Publication budget               |         |
|       | To follow up recent information survey regarding museum collection, subjects and activities.        |      |    |   |   |   |   |      |   |   |   |   |    |  | List of survey data (photos, video, voice record)                                     | 4 Museum Representative | Curatorial staff             | Exhibition, Community Activity          |                                   |                                  |         |

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 N.C

Plan of Operation (PO)-All Museum

| S.No. | Activity   | 2006     |         | 2007    |         |          |          |          |         |         | Output (Objectively Verifiable Indicators) | Means of Verification | Responsibility | Action by  | JICA Experts                     | Equipment            | Budget | Remarks         |   |   |
|-------|--|----------|---------|---------|---------|----------|----------|----------|---------|---------|--|-----------------------|----------------|--|----------------------------------|----------------------|--------|-----------------|---|---|
|       |  | 11       | 12      | 1       | 2       | 3        | 4        | 5        | 6       | 7       |  |                       |                |  |                                  |                      |        |                 | 8 | 9 |
| 2-6   | To prepare administrative principles and rules by administrative staff.  |          |         | DS<br>N | DS<br>N | KS<br>SN | KD<br>SN | KD<br>SN | DS<br>N | DS<br>N | DS<br>N                                    | DS<br>N               | DS<br>N        | 4 Museum Representative  | Technical & Administrative staff | CA, Management       |        |                 |   |   |
| 3     | <b>IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION</b>   |          |         |         |         |          |          |          |         |         |  |                       |                |  |                                  |                      |        |                 |   |   |
| 3-1   | Community Based Activity Expert  | ←————→   |         |         |         |          |          |          |         |         |  |                       |                |  |                                  |                      |        |                 |   |   |
|       |  | K        | K       | DS      | K       | KS       | K        | DN       | KS      | K       | S  |                       |                | 1) At least 10 times of education/community activity events, workshops or meetings in museums are held (At least 2 for each museum). | Curator, Administrative staff    | Community, Education |        |                 |   |   |
|       |  | K        | KS      | KS      | KS      | K        | KN       | N        | N       | N       | S  |                       |                | Report of events   | Curator, Administrative staff    | Community, Education |        |                 |   |   |
|       |  |          |         |         |         |          |          |          |         |         |  |                       |                | Attendants list  | Curator, Administrative staff    | Community, Education |        |                 |   |   |
|       |  |          |         |         |         |          |          |          |         |         |  |                       |                | 2) At least 300 participants attend at museum activities from local community.   | Curator, Administrative staff    | Community, Education |        |                 |   |   |
|       |  |          |         |         |         |          |          |          |         |         |  |                       |                | Number of attendants   | Curator, Administrative staff    | Community, Education |        |                 |   |   |
|       |  |          |         |         |         |          |          |          |         |         |  |                       |                | List of organizations  | Curator, Administrative staff    | Community            |        |                 |   |   |
| 3-2   | To enhance the relation with local governmental organizations and NGOs including schools, through museum events. | KD<br>S  | KD<br>S | KD<br>S | KD<br>S | KD<br>S  | KD<br>S  | KD<br>S  | KD<br>S | KD<br>S | KD<br>S                                    | KD<br>S               | KD<br>S        | At least 10 local governmental organizations, including schools, are collaborated with museum events.                                |                                  |                      |        |                 |   |   |
| 3-3   | To provide useful information to local   |          |         |         |         |          |          |          |         |         |  |                       |                | Museums provide useful information to local  |                                  |                      |        |                 |   |   |
| 3-3-1 | To publish news letters  | KS       |         | KS      | D       | KS       | DN       | KS       | DN      | KS      | DN   | KS                    | KS             | At least 10 Newsletters are published.   | Curator, Administrative staff    | Community            |        | Workshop budget |   |   |
| 3-3-2 | To publish reports   | S        |         | DS      | DS      | KD       | KD       | KD       | KD      | KD      | KD   | KD                    | KD             | At least 5 reports are published.  | All museum staff                 | Community, PC        |        |                 |   |   |
| 3-4   | To Assist for organizing collaboration group with local community and museums                                    | KD<br>SN |         |         |         |          |          |          |         |         |  |                       |                | Recognition and awareness for museum activities by local people are improved.  | Administrative staff             | Community, PC        |        |                 |   |   |
|       |  | KD<br>SN |         |         |         |          |          |          |         |         |  |                       |                | Interviews to local people   | Administrative staff             | Community, PC        |        |                 |   |   |

A  
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\* Abbreviations : A = All Museums, N = National Museum, K = Karak Archaeological Museum, D = Dead Sea Museum, S = Historic Old Salt Museum

| S.No.  | Activity   | Targeted Achievement   | Target Date                                | PROGRESS  |   |   |   |   |   |   |   |   |    |    | Output (Indicator) | Means of Verification<br>Construction work of<br>museums by TSDP-JBIC<br>side | Responsibility | Action by          | JICA Experts  | Equipment   | Budget  |   |  |                    |            |  |
|--|--|--|--|-----------|---|---|---|---|---|---|---|---|----|----|--------------------|---|----------------|--------------------|---|---|---|---|--|--------------------|------------|--|
|  |  |  |  | 1         | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |                    |   |                |                    |   |   |   |   |  |                    |            |  |
| Completed  |  |  |  | Completed |   |   |   |   |   |   |   |   |    |    |                    |   | PMU            | Executive Director | CA, PC  |   |   |   |  |                    |            |  |
| <b>DEVELOPMENT OF MUSEUM OPERATIONAL ADMINISTRATION SYSTEM</b> |  |  |  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    |   |   |   |   |  |                    |            |  |
| CA/Museum Management   |  |  |  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    |   |   |   |   |  |                    |            |  |
| Museum Administrative Experts                                  |  |  |  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    |   |   |   |   |  |                    |            |  |
| 1-1  | To establish museum concepts of each museum                                  | The concepts of the museum is authorized in regulation or report                 | 31-May-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Revisions & Approval  | Museum concepts of each museum are clearly established (included in museum operational regulations 1-2-1) | Regulation or report by respective operation bodies or each museums | Karak Museum representative, DOA, Curator | Karak Museum representative, DOA, Curator  | CA, PC, Management |            |  |
| 1-2  | To make regulations of each museums  | Regulation is approved by DOA and implemented.                                   |  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Authorized regulations of each museums are made.  | Regulation of each museums (shown below)  |   |   | CA, Management                             |                    |            |  |
| 1-2-1  | Operational regulations  | Operational regulations (Inner regulation) is authorized by DOA and implemented. | 31-May-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Operational regulations   | Operational regulations (Inner regulation)  |   |   | CA, Management                             |                    |            |  |
| 1-2-2  | Organization chart and job description                                       | Organization chart is authorized by DOA and implemented.                         | 31-May-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Organization chart and job description (included in museum operational regulations 1-2-1) | Organization chart  |   |   | CA, Management                             |                    |            |  |
| 1-2-3  | To draft activity plan (long term and short term) and report of each museums | Long term activity plan and report are approved and implemented.                 | 31-May-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Activity plan (long term and short term) and report of each museums.                      | Long term activity plan and report  |   |   | CA, PC, Management, another related expert |                    |            |  |
| 1-2-4  | To prepare budget plan of each museums to realize activity plan.             | Short term activity plan and report are approved and implemented.                | For 2007, 31 Dec-06<br>For 2008, 26 Sep-07 |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Budget of each museums are allocated to realize activity plan.                            | Short term activity plan and report   |   |   | CA, PC, Management, another related expert |                    |            |  |
| 1-3  | To make public relations strategy  | Financial report by the museum is approved and implemented.                      | 31-Jan-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Public relations strategy is drafted.   | Public relations strategy   |   |   | CA, PC, Management, another related expert |                    |            |  |
|  |  | Public relations strategy is drafted.  | 31-Aug-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Public relations strategy are confirmed.  | Public relations strategy   |   |   | CA, Management, Exhibition                 | Publicly equipment | Publiclism |  |
|  |  | Activity calendar (published in newsletter) is made and distributed.             | 28-Feb-07                                  |           |   |   |   |   |   |   |   |   |    |    |                    |   |                |                    | Activity calendar (published in newsletter)   | Activity calendar (published in newsletter)   |   |   | PC, Community, Education                   |                    |            |  |

AA  
N.G



| S.No. | Activity                          | Targeted Achievement                              | Target Date | 2007 |    |   |   |   |   |   |   |   |   |   |    | Output (Indicator) | Means of Verification | Responsibility | Action by | JICA Experts | Equipment | Budget |    |  |
|-------|-----------------------------------|---|-------------|------|----|---|---|---|---|---|---|---|---|---|----|--------------------|-----------------------|----------------|-----------|--------------|-----------|--------|----|--|
|       |                                   |   |             | 11   | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |                    |                       |                |           |              |           |        | 11 |  |
| 1-4   | Visitor's Evaluation Expert       |   |             |      |    |   |   |   |   |   |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |
| 1-4   |                                   | Evaluation manual is established and implemented. | 31-Aug-07   |      |    |   |   |   |   |   |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |
|       | To establish an evaluation system | Evaluation report is prepared.                    | 31-Aug-07   |      |    |   |   |   |   |   |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |
|       |                                   |   |             |      |    |   |   |   |   |   |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |
|       |                                   |   |             |      |    |   |   |   |   |   |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |

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| S.No. | Activity   | Targeted Achievement  | Target Date                      | 2007 FY |    |   |   |   |   |         |   |   |   |   |    | Output (Indicator) | Means of Verification | Responsibility | Action by | JICA Experts | Equipment | Budget |    |  |  |  |  |                                     |   |   |  |   |                                |                                   |                   |
|-------|--|---|----------------------------------|---------|----|---|---|---|---|---------|---|---|---|---|----|--------------------|-----------------------|----------------|-----------|--------------|-----------|--------|----|--|--|--|--|-------------------------------------|---|---|--|---|--------------------------------|-----------------------------------|-------------------|
|       |  |   |                                  | 2006 FY |    |   |   |   |   | 2007 FY |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     |   |   |  |   |                                |                                   |                   |
|       |  |   |                                  | 11      | 12 | 1 | 2 | 3 | 4 | 5       | 6 | 7 | 8 | 9 | 10 |                    |                       |                |           |              |           |        | 11 |  |  |  |  |                                     |   |   |  |   |                                |                                   |                   |
| 2     | CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF                                 |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     |   |   |  |   |                                |                                   |                   |
| 2-1   | To make staff training plan in each museum   | Staff training plan is approved and implemented.  | 31-Jul-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  | Staff training plan in each museum. | Staff training plan   | Karak Museum representative, DOA  | Technical & Administrative staff                 | CA, Management                            |                                |                                   |                   |
| 2-2   | To make staff of museums to properly understand and to conduct necessary museum function and role. | Activity report of each museum staffs is written and submitted regularly. Questionnaire to museum staffs is implemented according to the schedule and analyzed. | Every 2 months<br>Every 3 months |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Staffs of museums properly understand and conduct necessary museum function and role. | Activity report of each museum staffs<br>Questionnaire to museum staffs | Karak Museum representative<br>PMU, JICA Experts | All museum staff<br>PMU, JICA Experts     | All expert<br>All expert       | Equipment required for each field |                   |
| 2-2-1 | To provide lectures, seminars and OJT  |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     |   |   | JICA Experts                                     | JICA Experts                              | All expert                     | Equipment required for each field |                   |
| 2-2-2 | To give consultation and advise for museum staff   |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     |   |   | JICA Experts                                     | JICA Experts                              | All expert                     | Equipment required for each field |                   |
|       | Exhibition   |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     |   |   | JICA Experts                                     | JICA Experts                              | All expert                     | Equipment required for each field |                   |
| 2-3   |  | Exhibition concept/plan is modified and opened to the public.   | 30-Sep-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Exhibition concept/plan   | Exhibition  | Karak Museum representative                      | Curator                                   | Exhibition                     | Exhibition Equipment              | Exhibition budget |
|       |  | Exhibition artifacts/List is prepared and opened to the public.   | 30-Apr-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Exhibition artifacts/List   | Exhibition  | Karak Museum representative                      | Curator                                   | Exhibition                     |                                   |                   |
|       |  | Condition of permanent exhibition is modified and opened to the public.   | 30-Sep-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Condition of permanent exhibition   | Exhibition  | Karak Museum representative                      | Curator                                   | Exhibition                     |                                   |                   |
|       |  | Exhibition guide material is prepared.  | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Exhibition guide material   | Exhibition  | Karak Museum representative                      | Curator                                   | Exhibition                     |                                   |                   |
| 2-4   |  | Restoration report is prepared and implemented.   | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Restoration report  | Conservation  | Karak Museum representative                      | Curator, Technician                       | CA, Conservation               | Conservation                      |                   |
|       |  | Material check report is prepared and implemented.  | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Material check report   | Conservation  | Karak Museum representative                      | Curator, Technician                       | CA, Conservation               |                                   |                   |
|       |  | Setup of the database is done and current data is input.  | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Documentation   | Documentation   | Karak Museum representative                      | Curator, Technician                       | Documentation                  |                                   |                   |
| 2-5   |  | Survey/research report (published/unpublished) is summarized in the list.   | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | List of survey/research report (published/unpublished)                                | Exhibition, Community Activity  | Karak Museum representative                      | Curator                                   | Exhibition, Community Activity |                                   |                   |
|       |  | Survey data (photos, video, voice record) are summarized in the list.   | 30-Nov-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | List of survey data (photos, video, voice record)                                     | Exhibition, Community Activity  | Karak Museum representative                      | Curator                                   | Exhibition, Community Activity |                                   |                   |
| 2-6   |  | Guideline for administration of museums is approved and implemented.  | 30-Jun-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Guideline for administration of museums   | CA, Management  | Karak Museum representative, DOA, Curator        | Karak Museum representative, DOA, Curator | CA, Management                 |                                   |                   |
|       |  | Administrative regulations of each museum are authorized and implemented.   | 31-May-07                        |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Regulations of each museum  | CA, Management  | Karak Museum representative, DOA                 | Karak Museum representative, DOA, Curator | CA, Management                 |                                   |                   |
|       |  |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Administrative principles and rules are prepared by administrative staff.             |   | Karak Museum representative, DOA                 | Karak Museum representative, DOA, Curator | CA, Management                 |                                   |                   |
|       |  |   |                                  |         |    |   |   |   |   |         |   |   |   |   |    |                    |                       |                |           |              |           |        |    |  |  |  |  |                                     | Administrative principles and rules are prepared by administrative staff.             |   | Karak Museum representative, DOA                 | Karak Museum representative, DOA, Curator | CA, Management                 |                                   |                   |

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| S.No.  | Activity   | Targeted Achievement  | Target Date  |      |   |   |      |   |   |      |   |   |   |    | Responsible | Means of Verification | Output (Indicator) | Responsibility | Action by | JICA Experts | Equipment | Budget |  |  |  |
|--|--|---|--|------|---|---|------|---|---|------|---|---|---|----|-------------|-----------------------|--------------------|----------------|-----------|--------------|-----------|--------|--|--|--|
|  |  |   | 2005   | 2006 |   |   | 2007 |   |   | 2008 |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
|  |  |   | 11   | 12   | 1 | 2 | 3    | 4 | 5 | 6    | 7 | 8 | 9 | 10 | 11          |                       |                    |                |           |              |           |        |  |  |  |
| <b>IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION</b> |  |   |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| Community Based Activity Expert  |  |   |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-1  | To organize education/community activities by museums, e.g. events and workshops                                 | Education/Community activities are implemented as planned.<br><br>Education/Community events are summarized in the report.<br><br>Attendees list are maintained after the events. | Feb-07<br>Apr-07<br>May-07<br>Jul-07<br>Sep-07<br>31-May-07                                |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
|  |  | (List will be taken in each event shown above)  |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
|  |  | (Data will be taken in each event shown above)  |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-2  | To enhance the relation with local governmental organizations and NGOs including schools, through museum events. | Related organizations are summarized in the list.   |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-3  | To provide useful information to local community.  |   |  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-3-1  | To publish news letters  | News letters are published and distributed as planned.  | Every 2 months   |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-3-2  | To publish reports   | Report is published as planned.   | 30-Nov-07  |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |
| 3-4  | To Assist for organizing collaboration group with local community and museums                                    | Questionnaire to local people is conducted as planned.<br><br>Interviews to local people is conducted as planned.   | 1st: February, 2006<br>2nd: July 31, 2007<br><br>1st: February, 2006<br>2nd: July 31, 2007 |      |   |   |      |   |   |      |   |   |   |    |             |                       |                    |                |           |              |           |        |  |  |  |

  
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Plan of Operation (PO) - DSM

\* Abbreviation : A = All Museums, N = National Museum, K = Karik's Archaeological Museum, D = Dead Sea Museum, S = Historic Old Sea Museum

| S.No.  | Activity  | Targeted Achievement  | Target Date | Period    |      |      |      |      |      |      |      |      |      |      | Remarks |      |
|--|---|---|-------------|-----------|------|------|------|------|------|------|------|------|------|------|---------|------|
|  |   |   |             | 2006      | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |         | 2017 |
| Construction work of Museums by ESIP                         |   |   |             | Completed |      |      |      |      |      |      |      |      |      |      |         |      |
| <b>DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM</b> |   |   |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
| CA's Museum Management                                       |   |   |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
| Museum Administrative Expert                                 |   |   |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.1  | To establish museum concepts of each museum                                 | The concept of the museum is authorized in regulation or report           | 28-Feb-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.2  | To make regulations of each museum  | Regulation is approved by BSCN and implemented.                           |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.2.1  | Operational regulations   | Operational regulations (lower regulation) is authorized and implemented. | 31-Mar-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.2.2  | Organization chart and job description                                      | Organization chart is authorized and implemented.                         | Finished    |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.2.3  | To draft activity plan (long term and short term) and report of each museum | Long term activity plan and report are prepared.                          | 26-Nov-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
|  |   | Short term activity plan and report are prepared.                         | 31-Jan-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.2.4  | To prepare budget plan of each museum to realize activity plan.             | Financial report by each museum is approved.                              | 31-Jan-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.3  | To make public relations strategy   | Public relations strategy is drafted and approved.                        |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
|  |   | Activity calendar (published in newsletter) is made and distributed.      | 24-Feb-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
| Visitor's Evaluation Expert                                  |   |   |             |           |      |      |      |      |      |      |      |      |      |      |         |      |
| 1.4  | To establish an evaluation system   | Evaluation manual is established and implemented.                         | 26-Nov-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |
|  |   | Evaluation report is prepared.  | 26-Nov-07   |           |      |      |      |      |      |      |      |      |      |      |         |      |

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| S.No.   | Activity  | Targeted Achievement   | Target Date   | 2007 F.Y. |      |   |   |   |   |   |   |   |   |   |    | Remarks |  |   |  |   |                   |
|---|---|--|---|-----------|------|---|---|---|---|---|---|---|---|---|----|---------|--|---|--|---|-------------------|
|   |   |  |   | 2006      | 2007 |   |   |   |   |   |   |   |   |   |    |         |  |   |  |   |                   |
|   |   |  |   | 11        | 12   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11      |  |   |  |   |                   |
| <b>CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF</b> |   |  |   |           |      |   |   |   |   |   |   |   |   |   |    |         |  |   |  |   |                   |
| 2-1   | To make staff training plan in each museum  | Staff training plan is approved and implemented.   | 31-Jul-07   |           |      |   |   |   |   |   |   |   |   |   |    |         |  | Staff training plan in each museum.   | Technical & Administrative staff, DSPC                       |   |                   |
| 2-2   | To make staffs of museums to properly understand and to conduct necessary museum function and role. | Activity report of the museum staffs is written and submitted regularly. Questionnaire to museum staffs is implemented according to the schedule and analyzed.   | Every 2 months<br>Every 3 months                              |           |      |   |   |   |   |   |   |   |   |   |    |         |  | Staffs of museums properly understand and conduct necessary museum function and role.   | DSPC Site Manager<br>All museum staff<br>PMU, JICA Experts   | Equipment required for each field   |                   |
| 2-2-1   | To provide lectures, seminars and OIT   |  |   |           |      |   |   |   |   |   |   |   |   |   |    |         |  |   | JICA Experts   | Equipment required for each field   |                   |
| 2-2-2   | To give consultation and advise for museum staff  |  |   |           |      |   |   |   |   |   |   |   |   |   |    |         |  |   | JICA Experts   | Equipment required for each field   |                   |
| Exhibition  |   |  |   |           |      |   |   |   |   |   |   |   |   |   |    |         |  |   |  |   |                   |
| 2-3   | To prepare and maintain exhibition.   | Exhibition concept/plan is prepared and opened to the public. Exhibition artifacts list is prepared. Condition of permanent exhibition is modified and opened to the public. Exhibition guide material is prepared.  | 30-Jun-07<br>30-Jun-07<br>30-Sep-07<br>30-Nov-07              |           |      |   |   |   |   |   |   |   |   |   |    |         |  | Exhibition concept/plan<br>Exhibition artifacts list<br>Condition of permanent exhibition<br>Exhibition guide material  | Curator<br>Curator<br>Curator<br>Curator                     | Exhibition Equipment<br>Exhibition Equipment<br>Exhibition Equipment<br>Exhibition Equipment  | Exhibition budget |
| 2-4   | To document and conserve collections.   | Restoration report is prepared and implemented. Material check report is prepared and implemented. Format of the database is done and current data is input. Survey/research report (published/unpublished) is summarized in the list. Survey data (photos, video, voice record) are summarized in the list. | 30-Nov-07<br>30-Nov-07<br>31-Aug-07<br>31-Oct-07<br>31-Oct-07 |           |      |   |   |   |   |   |   |   |   |   |    |         |  | Restoration report<br>Material check report<br>Documentation<br>List of survey/research report (published/unpublished)<br>List of survey data (photos, video, voice record) | Curator<br>Curator<br>Curator<br>Curator<br>Curator          | Conservation Equipment<br>CA, Conservation<br>CA, Conservation<br>Documentation<br>Exhibition, Community Activity<br>Exhibition, Community Activity |                   |
| 2-5   | To follow up recent information survey regarding museum collection, subjects and activities.        | Guidelines for administration of museums is approved and implemented. Administrative regulations of each museum are authorized and implemented.  | 30-Nov-07<br>31-Mar-07  |           |      |   |   |   |   |   |   |   |   |   |    |         |  | Guidelines for administration of museums<br>Regulations of each museum  | Museum staff (Curator), DSPC<br>Museum staff (Curator), DSPC |   |                   |

  
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| S.No. | Activity   | Targeted Achievement                                       | Target Date                                | 2007 FY |   |   |   |   |   |   |   |  |  |  |  | Remarks |
|-------|--|--|--|---------|---|---|---|---|---|---|---|--|--|--|--|---------|
|       |  |  |  | 1       | 2 | 3 | 4 | 5 | 6 | 7 | 8 |  |  |  |  |         |
| 3     | IMPLEMENTATION OF COMMUNITY-BASED MUSEUM ACTIVITIES AND EDUCATION  |  |  |         |   |   |   |   |   |   |   |  |  |  |  |         |
|       | Community Based Activity Expert  |  |  |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-1   | To organize education/community activities by museums, e.g., events and workshops                                | Education/Community activities are implemented as planned. | January, 2007<br>May 2007                  |         |   |   |   |   |   |   |   |  |  |  |  |         |
|       |  | Education/Community events are summarized in the report.   | January, 2007<br>May 2007                  |         |   |   |   |   |   |   |   |  |  |  |  |         |
|       |  | Attendants list are maintained after the events            |  |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-2   | To enhance the relation with local governmental organizations and NGOs including schools, through museum events. | Related organizations are summarized in the list.          | September, 2007                            |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-3   | To provide useful information to local community.  |  |  |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-3-1 | To publish news letters  | News letters are published and distributed as planned.     | Every 3 months                             |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-3-2 | To publish reports   | Report is published as planned.                            | 31-Oct-07                                  |         |   |   |   |   |   |   |   |  |  |  |  |         |
| 3-4   | To Assist for organizing collaboration group with local community and museums                                    | Questionnaire to local people is conducted as planned.     | 1st December 31, 2006<br>2nd July 31, 2007 |         |   |   |   |   |   |   |   |  |  |  |  |         |
|       |  | Interviews to local people is conducted as planned.        | 1st December 31, 2006<br>2nd July 31, 2007 |         |   |   |   |   |   |   |   |  |  |  |  |         |

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\* Abbreviations : A = All Museums, N = National Museum, K = Karak Archaeological Museum, D = Dead Sea Museum, S = Historic Old Salt Museum

| S.No.   | Activity   | Targeted Achievement   | Target Date | 2007-2008 F.Y. |   |   |   |   |   |   |   |   |    |    |    | Output (Indicator) | Means of Verification   | Responsibility  | Action by  | JICA Experts   | Equipment                                  | Budget             |
|---|--|--|-------------|----------------|---|---|---|---|---|---|---|---|----|----|----|--------------------|---|---|--|--|--|--------------------|
|   |  |  |             | 1              | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |                    |   |   |  |  |  |                    |
| DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM |  |  |             |                |   |   |   |   |   |   |   |   |    |    |    |                    |   |   |  |  |  |                    |
| 1   | CA/Museum Management   |  |             |                |   |   |   |   |   |   |   |   |    |    |    |                    |   |   |  |  |  |                    |
| 1-1   | Museum Administrative Expert   |  |             |                |   |   |   |   |   |   |   |   |    |    |    |                    |   |   |  |  |  |                    |
| 1-1   | To establish museum concepts of each museum                                  | The concept of the museum is authorized in regulation or report          | 30-Jun-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Museum concepts of each museum are clearly established (included in museum operational regulations 1:2-1) | Regulation or report by respective operation bodies of each museums | Representative of Salt museum                        | Representative from technical & administrative staff | CA, PC, Management                         |                    |
| 1-2   | To make regulations of each museums  | Regulation is approved by Operation Body and implemented.                |             |                |   |   |   |   |   |   |   |   |    |    |    |                    | Authorized regulations of each museums are made.  | Regulation of each museums (shown below)                            |  |  |  |                    |
| 1-2-1   | Operational regulations  | Operational regulations (Inex regulation) is authorized and implemented. | 30-Jun-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Operational regulations   | Operational regulations   | Representative of Salt museum                        | Representative from technical & administrative staff | CA, Management                             |                    |
| 1-2-2   | Organization chart and job description                                       | Organization chart is authorized and implemented.                        | 30-Jun-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Organization chart and job description (included in museum operational regulations.1:2-1)                 | Organization chart  | Representative of Salt museum                        | Representative from technical & administrative staff | CA, Management                             |                    |
| 1-2-3   | To draft activity plan (long term and short term) and report of each museums | Long term activity plan and report are prepared and implemented.         | 30-Jun-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Activity plan (long term and short term) and report of each museums.                                      | Long term activity plan and report                                  | Representative of Salt museum                        | Representative from technical & administrative staff | CA, PC, Management, another related expert |                    |
| 1-2-4   | To prepare budget plan of each museums to realize activity plan.             | Short term activity plan and report are prepared and implemented.        | 30-Nov-06   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Budget of each museums are allocated to realize activity plan.  | Short term activity plan and report                                 | Representative of Salt museum                        | Representative from technical & administrative staff | CA, PC, Management, another related expert |                    |
| 1-3   | To make public relations strategy  | Public relations strategy is approved and implemented.                   | 31-May-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Public relations strategy are confirmed.  | Financial report by each museum                                     | Representative of Salt museum                        | Representative from technical & administrative staff | CA, PC, Management, another related expert |                    |
| 1-4   | Visitor's Evaluation Expert  | Activity calendar (published in newsletter) is made and distributed.     | 28-Feb-07   |                |   |   |   |   |   |   |   |   |    |    |    |                    | Evaluation manual   | Public relations strategy   | Representative of Salt museum                        | Representative from technical & administrative staff | CA, Management, Exhibition                 | Publicly equipment |
| 1-4   | To establish an evaluation system  | Evaluation manual is established.  |             |                |   |   |   |   |   |   |   |   |    |    |    |                    | Evaluation system are established.  | Activity calendar (published in newsletter)                         | Representative of Salt museum                        | Representative from technical & administrative staff | PC, Community, Education                   |                    |
|   |  | Evaluation report is prepared.   |             |                |   |   |   |   |   |   |   |   |    |    |    |                    | Evaluation report   | Representative of Salt museum                                       | Representative from technical & administrative staff | CA, Management, visitor's evaluation                 |  |                    |

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| S.No. | Activity  | Targeted Achievement   | Target Date   | 2007 JFY |    |   |      |   |   |          |   |   |   |   |    | Means of Verification | Responsibility   | Action by   | JICA Experts  | Equipment   | Budget  |                   |
|-------|---|--|---|----------|----|---|------|---|---|----------|---|---|---|---|----|-----------------------|--|---|---|---|---|-------------------|
|       |   |  |   | 2006 JFY |    |   | 2007 |   |   | 2007 JFY |   |   |   |   |    |                       |  |   |   |   |   |                   |
|       |   |  |   | 11       | 12 | 1 | 2    | 3 | 4 | 5        | 6 | 7 | 8 | 9 | 10 | 11                    |  |   |   |   |   |                   |
| 2     | CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF                                  |  |   |          |    |   |      |   |   |          |   |   |   |   |    |                       |  |   |   |   |   |                   |
| 2-1   | To make staff training plan in each museum  | Staff training plan is approved and implemented.   | 31-May-07   |          |    |   |      |   |   |          |   |   |   |   |    |                       | Staff training plan  | Representative of Salt museum   | Technical & Administrative staff  | CA, Management  |   |                   |
| 2-2   | To make staffs of museums to properly understand and to conduct necessary museum function and role. | Activity report of each museum staffs is written and submitted regularly.<br>Questionnaire to museum staffs is implemented according to the schedule and analyzed.   | Every 2 months<br>Every 3 months  |          |    |   |      |   |   |          |   |   |   |   |    |                       | Activity report of each museum staffs<br>Questionnaire to museum staffs  | Representative of Salt museum<br>PMU  | All museum staff<br>PMU, JICA Experts   | All expert<br>All expert  | Equipment required for each field   |                   |
| 2-2-1 | To provide lectures, seminars and OJT   |  |   |          |    |   |      |   |   |          |   |   |   |   |    |                       | JICA Experts   | JICA Experts  | All expert  | Equipment required for each field   |   |                   |
| 2-2-2 | To give consultation and advise for museum staff  |  |   |          |    |   |      |   |   |          |   |   |   |   |    |                       | JICA Experts   | JICA Experts  | JICA Experts  | All expert  | Equipment required for each field   |                   |
| 2-3   | To prepare and maintain exhibition.   | Exhibition concept/plan is prepared.<br>Exhibition artifacts/List is prepared.<br>Permanent exhibition is prepared.<br>Exhibition guide material is prepared.<br>Restoration report is prepared and implemented.<br>Material check report is prepared and implemented.<br>The database is set up and input data. | 30-Apr-07<br>30-Apr-07<br>30-Sep-07<br>30-Oct-07<br>30-Nov-07<br>30-Nov-07<br>31-Aug-07 |          |    |   |      |   |   |          |   |   |   |   |    |                       | Exhibition concept/plan<br>Exhibition artifacts/List<br>Condition of permanent exhibition<br>Exhibition guide material<br>Restoration report<br>Material check report<br>Documentation | Representative of Salt museum<br>Representative of Salt museum<br>Representative of Salt museum<br>Representative of Salt museum<br>Representative of Salt museum<br>Representative of Salt museum<br>Representative of Salt museum | Curator<br>Curator<br>Curator<br>Curator<br>Curator, Technician<br>Curator, Technician<br>Curator | Exhibition<br>Exhibition<br>Exhibition<br>Exhibition<br>CA, Conservation<br>CA, Conservation<br>Documentation | Exhibition Equipment<br>Exhibition Equipment<br>Exhibition Equipment<br>Exhibition Equipment<br>Conservation Equipment<br>Conservation Equipment<br>Documentation | Exhibition budget |

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Plan of Operation (PO)<sup>2</sup>-HOSM

| S.No. | Activity   | Targeted Achievement  | Target Date                | Timeline |      |   |   |      |   |   |      |   |   |      |    | Output (Indicator) | Means of Verification | Responsibility | Action by | JICA Experts | Equipment | Budget |  |  |  |  |  |
|-------|--|---|----------------------------|----------|------|---|---|------|---|---|------|---|---|------|----|--------------------|-----------------------|----------------|-----------|--------------|-----------|--------|--|--|--|--|--|
|       |  |   |                            | 2006     | 2007 |   |   | 2008 |   |   | 2009 |   |   | 2010 |    |                    |                       |                |           |              |           |        |  |  |  |  |  |
|       |  |   |                            | 11       | 12   | 1 | 2 | 3    | 4 | 5 | 6    | 7 | 8 | 9    | 10 | 11                 |                       |                |           |              |           |        |  |  |  |  |  |
| 2-5   | To follow up recent information survey regarding museum collection, subjects and activities. | Survey/research report (published/unpublished) is summarized in the list.<br>Survey data (photos, videos, voice record) are summarized in the list. | 30-Nov-07<br><br>30-Nov-07 |          |      |   |   |      |   |   |      |   |   |      |    |                    |                       |                |           |              |           |        |  |  |  |  |  |
| 2-6   | To prepare administrative principles and rules by administrative staff.                      | Guideline for administration of museums is approved and implemented.<br>Administrative regulations of each museum are authorized and implemented.   | 30-Sep-07<br><br>31-Mar-07 |          |      |   |   |      |   |   |      |   |   |      |    |                    |                       |                |           |              |           |        |  |  |  |  |  |

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| S.No. | Activity   | Targeted Achievement   | Target Date   | 2007 |     |     |     |     |     |     |     |     |     |     |     | JICA Experts | Equipment | Budget          |
|-------|--|--|---|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------|-----------|-----------------|
|       |  |  |   | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |              |           |                 |
| 3     | IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION<br>Community Based Activity Expert             |  |   |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |
| 3-1   | To organize education/community activities by museums, e.g., events and workshops                                | Education/Community activities are implemented as planned.<br><br>Education/Community events are summarized in the report. | January, 2007<br>March 2007<br>November 2007<br><br>January, 2007<br>March 2007<br>July 2007<br>November 2007 |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |
| 3-2   | To enhance the relation with local governmental organizations and NGOs including schools, through museum events. | Attendants list are maintained after the events.<br><br>Related organizations are summarized in the list.                  | ( List will be taken in each event shown above)<br><br>( Data will be taken in each event shown above)        |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |
| 3-3   | To provide useful information to local community.  |  |   |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |
| 3-3-1 | To publish news letters  | News letters are published and distributed as planned.   | Every 3 months  |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |
| 3-3-2 | To publish reports   | Report is published as planned.  | 11-Oct-07   |      |     |     |     |     |     |     |     |     |     |     |     |              |           | Workshop budget |
| 3-4   | To Assist for organizing collaboration group with local community and museums                                    | Questionnaire to local people is conducted as planned.<br><br>Interviews to local people is conducted as planned.          | 1st December 31, 2006<br>2nd July 31, 2007<br><br>1st December 31, 2006<br>2nd July 31, 2007                  |      |     |     |     |     |     |     |     |     |     |     |     |              |           |                 |

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Plan of Operation (PO)-NM

\* Abbreviations : A = All Museum, N = National Museum, K = Karak Archaeological Museum, D = Dead Sea Museum, S = Historic Old Salt Museum

| S.No  | Activity  | Targeted Achievement   | Target Date | 2007 |     |     |     |     |     |     |     |     |     |     |     | Output (Indicator) | Means of Verification | Responsibility   | Action by  | (ICA Experts                                     | Equipment  |  |  |  |
|---|---|--|-------------|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|--------------------|-----------------------|--|--|--|--|--|--|--|
|   |   |  |             | Jan  | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |                    |                       |  |  |  |  |  |  |  |
| DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM |   |  |             |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       |  |  |  |  |  |  |  |
| CAI Museum Management                                 |   |  |             |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       |  |  |  |  |  |  |  |
| Museum Administrative Expert                          |   |  |             |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       |  |  |  |  |  |  |  |
| 1-1   | To establish museum concepts of each museum                       | The concept of the museum is authorized in regulation or report                  | 31-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Museum concepts of each museum are clearly established (included in museum operational regulations 1-2-1). Authorized regulations of each museum are made. | Regulation or report by respective operation bodies or each museum | Director-General of NM                           | Technical & Administrative staff                                     | CA, PC, Management   |  |  |
| 1-2   | To make regulations of each museums                               | The draft of the regulation is approved by NSI BOT.                              | 31-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Operational regulations of each museums are made.  | Regulation of each museums (shown below)                           |  |  |  |  |  |
| 1-2-1   | Operational regulations   | Operational regulations (inner regulation) is authorized                         | 31-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Operational regulations  | Operational regulations  | Director-General of NM                           | Administration CA, Management  |  |  |  |
| 1-2-2   | Organization chart and job description                            | Organization chart is authorized.  | 31-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Organization chart and job description (included in museum operational regulations 1-2-1)  | Organization chart   | Director-General of NM                           | Administration CA, Management  |  |  |  |
| 1-2-3   | Long term activity plan and report are prepared.                  | Long term activity plan and report are prepared.                                 | 31-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Long term activity plan (long term and short term) and report of each museums.   | Long term activity plan and report                                 | Director-General of NM                           | Technical & Administrative staff                                     | CA, PC, Management, another related expert                                   |  |  |
| 1-2-4   | To prepare budget plan of each museums to realize activity plans. | Financial report by each museum is approved.                                     | 30-Sep-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Budget of each museums is prepared in realize activity plans.  | Financial report by each museum                                    | Director-General of NM                           | Technical & Administrative staff                                     | CA, PC, Management, another related expert                                   |  |  |
| 1-3   | To make public relations strategy                                 | Public relations strategy is drafted and approved.                               | 30-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Public relations strategy are confirmed.   | Public relations strategy  | Director-General of NM                           | Financial staff  | CA, PC, Management, another related expert                                   |  |  |
|   | Value's Evaluation Expert   | Activity calendar (published in newsletter) is made and distributed.             | 30-Aug-07   |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Activity calendar (published in newsletter)  | Activity calendar (published in newsletter)                        | Director-General of NM                           | correspondent staff, Administration                                  | PC, Community, Education   |  |  |
| 1-4   | To establish an evaluation system                                 | Evaluation manual is established and implemented. Evaluation report is prepared. |             |      |     |     |     |     |     |     |     |     |     |     |     |                    |                       | Evaluation manual is established. Evaluation system are established.   | Evaluation manual<br>Evaluation report                             | Director-General of NM<br>Director-General of NM | Technical & Administrative staff<br>Technical & Administrative staff | CA, Management, visitor's evaluation<br>CA, Management, visitor's evaluation |  |  |

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| S.No  | Activity   | Targeted Achievement   | Target Date  | 2007 |   |   |   |   |   |   |   |   |    |    |    | Milestone | Means of Verification | Responsibility   | Action by  | JICA Experts   | Equipment  |  |  |
|---|--|--|--|------|---|---|---|---|---|---|---|---|----|----|----|-----------|-----------------------|--|--|--|--|--|--|
|   |  |  |  | 1    | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 |           |                       |  |  |  |  |  |  |
| <b>2 CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF</b> |  |  |  |      |   |   |   |   |   |   |   |   |    |    |    |           |                       |  |  |  |  |  |  |
| 2-1   | To make staff training plan in each museum   | Staff training plan is prepared and approved.  | 06-Aug-07  |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Staff training plan in each museum.  | Director, General of NM  | Technical & Administrative staff   |  |  |  |
| 2-2   | To make staff of museum to properly understand and to conduct necessary museum functions and role. | Activity report of each museum staff is written and submitted regularly.<br>Questionnaire to museum staff is implemented according to the studies and analysis.        | Every 2 months<br>Every 3 months   |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Activity reports of each museum staff<br>Questionnaire to museum staff   | Director, General of NM  | All expert   | Equipment required for each field                              |  |  |
| 2-2-1   | To provide lectures, seminars and GJT  |  |  |      |   |   |   |   |   |   |   |   |    |    |    |           |                       |  | PMU  | JICA Experts   |  |  |  |
| 2-2-2   | To give consultation and advice for museum staff   |  |  |      |   |   |   |   |   |   |   |   |    |    |    |           |                       |  | JICA Experts   | JICA Experts   | Equipment required for each field                              |  |  |
| <b>Exhibition</b>   |  |  |  |      |   |   |   |   |   |   |   |   |    |    |    |           |                       |  |  |  |  |  |  |
| 2-3   | To prepare and maintain exhibition.  | Exhibition concept/plan is prepared.<br>Exhibition artwork/plan is prepared.<br>Preliminary exhibition is prepared.<br>Plan of exhibition guide materials is prepared. | 31-Aug-07<br>31-May-07<br>Not Decided (depending Date)<br>November, 2007 |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Exhibition concept/plan<br>Exhibition artwork/plan<br>Condition of permanent exhibition<br>Exhibition guide material | Director, General of NM<br>Director, General of NM<br>Director, General of NM<br>Director, General of NM | curatorial staff<br>curatorial staff<br>curatorial staff<br>curatorial staff | Exhibition<br>Exhibition<br>Exhibition<br>Exhibition           | Equipment<br>Equipment<br>Equipment<br>Equipment               |  |
| 2-4   | To document and conserve collections.  | Restoration report is prepared.<br>Material check report is prepared.<br>Setup of the database is done.  | November, 2007<br>November, 2007<br>November, 2007<br>November, 2007     |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Restoration report<br>Material check report<br>Collections are well documented and conserved.                        | Director, General of NM<br>Director, General of NM<br>Director, General of NM                            | curatorial staff<br>curatorial staff<br>curatorial staff                     | CA<br>CA<br>CA   | Conservation<br>Conservation<br>Conservation                   | Conservation<br>Conservation<br>Conservation |
| 2-5   | To follow up recent information survey regarding museum collections, subjects and activities.      | Survey/Research report (public/semi-public) is summarized in the list.<br>Survey data (photos, video, voice record) are summarized in the list.                        | October, 2007<br>October, 2007   |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Documentation report (public/semi-public)<br>List of survey data (photos, video, voice record)                       | Director, General of NM<br>Director, General of NM   | curatorial staff<br>curatorial staff   | Documentation<br>Exhibition, Community Activity                | Documentation<br>Exhibition, Community Activity                |  |
| 2-6   | To prepare administrative principles and rules by administrative staff.                            | Guideline for administration of museum is approved and implemented.<br>Administrative regulations of each museum are reviewed and implemented.                         | 31-Aug-07<br>31-Aug-07   |      |   |   |   |   |   |   |   |   |    |    |    |           |                       | Guideline for administration of museum<br>Regulation of each museum  | Director, General of NM<br>Director, General of NM   | Administrative CA, Management<br>Administrative CA, Management               | Administrative CA, Management<br>Administrative CA, Management | Administrative CA, Management<br>Administrative CA, Management |  |

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| S.No. | Activities  | Targeted Achievement   | Target Date  | 2004-2007 |    |   |   |   |   |   |   |   |   |   | Output (Indicator) | Means of Verification | Responsibility | Action by | JICA Experts | Equipment |   |  |   |   |  |
|-------|---|--|--|-----------|----|---|---|---|---|---|---|---|---|---|--------------------|-----------------------|----------------|-----------|--------------|-----------|---|--|---|---|--|
|       |   |  |  | 11        | 12 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |                    |                       |                |           |              |           | 10  | 11   |   |   |  |
| 3     | <b>IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION</b>  |  |  |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           |   |  |   |   |  |
| 3-1   | To organize education/community activities by museums, e.g., events and workshops                                 | Education/Community activities are implemented as planned.<br><br>Education/Community events are summarized in the report.<br><br>Attendants list are maintained after the events. | February 2007<br>June 2007<br><br>February 2007<br>June 2007<br><br>February 2007<br>June 2007 |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           | List of events<br><br>Report of events<br><br>Attendants list<br><br>Number of attendees<br><br>List of organizations | Director-General of NM<br><br>Director-General of NM<br><br>Director-General of NM<br><br>Director-General of NM<br><br>Director-General of NM | curatorial staff/Administration<br><br>curatorial staff/Administration<br><br>curatorial staff/Administration<br><br>curatorial staff/Administration<br><br>curatorial staff/Administration | Community, Education, PC<br><br>Community, Education, PC<br><br>Community, Education, PC<br><br>Community, Education, PC<br><br>Community |  |
| 3-2   | To enhance the relation with local governmental organizations and NGOs, including schools, through museum events. | Related organizations are summarized in the list.  | 31-Sep/07  |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           | List of organizations including schools are collaborated with museum events.  | Director-General of NM   | curatorial staff/Administration   | Community   |  |
| 3-3   | To provide useful information to local community.   | Museums provide useful information to local community.   |  |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           |   |  |   |   |  |
| 3-3-1 | To publish news letters   | News letters are published and distributed as planned.   | July, 2007   |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           | News letters  | Director-General of NM   | curatorial staff/Administration   | Community   |  |
| 3-3-2 | To publish reports  | Report is published as planned.  | 31-Aug/07  |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           | Report  | Director-General of NM   | All related   | All expert  |  |
| 3-4   | To Assist for organizing collaboration group with local community and museums                                     | Questionnaire to local people is conducted as planned.<br>Interviews to local people is conducted as planned.  | June, 2007<br>June, 2007   |           |    |   |   |   |   |   |   |   |   |   |                    |                       |                |           |              |           | Questionnaire to local people<br>Interviews to local people   | Director-General of NM<br>Director-General of NM   | curatorial staff/Administration<br>curatorial staff/Administration  | Community<br>Community  |  |

AA  
NG

| Class                             | Item            | PDM ver.1  | Modified PDM (3rd of May 2006) (Bold: modified part)   | Modified point  |
|-----------------------------------|-----------------|--|--|---|
| Objectively Verifiable Indicators | Overall Goal    | 1) Comparison of number of visitors with previous situation (In case of the newly established museums, number of visitors to the similar museums in the region will be considered.)  | 1) Number of visitors in each museum is increased from previous situation (In case of the newly established museums, number of visitors to the similar museums in the region will be considered).<br>2) Number of tourists in neighboring areas of each museum is increased from previous situation.<br>3) Number of tourism-related amenities, including restaurants and hotels, in neighboring areas of each museum is increased.<br>4) Museums lead the new movement to activate tourism promotion. | 1) Expression modified<br>2)-4) Newly added   |
| Means of Verification             | Overall Goal    | 1) Statistical report prepared by Department of Statistics (DOS) (Number of overseas/domestic tourists, visitors to museums)   | 1) Statistical report prepared from Ministry of Tourism and Antiquities, and Department of Statistics (Number of overseas/domestic tourists, visitors to museums)<br>2) Statistic report from Ministry of Tourism and Department of Statistics<br>3-1) Statistical report<br>3-2) Field survey (Qualitative and Quantitative)<br>4-1) Field survey (Qualitative and Quantitative)<br>4-2) Activity record by museums   | 1) Ministry of tourism added as report source<br>2) - 4) Modified according to the new indicators |
| Objectively Verifiable Indicators | Project Purpose | 1) Preparation and operation status of necessary rules and regulations of each museum.<br>2) Preparation and operation status of evaluation system of each museum by visitors, community residents and tourist agents.<br>3) Preparation and operation status of museum activities.  | 1) Principle and regulation of each museum are established and applied in 4 museums.<br>2) Model museums have official status with clear concept.<br>3) Number of visitors in each model museums is stable.<br>4) Evaluation of visitors, local people and workers in tourism promotion sector on museums are improved.  | More clarified  |
| Means of Verification             | Project Purpose | 1) Report by PMU/MOTA and the project<br>2) Visitors' Evaluation, Questionnaire Survey (including Interview)<br>3) Number of events such as special exhibition.  | 1) Operation plan and report published by each museums<br>2-1) Principles and regulations<br>2-2) Official statement by Jordanian government about museum status<br>3) Statistical report by MOTA or each museums<br>4) Questionnaire and Interviews.  | Modified according to the new indicators  |
| Objectively Verifiable Indicators | Output 1)       | 1) Preparation and operation status of necessary strategies and regulations such as museum concept, organization chart, job description, internal regulation, activity plan, budget plan, public relations, staff training and evaluation of museum activities.<br>2) Number of participants of museum activities from local community | 1) Museum concepts of each museum are clearly established.<br>2) Authorized regulations of each museums are made.<br>2-1) Operational regulations.<br>2-2) Organization chart and job description.<br>2-3) Activity plan (long term and short term) and report of each museums.<br>2-4) Budget of each museums are allocated to realize activity plan.<br>3) Public relations strategy are confirmed.<br>4) Evaluation system are established.   | More clarified<br>Classified according to each items  |

| Class                             | Item                       | PDM ver.1   | Modified PDM (3rd of May 2008) (Bold: modified part)   | Modified point   |
|-----------------------------------|----------------------------|---|--|--|
| Means of Verification             | Output 1)                  | 1) Report by respective operation bodies and museums<br><br>2) Report by respective operation bodies and museums  | 1) Regulation or report by respective operation bodies or each museums<br>2) Regulation of each museums.<br><br>2-1)Operational regulations<br>2-2)Organization chart<br>2-3-1)Long term activity plan and report<br>2-3-2)Short term activity plan and report<br>2-4) Financial report by each museum.<br>3-1) Public relations strategy<br>3-2)Activity calendar<br>4-1)Evaluation manual.<br>4-2)Evaluation report  | Modified according to the new indicators                 |
| Narrative Summary                 | Output 2)                  | CAPACITY OF STAFF OF THE MODEL MUSEUMS IS ENHANCED.   | <b>CAPACITY OF BOTH ADMINISTRATIVE AND TECHNICAL STAFF OF THE MODEL MUSEUMS IS ENHANCED.</b>   | "STAFF" clarified as "Both administrative and technical" |
| Narrative Summary                 | Output 2) explanation text | Museum activities such as acquisition, exhibition, collection management and others are planned and implemented by staff of the Model Museums.  | Museum activities such as acquisition, exhibition, collection management, survey administration and others are planned and implemented by staff of the Model Museums.  | "survey, administration" added                           |
| Objectively Verifiable Indicators | Output 2)                  | 1) Preparation and operation status of related regulations for acquisition and artifacts research<br><br>2) Preparation and operation status of related regulations for exhibition concepts and detailed plan<br><br>3) Preparation and operation status of related regulations for collection management (including conservation and database) | 1) <b>Staff training plan in each museum.</b><br>2) <b>Staffs of museums properly understand and conduct necessary museum function and role.</b><br>3) <b>Exhibition is well prepared and convened.</b><br>4) <b>Collections are well documented and conserved.</b><br>5) <b>Information regarding museum collection, subjects and activities is updated.</b><br>6) <b>Administrative principles and rules are prepared by administrative staff.</b>   | More clarified   |
| Means of Verification             | Output 2)                  | 1) Report by respective operation bodies and museums<br><br>2) Report by respective operation bodies and museums<br><br>3) Report by respective operation bodies and museums  | 1)Staff training plan<br>2-1) Activity report of each museum staffs<br>2-2) Questionnaire to museum staffs<br>3) Exhibition report<br>3-1) Exhibition concept/plan<br>3-2) Exhibition artifacts/List<br>3-3) Condition of permanent exhibition<br>3-4) Exhibition guide material<br>4) Collection report<br>4-1) Restoration report<br>4-2) Material check report<br>4-3) Documentation<br>5-1) List of survey/research report (published/unpublished)<br>5-2)List of survey data (photos, video, voice record)<br>6-1)Guideline for administration of museums<br>6-2)Regulations of each museum | Modified according to the new indicators                 |
| Narrative Summary                 | Output 3) explanation text | Staff of the Model Museums conducts education activities and public relations for local community to rediscover and promote understanding of regional culture and nature in a sustainable manner as the catalyst to connect with tourism and local community.   | Staff of the Model Museums conducts education activities and public relations for local community in order to promote awareness of regional culture and nature as the catalyst to connect with tourism and local community.  | Text modified (add "awareness")                          |

AA

N.G

| Class                             | Item                         | PDM ver.1   | Modified PDM (3rd of May 2006) (Bold: modified part)  | Modified point   |
|-----------------------------------|------------------------------|---|---|--|
| Objectively Verifiable Indicators | Output 3)                    | 1) Number of event, workshop and seminar<br>2) Number of participants of museum activities from local community   | 1) At least 10 times of education/community activity events, workshops or meetings in museums are held (At least 2 for each museums).<br>2) At least 300 participants attend at museum activities from local community.<br>3) At least 10 local governmental/non-governmental organizations, including schools, are collaborated with museum events.<br>4) Museums provide useful information to local community.<br>4-1) At least 10 Newsletters are published.<br>4-2) At least 5 reports are published.<br>5) Recognition and awareness for museum activities by local people are improved.  | Introduce target number<br>Newly items added   |
| Means of Verification             | Output 3)                    | 1) Report by respective operation bodies and museums<br><br>2) Report by respective operation bodies and museums  | 1-1)List of events<br>1-2)Report of events<br>2-1) Attendants list<br>2-2) Number of attendants<br>3) List of organizations<br>4-1)News letters<br>4-2)Report<br>5-1)Questionnaire to local people<br>5-2) Interviews to local people   | Modified according to the new indicators   |
| Narrative Summary                 | Activity 1)                  | DEVELOPMENT OF MUSEUM OPERATION   | DEVELOPMENT OF MUSEUM OPERATION/ADMINISTRATION SYSTEM   | Add "Administration system"  |
| Narrative Summary                 | Activity 1) explanation text | Support to draft related strategies and regulations, and advise the ministries and organizations concerned such as MOTA and operation bodies of each museum.  | To support to draft related strategies and regulations, and advise the ministries and organizations concerned such as MOTA and operation bodies of each museum.<br>1-1) To establish museum concepts of each museum.<br>1-2)To make regulations of each museums<br>1-2-1)Operational regulations<br>1-2-2)Organization chart and job description<br>1-2-3) To draft activity plan (long term and short term) and report of each museums<br>1-2-4) To prepare budget plan of each museums to realize activity plan.<br>1-3)To make public relations strategy<br>1-4)To establish an evaluation system  | Each activity clarified  |
| Narrative Summary                 | Activity 2)                  | MUSEUM STAFF TRAINING   | CAPACITY DEVELOPMENT OF MUSEUM CURATORIAL AND ADMINISTRATIVE STAFF  | phrase modified to "capacity development", staff clarified to "museum curatorial and administrative" |
| Narrative Summary                 | Activity 2) explanation text | Conduct On-The-Job/Off-The-Job training in Japan/Jordan for museum staff regarding acquisition, exhibition, and collection management. In case of need, equipment for museum activities will be provided. | To conduct On-The-Job training in Japan/Jordan for museum curatorial and administrative staff regarding acquisition, survey, exhibition, and collection management. In case of need, equipment for museum activities will be provided.<br><br>2-1) To make staff training plan in each museum<br>2-2) To make staffs of museums to properly understand and to conduct necessary museum function and role.<br>2-2-1) To provide lectures, seminars and OJT<br>2-2-2) To give consultation and advise for museum staff<br>2-3) To prepare and maintain exhibition.<br>2-4) To document and conserve collections.<br>2-5) To follow up recent information survey regarding museum collection, subjects and activities.<br>6) To prepare administrative principles and rules by administrative staff. | "survey" added, each activities clarified  |

AA  
N-5



| Class             | Item         | PDM ver.1   | Modified PDM (3rd of May 2006) ( <b>Bold: modified part</b> )   | Modified point  |
|-------------------|--------------|---|---|---|
| Narrative Summary | Activity 3)  | IMPLEMENTATION OF AWARENESS WORKSHOP, SEMINARS TO LOCAL COMMUNITY   | <b>IMPLEMENTATION OF COMMUNITY BASED MUSEUM ACTIVITIES AND EDUCATION</b>  | Omit specified activity type term such as "awareness workshop" or "seminars". |
| Narrative Summary | Activity 3)  | Support activities concerning education and public relations to provide awareness of tourism in the region. | To support activities concerning museum activities and education in collaboration with local communities to provide awareness of tourism in the region.<br><br>3-1) To organize education/community activities by museums, e.g., events and workshops<br>3-2) To enhance the relation with local governmental organizations and NGOs including schools, through museum events.<br>3-3) To provide useful information to local community.<br>3-3-1) To publish news letters<br>3-3-2) To publish reports<br>3-4) To Assist for organizing collaboration group with local community and museums | Add "collaboration with local community"<br>Each activity clarified           |
| Inputs            | <Japan side> | 4) Training in Jordan   | 4) Training in Jordan<br><br>4-1) Consultation and advising record<br>4-2) Record of Meetings<br>1-1) Record of Lectures and seminars<br>1-2) Materials used for lectures and seminars  | More clarified  |
| Inputs            | <Japan side> | 5) Equipment<br>a) Exhibition<br>b) Collection Management<br>c) Conservation                                | 5) Equipment<br>a) Exhibition<br>b) Collection Management<br>c) Conservation<br>d) Education<br>e) Community-based activity   | Field of equipment added according to actual condition                        |

  
 NG

### Tentative Schedule of Implementation (TSI)

ANNEX 4  
TOMAP  
TSI Version 2  
2006/December

\* Abbreviation : A = All Museum, N = National Museum, K = Karak Archaeological Museum, D = Dead Sea Museum, S = Historic Old Salt Museum

| Calendar Year<br>Japanese Fiscal Year                              | 2004                  |     |     |      |     |     |      |     |     |      |     |     | 2005  |     |     |      |     |     |      |     |     |      |     |     | 2006 |     |     |      |     |     |      |     |     |      |     |     | 2007  |     |     |      |  |  |  |  |  |  |  |  |
|--|-----------------------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|-------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|------|-----|-----|-------|-----|-----|------|--|--|--|--|--|--|--|--|
|  | 2004                  |     |     | 2004 |     |     | 2004 |     |     | 2004 |     |     | 2005  |     |     | 2005 |     |     | 2005 |     |     | 2005 |     |     | 2006 |     |     | 2006 |     |     | 2006 |     |     | 2007 |     |     | 2007  |     |     | 2007 |  |  |  |  |  |  |  |  |
|  | 12                    | 1   | 2   | 3    | 4   | 5   | 6    | 7   | 8   | 9    | 10  | 11  | 12    | 1   | 2   | 3    | 4   | 5   | 6    | 7   | 8   | 9    | 10  | 11  | 12   | 1   | 2   | 3    | 4   | 5   | 6    | 7   | 8   | 9    | 10  | 11  |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>Term of Technical Cooperation</b>                               | A                     | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A     | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A    | A   | A   | A     | A   | A   |      |  |  |  |  |  |  |  |  |
| <b>Events</b>  | A 1st 2nd 3rd 4th 5th |     |     |      |     |     |      |     |     |      |     |     | A 6th |     |     |      |     |     |      |     |     |      |     |     | N    |     |     |      |     |     |      |     |     |      |     |     | K S D |     |     |      |  |  |  |  |  |  |  |  |
| <b>Workshop/Forum on tourism and museum (including conference)</b> | A                     |     |     |      |     |     |      |     |     |      |     |     | A     |     |     |      |     |     |      |     |     |      |     |     | A    |     |     |      |     |     |      |     |     |      |     |     | A     |     |     |      |  |  |  |  |  |  |  |  |
| <b>Museum Seminar (Every Thursday)</b>                             | AAA                   | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA   | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA  | AAA | AAA | AAA   | AAA | AAA |      |  |  |  |  |  |  |  |  |
| <b>Monitoring</b>  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| Monitoring (Progress Report)                                       |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| Achievement Grid   |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| Monthly Report   |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>The Japanese Side</b>   |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>I Dispatch of Misako</b>  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ① Advisory (Preparation of Mid-term Evaluation)                    |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ② Mid-term Evaluation  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ③ Final Evaluation   |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>II Dispatch of Experts</b>                                      |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ① Chief Advisor/Museum Management                                  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ② Coordinator/Exhibition Plan Expert                               |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ③ Community Based Activity Expert                                  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ④ Museum Administrative Expert                                     |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ⑤ Visitor's Evaluation Expert                                      |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ⑥ Collection Management Expert                                     |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ⑦ Education Expert   |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ⑧ Conservation Expert  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>III Training of CCP Personnel in Japan</b>                      |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| Training in Japan  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| <b>IV Provision of Machinery and Equipment</b>                     |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
| ① Needs Survey from 4 museums                                      |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |
|  |                       |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |      |     |     |       |     |     |      |  |  |  |  |  |  |  |  |

N.C  
*(Signature)*

Tentative Schedule of Implementation (TSI)

ANNEX 4  
TDMAP  
TSI Version 2  
2006-December

| Calendar Year                                       | 2004                 |   |   |   |   |   |   |   |   |   |    |    | 2005 |   |   |   |   |   |   |   |   |   |    |    | 2006 |   |   |   |   |   |   |   |   |   |    |    | 2007 |  |  |  |  |  |  |  |  |  |  |  |
|---|----------------------|---|---|---|---|---|---|---|---|---|----|----|------|---|---|---|---|---|---|---|---|---|----|----|------|---|---|---|---|---|---|---|---|---|----|----|------|--|--|--|--|--|--|--|--|--|--|--|
|   | Japanese Fiscal Year |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| S.No.   | 12                   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12   | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12   |  |  |  |  |  |  |  |  |  |  |  |
| (1) Preparation of Equipment List                   |                      |   |   |   |   |   | S | S |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (2) Procurement of Equipment                        |                      |   |   | A | A |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (3) Installation of Equipment                       |                      |   |   |   |   |   | K | K | D | D |    |    |      |   |   |   |   |   | S | S | S |   |    |    |      | N | N | N |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Exhibition Equipment                                |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Collection Management Equipment                     |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Conservation Equipment                              |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| V. Local Cost Support                               |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| <b>The Jordanian Side</b>                           |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| I. Building and Facilities                          |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| II. Machinery and Equipment                         |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| III. Allocation of CP Personnel and Necessary Staff |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (1) National Museum                                 |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Director  |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curators (National Museum Management Committee)     |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| National Museum Technical Advisor                   |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Administrative Staff                                |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (2) Karak Archaeological Museum                     |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curator 1   |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curator 2   |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curator 3   |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Administrative Staff                                |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (3) Dead Sea Pottery Museum                         |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Manager (DSPC)                                      |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curator (2)   |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| (4) Historic Old Salt Museum                        |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Salt Tank Force (4)                                 |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| Curator (PMU)                                       |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |
| IV. Allocation of Budget                            |                      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |   |   |   |   |   |   |   |   |   |    |    |      |  |  |  |  |  |  |  |  |  |  |  |

Signature  
S-G