


## Achievement Grid (September 2007)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Museum				Check with PO (target timing)	Data Sources/References
			NM	KAM	DSM	HOSM		
Overall Goal Tourism in the neighboring areas of the Model Museums is promoted through developing the Model Museums as attractive tourism resources.	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.) 2) Number of tourists in neighboring areas of each museum is increased from previous situation.	1) Statistical report prepared from Ministry of Tourism and Antiquities, and Department of Statistics (Number of overseas/domestic tourists, visitors to museums) 2) Statistical report from Ministry of Tourism and Department of Statistics	N/A (Under Construction) Number of visitors in Karak Castle has increased after starting the project from 34,800 (2003), 73,250 (2004) to 108,935 (2005). Number of visitors in 2006 was decreased to 87,589. The number shows a tendency to increase.	KAM	DSM	HOSM		Statistics from MOTA and DSPC
	3) Number of tourism-related hotels in neighboring areas of each museum is increased.	3-1) Statistical report	N/A (Under Construction) There is no clear tendency regarding the numbers of hotels and restaurants.					Statistics from MOTA
	4) Museums used the new movement to activate tourism promotion.	4-1) Field survey (Qualitative and Quantitative) 4-2) Activity record by museums	Field survey has not been carried out (under construction). 50 % of business owners in Karak area has been increased due to the museum. No activity has been carried out in terms of new movement to activate tourism promotion (under construction).	(to be added) 50 % of business owners in Karak area has been increased due to the museum. No activity has been carried out in terms of new movement to activate tourism promotion (under construction).	As DSM opened in June 2006, there is not visible impacts on neighboring areas. 87 % of business owners in the Dead Sea area stated that business in the area has been increased moderately due to the museum. DSM organized a new type of tour to geological sites. DSPC organized promotion activity involving domestic and foreign airlines in order to promote the area.	Field survey has not been carried out (under construction). Field survey has not been carried out (under construction). No activity has been carried out in terms of new movement to activate tourism promotion (under construction).	Questionnaire by Local Consultant Questionnaire by Local Consultant Interview from Experts Interview from CIPs	

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<p><b>Project Purpose:</b> The Model Museums are properly operated and maintained in an autonomous, sustainable and self-reliant manner.</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>	1) Operation plan and report published by each museums	National Museum status is defined in amended Antiquity Law. By Law of National Museum was issued by Jordanian Government in 2003.	Inner regulation was established and approved by DOA. Ho in August 2007.	Operation plan of DSPC for inner regulation of museum was prepared and started to be applied in August 2007.	Draft of inner regulation was prepared, but has not been approved since there is no operation body.	Antiquity Law Inner regulation Interview from Experts Interview from CIPs	Antiquity Law Inner regulation Interview from Experts Interview from CIPs	
	2-1) Principles and regulations	Principle is defined in Antiquity Law, By Law and Inner Regulation.	Principle is defined in Inner Regulation.	Inner regulation has been established, approved and applied in August 2007. Principle is defined in inner regulation.	Draft of inner regulation was prepared.	Antiquity Law Inner regulation Interview from Experts Interview from CIPs	Antiquity Law Inner regulation Interview from Experts Interview from CIPs	
	2-2) Official statement by Jordanian government about museum status	National Museum status is defined in amended Antiquity Law. By Law of National Museum was issued by Jordanian Government in 2003.	Official status is clarified under the scheme of DOA organization.	Museum is operated by RECN under the contract with MOTA for 5 years.	Draft agreement has been prepared but not signed by a future operation body.	Interview from Experts Interview from CIPs	Interview from Experts Interview from CIPs	
	3) Statistical report by MOTA or each museums	N/A (Under Construction)	Number of visitors in Karak Castle has increased after starting the project from 34,800 (2003), 73,250 (2004) to 108,935 (2005). Number of visitors in 2006 was decreased to 87,598. It can be said that the number has been stable.	The number of visitors is 2014 (Jul-Dec 2005), 5085 (Jan-Mar 2007) and 4341 (Apr-Jun 2007). At present stage, it can not be judged whether it is stable or not.	N/A (Under Construction)	Statistics from MOTA and DSPC	Statistics from MOTA and DSPC	
4) Questionnaire and interviews.	N/A (Under Construction)	67 % of tourists in Karak express their wish to visit museum once again. The above facts implies that evaluation of visitors and workers is improved.	100 % of tourists in Dead Sea express their wish to visit museum once again. The above facts implies that evaluation of visitors is improved.	N/A (Under Construction)	Questionnaire by Local Consultant	Questionnaire by Local Consultant		

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Outputs 1) OPERATION SYSTEM OF THE MODEL MUSEUMS IS ESTABLISHED.	1) Museum concepts of each museum are clearly established.	1) Regulation or report by respective operation bodies of each museums	Museum concept was established in inner regulation.	Museum concept was established in inner regulation.	Museum concept was established in inner regulation.	Out of scope/Draft of museum concept was prepared.	Delayed (NM, Karak, DSM, Sai)	Inner regulation Interview from Experts Interview from CIPs
	2) Authorized regulations of each museums are made.	2) Regulation of each museums.	Draft of inner regulation was prepared. It is expected to be approved by management committee in September 2007.	Inner regulation was established, approved and applied by RSCN/Wild DOA HQ in August 2007.	Inner regulation was established, approved and applied by RSCN/Wild Jordan in August 2007.	Out of scope/Draft of inner regulation was prepared.	On schedule (NM, Karak, Sai)/Delayed (DSM)/Out of Scope (Sai)	Inner regulation Interview from Experts Interview from CIPs
	2-2) Organization chart and job description	2-2) Organization chart	Draft of organization chart was prepared. It is expected to be approved by management committee in September 2007.	Organization chart was prepared and approved by DOA HQ in August 2007.	Organization chart was prepared and approved by RSCN/Wild Jordan in August 2007.	Out of scope/Draft of organization chart was prepared.	On schedule (NM, Karak, Sai)/Out of Scope (Sai)	Organization chart Interview from Experts Interview from CIPs
	2-3) Activity plan (long term and short term) and report of each museums	2-3-1) Long term activity plan and report 2-3-2) Short term activity plan and report	The plan is in preparation and will be completed by September 2007. The plan is in preparation and will be completed by September 2007.	The plan is in preparation and will be completed by September 2007. The plan is in preparation and will be completed by September 2007.	The plan is in preparation and will be completed by September 2007. The plan is in preparation and will be completed by September 2007.	Out of scope/The plan is in preparation and will be completed by September 2007. Out of scope/Short term activity plan for pre-opening stage is prepared. According to the progress of actual works, it has been modified.	On schedule (NM, Karak, Sai)/Out of Scope (Sai) On schedule (NM, Karak, DSM)/Out of Scope (Sai) On schedule (NM, Karak, Sai)	Activity plan Interview from Experts Interview from CIPs Activity plan Interview from Experts Interview from CIPs

  
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Achievement Grid (September 2007)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Museum					Check with PO (target timing)	Data Sources/References
			NM	KAM	DSM	HOSM	DSM		
	2-4) Budget of each museums are allocated to realize activity plan.	2-4) Financial report by each museum.	Budget is allocated by the Ministry of Finance. Budget plan for 2008 is in preparation and will be completed by September 2007.	DOA HQ has total annual budget for 14 DOA museums including KAM. At present, no independent budget is allocated. Budget plan for 2008 was prepared and will be submitted to DOA HQ in early September 2007.	RSCN is allocated by RSCN with the support of MOTA. Budget plan for 2008 is in preparation and will be completed by September 2007.	Out of Scope/Budget plan for 2008 is in preparation and will be completed by September 2007.	On schedule (NM, Karak, DSM)/Out of Scope (Salt)	Budget plan Interview from Experts Interview from C/Ps	
	3) Public relations strategy are confirmed.	3-1) Public relations strategy	PR strategy will be prepared by the completion of the project.	PR strategy is under discussion and will be prepared with DOA HQ by the completion of the project.	RSCN PR section is implementing PR activities of DSPC based on the existing PR strategy.	Out of Scope/PR strategy is under discussion. Draft will be prepared by the completion of the project.	Delayed (NM, Karak)/Out of Scope (DSM, Salt)	Interview from Experts Interview from C/Ps	
		3-2) Activity calendar	(Out of Scope)	Activity calendar has not been published, because education activity has been implemented based on reservation.	Activity calendar of gallery talk will be prepared and distributed by the end of September.	Activity calendar will not be published before the completion of the project.	Not implemented (Karak, Salt)/Out of Scope (NM, DSM)	Interview from Experts Interview from C/Ps	
	4) Evaluation system are established.	4-1) Evaluation manual.	Out of scope/Staff of NM (BCT) prepared methodology of visitor evaluation. The text used at the seminar was modified into the evaluation manual.	Staff of DOA learned methodology of visitor evaluation. The text used at the seminar was modified into the evaluation manual.	Staff learned methodology of visitor evaluation. The text used at the seminar was modified into the evaluation manual.	Out of scope/Staff learned methodology of visitor evaluation. The text used at the seminar was modified into the evaluation manual.	On schedule (Karak, DSM)/ Out of Scope (NM, Salt)	Interview from Experts Interview from C/Ps	
		4-2) Evaluation report	Out of scope/Staff of NM (BCT) prepared evaluation report.	Staff of DOA prepared evaluation report.	Staff prepared evaluation report.	Out of scope/Staff prepared evaluation report.	On schedule (Karak, DSM)/ Out of Scope (NM, Salt)	Evaluation report Interview from Experts Interview from C/Ps	

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Achievement Grid (September 2007)

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<p>Outputs:2) CAPACITY OF BOTH ADMINISTRATIVE AND TECHNICAL STAFF OF THE MODEL MUSEUMS IS ENHANCED.</p>	1) Staff training plan in each museum	1) Staff training plan	Staff training plan is in preparation and will be completed by September 2007.	Staff training of gallery staff is carried out. Staff training plan is in preparation and will be completed by September 2007.	Training of gallery staff is carried out. Staff training plan is in preparation and will be completed by September 2007.	Out of scope/Staff training plan is in preparation and will be completed by September 2007.	On schedule (Karak, Deuyzer (NM, DSM), Out of Scope (Sali)	Staff training plan interview from Experts Interview from CIPs	
	2) Staffs of museums properly understand and conduct necessary museum function and role.	2-1) Activity report of each museum staffs	2-1) Activity report of each museum staffs	Activities are reported in newsletters.	Activities are reported in newsletters.	Quarterly reports are prepared by DSM/DSPC.	Activity report is prepared and submitted to PMU.	Not implemented according to PO	Interview from CIPs
	3) Exhibition is well prepared and contained.	2-2) Questionnaire to museum staffs	2-2) Questionnaire to museum staffs	The results show that CPs properly understand and conduct necessary museum function and role.	The results show that CPs properly understand and conduct necessary museum function and role.	The results show that CPs properly understand and conduct necessary museum function and role.	The results show that CPs properly understand and conduct necessary museum function and role.	Not implemented according to PO	Questionnaire
		3-1) Exhibition concept/plan	3-1) Exhibition concept/plan	Exhibition concept was prepared.	Exhibition concept was established.	Exhibition concept was established.	Exhibition concept was prepared.	On Schedule (All)	Exhibition concept Survey on site Interview from Experts Exhibition Interview from CIPs
		3-2) Exhibition artifacts/List	Exhibition list was prepared.	Basic data of exhibition artifacts is being input in database. It is expected to be completed by the completion of the project.	Exhibition list was prepared.	Exhibition list was prepared.	On Schedule (NM, DSM, Sali) Delayed (Karak)	Exhibition list Interview from Experts Interview from CIPs	
		3-3) Condition of permanent exhibition	Permanent exhibition is not open.	Condition of permanent exhibition is well.	Condition of permanent exhibition is well.	Permanent exhibition is not open.	On Schedule (All)	Survey on site Interview from Experts Interview from CIPs	
		3-4) Exhibition guide material	Direction of exhibition guide material is under discussion.	Brochure will be prepared in September 2007. Exhibition sheets for 5 corners will be completed by the completion of the project.	Brochure was prepared and will be upgraded in the second issue.	Draft layout of museum brochure is in preparation and will be completed in post opening stage.	On Schedule (All)	Brochure, Exhibition Sheet Interview from Experts Interview from CIPs	

N-C

Achievement Grid (September 2007)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Museum				Data Sources/References
			NM	KAM	DSM	HOSM	
4) Collections are well documented and conserved.	4) Collections report	4-1) Restoration report	Format for restoration report was prepared and applied to actual work. Newly appointed conservator will follow up conservation issues.	Format was prepared. It will be applied on field.	Format for restoration report was prepared as common for 4 museum collection.	Format of restoration report was prepared. No treated object so far.	Restoration format interview from Experts
		4-2) Material check report	Format for material check report was prepared. Newly appointed conservator will follow up conservation issues.	Format was prepared. It will be applied on field.	Format for material check report was prepared as common for 4 museum collection.	Format of material check report was prepared, and applied during field survey of collection.	Material check format interview from Experts
	4-3) Documentation	4-3-1) Database format was prepared. Basic information of approximately 600 items was input.	Database format was prepared. Basic data input is expected to be completed by the completion of the project.	Database format for collection was prepared. Data input is in process.	Database format for collection survey was prepared, and data input has been implemented (198 record).	Database format for collection survey was prepared, and data input has been implemented (198 record).	Database interview from Experts
		4-3-2) List of survey data (published/unpublished)	1) Internal unpublished folklore survey reports 2) Oral presentations in conference 2005 (1st National Conference on Museum Management-Nov 2006) 3) Oral presentations in Jordan (1st Economic Conference on Museum Management-Nov 2006) 4) Oral presentations in 10th International Conference on the History and Archaeology of Jordan May 2007 (The Jordan Museum: Exhibing the Archaeology of Jordan).	1) Oral presentation in conference in 2005 (1st National Conference on Museum Management-Nov 2006). 2) Academic paper in 2006 and 2007 (Economic and Social Forum Aug 2005/1st National Conference on Museum Management-Nov 2006).	4) Oral presentation in conference 2005 and 2006. Academic paper in 2006 and 2007 (Economic and Social Forum Aug 2005/1st National Conference on Museum Management-Nov 2006).	2) Oral presentation in conference 2005 and 2006 (1st Economic and Social Forum Aug 2005/1st National Conference on Museum Management-Nov 2006).	List of conference presentation and academic paper interview from CIPs
5) Information regarding museum collection, subjects and activities is updated.	5-2) List of survey data (photos, video, voice record)	Part of photo arrangement is already processed.	Part of photo arrangement is already processed.	Staff learned how to arrange photo data. Photo arrangement will be started by the completion of the project.	Part of photo arrangement is already processed.	Interview from Experts	
		6-1) Guideline for administrative of museums	At present security guideline was prepared. Other guidelines will be prepared with the progress of museum activities.	Preparation of guideline for gallery start will be prepared by the completion of the project.	Preparation of guideline for gallery start will be prepared by the completion of the project.	Guideline Interview from Experts	
6) Administrative principles and rules are prepared by administrative staff.	6-2) Regulations of each museum	Draft of inner regulation was prepared. It is expected to be approved by management committee in September 2007.	Inner regulation was established and approved by DOA HQ in August 2007.	Inner regulation was established, approved and applied by RSC/NM in Jordan in August 2007.	Out of scope/Draft of inner regulation was prepared.	Inner regulation interview from Experts	

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			NM	KAM	DSM	HOSM			
<b>Outputs 3)</b> MUSEUM FACILITIES TO AUTONOMOUS TOURISM ARE IMPROVED.	1) At least 10 times of education/community activity events, workshops or meetings in museums are held.	1-1) List of events	4 education events were conducted (July 2006, January 2007, May 2007, August 2007) & 2 education events (one with Karak Museum, May 2006 and another with Hisobito Old Salt Museum, June 2006)	7 education events were conducted (May 2005, February 2006, April 2006, May 2006, August 2006, February 2007, May 2007)	1 demonstration education event was conducted (December 2005) & 1 education event (June 2007). In addition, RSCN organized education event (initial week event) with collaboration of DSM.	1 education event was conducted (May-June 2006)	Event schedule changed according to actual condition	List of events	
	2) At least 300 participants attend at museum activities from local community	1-2) Report of events	Reports of each event were prepared.	Reports of each event were prepared.	Reports of each event were prepared.	Reports of each event were prepared.	Reports of each event were prepared.	Report of events interviews from CIP	
	3) At least 10 local government/non-governmental organizations, including schools, are collaborated with museum events.	2-1) Attendants list	Attendants list were prepared in each event.	Attendants list were prepared in each event.	Attendants list were prepared in each event.	Attendants list were prepared in each event.	Attendants list were prepared in each event.	Attendants list interviews from CIP	
	4) Museums provide useful information to local community.	2-2) Number of attendants	114	181	46	92	92	List of events	
	4-1) At least 10 Newsletters are published.	3) List of organizations	2 municipal education centers, 1 local school and 3 museums (2 DoA's museum and HOSM) collaborated with museum activities.	6 local schools, 1 youth center and 1 museum (NM) collaborated with museum activities.	6 local schools (education event) collaborated with museum activities.	2 schools, 1 DoA museum and NM (Education event), 26 NGOs and 7 schools (community survey) collaborated with museum activities.	List of organization interviews from CIP	Interview from Experts	
4-2) At least 5 reports are published.	4-1) News letters	Newsletters has not been issued, but will be issued around the time of opening (not in TDMAP term).	3 volumes were published (April, July and August 2007). No.4 is under planning.	Volumes 1 is waiting for printing.	3 volumes were published (December 2006, May and August 2007). No.4 is under preparation.	List of newsletter interview from Experts	Interview from CIPs		
5) Recognition and awareness for museum activities by local people are improved.	4-2) Report	Preparation of outline report is in preparation, and will be completed by the end of the project.	Preparation of outline report is in preparation, and will be completed by the end of the project.	Preparation of outline report is in preparation, and will be completed by the end of the project.	Preparation of outline report is in preparation, and will be completed by the end of the project.	Preparation of outline report is in preparation, and will be completed by the end of the project.	Questionnaire collected in Education activity		
	5-1) Questionnaire to local people	Questionnaires were implemented during three education events. Only preliminary analysis was done for two of them. It is too early to evaluate whether it is improved or not.	According to the questionnaire at education 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 are clearly observed.	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.	Up to this time, no clear conclusion is drawn since questionnaire to visitors and local people was just distributed at the Museum.	Questionnaire collected in Education activity	Interview from Experts		
	5-2) Interviews to local people	It is too early to evaluate whether it is improved or not because no interview has been carried out so far.	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.	It is impossible to evaluate whether it is improved or not because interview to local community or surrounding area will be done in September 2007.	According to interviews to Salt NGOs and local schools, their wishes to future collaboration with museum activities are confirmed.	Interview collected in Education activity	Interview from Experts		

AA  
WG





Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria

2. Effectiveness	Evaluation Questions	Question	Sub-Question	Results	Necessary Data	Information Source	Method of Collecting Data
2.1 Level of achievement of the Project Purpose	2.1.1 To what extent is the Project Purpose achieved according to the indicators?	4. Indicators specified in PDM	Regarding the level of achievement, refer to the Achievement Grid.	-Exports -C/Ps -Reports -Achievement Grid -Ministry of Tourism	-Achievement of indicators specified in PDM -Opinion from experts	-Exports -C/Ps -Reports -Achievement Grid -Ministry of Tourism	-Interview -Questionnaire -Discussion
	2.1.2 To what extent does each Output contribute to achieve the Project Purpose?	Is each Output designed to achieve the Project Purpose? Is there any Output that has not contributed to achieve the Project Purpose? If so, provide reasons.	Each Output is essential factor in order to achieve the Project Purpose.	-Exports -C/Ps -Reports -Achievement Grid	-Achievement of indicators specified in PDM -Opinion from experts	-Exports -C/Ps -Reports -Achievement Grid -Ministry of Tourism	-Interview -Questionnaire -Discussion
	2.1.3 Are there any obstacles for the achievement of the Project Purpose, including the Important Assumptions specified in PDM?	2.1.2 Obstacles to achieve the Project Purpose ● Appointment of museum staff —The opening and C/P allocation were delayed with the lag of construction work —One more administrative staff should be allocated. 2) Dead Sea Museum —The delay of grand opening of Dead Sea Panoramic Complex (DSPC) limited the utilization of the museum in its full capacity. —New operational contract of DSPC was signed in the middle of March 2008. According to the contract, the museum is a part of DSPC, and the demarcation of activities by RSCN as well as by museum activities have not yet been clarified. Moreover, the contract required the Project to draft new inner regulations and operational plan. —The number of foreign tourists decreased temporarily in 2008 due mainly to terrorism in Arman as well as to the Lebanese war. —It took much more time than expected to understand the basic situation because of the insufficient administrative system (e.g. law system, budgetary system), which was not clarified at the time of the preliminary study. ● Museum opening/incompletion of construction work NM: Construction work will be completed in January 2008. Opening of NM, therefore, will be after the Project completion. HOSM: Construction work will be completed at the end of 2007. Opening of HOSM, therefore, will be after the Project completion. ● Job Demarcation: Roles and responsibilities between Salt MOTA and Salt Municipality should be clarified. ● Basic office facilities: Basic office facilities, such as electricity, water, and internet, have not yet been allocated yet in KAM and HOSM. ● Facilities: Basic office facilities, in particular telephone line, have not yet been provided in DSM. The entire area in DSPC is not covered by land telephone line. Basic facilities such as electricity has not been well prepared in storage in KAM. There is also a lack of internet connection system in KAM.	-Exports -C/Ps -Reports -Achievement Grid -Ministry of Tourism	-Opinion from experts	-Interview -Questionnaire -Discussion		

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Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria

Evaluation Questions	Question	Sub-Question	Results	Necessary Data	Information Source	Method of Collecting Data
3.1 Efficiency	Is input from the Japanese side appropriate in terms of training quantity and quality?	Experts, Equipment, Training, Local costs	In general, inputs from the Japanese side were effectively put into the Project, except the dispatch of short-term experts, and have a significant impact on the operations of Jordanian museums by attending training courses in Japan, which has contributed to the best implementation of the Project. The number of experts in the fields of museum administration as well as visitor evaluation, due to the late appointment of C/Ps in the corresponding fields.	<ul style="list-style-type: none"> <li>List of Experts on Training Course in Jordan</li> <li>List of Trained Counterparts</li> <li>List of Equipments provided by the Japanese Side</li> <li>List of Local Cost borne by Japanese Side</li> <li>Project Input Schedule</li> <li>Expert Schedule</li> <li>List of Museum Staff</li> </ul>	<ul style="list-style-type: none"> <li>Experts -C/Ps</li> <li>Ministry of Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing material</li> <li>Questionnaire</li> </ul>
		Counterpart personnel, Facility, Office space, Operation and maintenance costs for museums	Necessary basic facilities/furniture, office space, operation cost for the project office and supporting staff have been provided for the Project. Assignment of the C/Ps, however, has not been satisfactory due to the human resource constraints.	<ul style="list-style-type: none"> <li>List of counterparts</li> <li>List of facilities and expenses provided by the Jordanian Side</li> </ul>	<ul style="list-style-type: none"> <li>Experts -C/Ps</li> <li>Ministry of Tourism</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing material</li> <li>Questionnaire</li> </ul>
		Is the cost of the Project reasonable compared to other similar projects?	The Project cost is less than JPY 200 million, and it is less than the average cost of 3-year technical cooperation project of JICA.	<ul style="list-style-type: none"> <li>Data from similar 3yrs projects</li> </ul>	<ul style="list-style-type: none"> <li>Reports from other JICA projects</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing material</li> </ul>
3.2 Activities	Have activities been carried out according to PO/POQ?	In museum operation	The Project has made effort to establish principle and regulation of 4 museums. Insufficient practical experience of Jordanian side required more discussions than expected.	<ul style="list-style-type: none"> <li>Opinion from C/Ps</li> <li>Opinion from experts</li> </ul>	<ul style="list-style-type: none"> <li>Reports -Experts -C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing material</li> <li>Questionnaire</li> <li>Discussion</li> </ul>
		In staff capacity development	The Project conducted regular lectures/seminars, training in Japan as well as technical consultation meetings in each technical field (acquisition, collection management, exhibition).	<ul style="list-style-type: none"> <li>List of museum Seminar</li> <li>List of Education/Community Activity/Events</li> <li>Activity report</li> </ul>	<ul style="list-style-type: none"> <li>Reports -Experts -C/Ps</li> </ul>	<ul style="list-style-type: none"> <li>Reviewing material</li> <li>Questionnaire</li> <li>Discussion</li> </ul>
		In community/education activities	13 events by 4 museums have been carried out so far, involving 442 participants from local community.	<ul style="list-style-type: none"> <li>Activity report</li> </ul>	<ul style="list-style-type: none"> <li>Activity report</li> </ul>	<ul style="list-style-type: none"> <li>Reports -Experts -C/Ps</li> </ul>
3.3.1	To what extent are the Outputs achieved?	Is operation system of the model museums expected to be established according to 4 indicators?	<p>Refer to the Achievement Grid.</p> <p>Several indicators have not been fulfilled because of the incompleteness or delays of the following items.</p> <ul style="list-style-type: none"> <li>-NM: PR strategy will be prepared by the completion of the Project.</li> <li>-KAM: PR strategy has not yet prepared and is in discussion with DOA HQ. It will be prepared by the completion of the Project.</li> <li>-DSM: Prior notice of gallery talk (lectures on exhibition by curators) was distributed with a newsletter. Activity calendar will be prepared by the completion of the Project.</li> </ul>	<ul style="list-style-type: none"> <li>Achievement of Indicators specified in PDM</li> <li>Opinion from C/Ps</li> <li>PO</li> </ul>	<ul style="list-style-type: none"> <li>Report -Experts -C/Ps</li> <li>Achievement Grid</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Discussion</li> </ul>
		Is capacity of both administrative and technical staff of the model museums expected to be enhanced according to 6 indicators?	<p>Refer to the Achievement Grid.</p> <p>Several indicators have not been fulfilled because of the incompleteness of the following items.</p> <ul style="list-style-type: none"> <li>-NM and DSM: Staff training plans are being prepared by an expert at the time of the final evaluation.</li> <li>-KAM: Registration of exhibition artifacts to database is in progress.</li> <li>-KAM: A guideline for gallery staff is in preparation.</li> </ul> <p>In spite of insufficient number of C/Ps, technical transfer to the current staff is going well. C/Ps have excellent ability to understand the contents and to train new staff. Although subjects are still limited, minimum necessary issues are covered. C/Ps who participated in JICA training courses motivated their colleagues by providing useful information.</p>	<ul style="list-style-type: none"> <li>Achievement of Indicators specified in PDM</li> <li>Opinion from C/Ps</li> <li>PO</li> </ul>	<ul style="list-style-type: none"> <li>Report -Experts -C/Ps</li> <li>Achievement Grid</li> </ul>	<ul style="list-style-type: none"> <li>Interview</li> <li>Discussion</li> </ul>

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Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria

Evaluation Questions	Question	Sub-Question	Results	Necessary Data	Information Sources	Method of Collecting Data
3.3 Level of achievement of Outputs		<p>Are museum activities to facilitate autonomous tourism expected to be improved according to 5 indicators?</p>	<p>Refer to the Achievement Grid. Several indicators have not been fulfilled because of the incompletion of the following items. -NM: No newsletter has been issued but will be issued after the Project completion. -DSM: Three volumes were issued in April, July and August 2007. -HOSM: Three volumes were issued in December 2006, May 2007 and August 2007. -NM: Questionnaires that were conducted in July 2006 and May 2007 were analyzed. -KAM: Questionnaires at education events were analyzed. More questionnaires will be conducted in each education activity. -DSM: Questionnaire to local people will be conducted in September 2007. -HOSM: Questionnaire will be distributed to local people in September 2007. -NM: No interview will be conducted by the completion of the Project. -KAM: Meeting with school teacher and students who participated in the previous events was conducted in May 2007. -DSM: Interview with local people will be conducted in September 2007. -HOSM: Interview will be conducted in a small-scale workshop (date not fixed). Activities involving local community have been enhanced and the Output is expected to be achieved before the Project completion. In terms</p>	<p>-Achievement of Indicators specified in PDM -Opinion from CFPs -Opinion from experts -PO</p>	<p>-Report -Exports -CFPs -Achievement Grid</p>	<p>-Interview -Discussion</p>

Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria

Evaluation Questions	Question	Sub-Question	Results	Necessary Data	Information Source	Method of Collecting Data
3.4 Improvement in management	3.4.1 Is there any room for improvement in the management system of the Project?	<p>TSDDP If Outputs have not been achieved as planned, provide reasons.</p> <p>Monitoring system</p> <p>Coordination among museums</p> <p>Decision-Making process</p> <p>Coordination with JIBIG project</p> <p>Function of JICA, HO and Office</p> <p>Information sharing system in the Project, including JICC</p> <p>Understanding and ownership of the Project by the implementation organization and counterpart personnel (e.g. provision of prepar. budget)</p>	<p>The delay in several activities and therefore Outputs are attributed to the unfulfilled propositions and important assumptions (input) specified in PDM.</p> <p>National Museum Construction work of NM will be completed in January 2008 which is after the Project completion. Hence, on the job training for post-opening activities can not be carried out by using the facilities of the museum.</p> <p>Historic Old Salt Museum Construction work of HOSM will be completed at the end of 2007, which is after the Project completion. Hence, on the job training for post-opening activities can not be carried out by using the facilities of the museum.</p> <p>Monitoring system is now functioning based on the recommendation made at the mid-term evaluation. Following documents have been produced and revised.</p> <p>-PO of each museum -TSI for common activities among museums -Monitoring Grid</p>	<p>-Museum construction schedule (NM, HOSM) -Reports from Experts -Opinions from C/P -Opinions from JICA</p>	<p>-TSDDP -Report -Experts -C/Ps -Ministry of Tourism</p>	<p>-Reviewing materials -Interview -Questionnaire</p>
			<p>It now takes less time for decision-making since large part of decision-making process was transferred to personnel in charge at PMU (M. Al-Jubay).</p> <p>The Jordanian side has determined a person in charge of decision-making at each museum as follows:</p> <p>NM: director (none at the time of the mid-term evaluation) DSM: Representative of RSCM (none at the beginning of the Project) KAM: Karak DOA (same as before)</p>	<p>-Opinions from Experts -Opinions from C/P -Opinions from JICA -Opinions from JIBIG -Monitoring Grid -Project Operation Management Chart</p>	<p>-PO -Report -Experts -C/Ps</p>	<p>-Reviewing materials -Interview -Questionnaire -Discussion</p>
			<p>Each model museum is participating in activities of other model museums and having different experiences.</p>	<p>The demarcation of the Project and TSDDP Project was already clarified, in terms of PR strategies and community-related survey.</p>	<p>-PO -Report -Experts -C/Ps</p>	<p>-Reviewing materials -Interview -Questionnaire -Discussion</p>
			<p>The Project has established the adequate evaluation and monitoring system, (e.g. Monitoring Grid, JICA HO and Jordan office should continue to support the Project in monitoring implementation of the Project.</p> <p>Certain level of communications and partnership between the Jordanian side and the Japanese side were established by using following measures. Many C/Ps are also JCC members, therefore, communication is often attempted between Japanese experts and C/Ps. TDMAP is using the following items for information sharing.</p> <p>(1) Monthly report (2) Monitoring Grid (3) Information sharing system in the project (fixed format) (4) Decision-Making Process (flow chart)</p>	<p>Implementing organizations and C/Ps have high level of understanding of the Project Purpose.</p>	<p>-PO -Report -Experts -C/Ps</p>	<p>-Reviewing materials -Interview -Questionnaire -Discussion</p>

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Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria


Evolution Questions	Question	Sub-Question	Results	Necessary Data	Information Source	Method of Collecting Data
4 Level of achievement of the Overall Goal	4.1.1 Can overall goal be achieved as a result of the project?	To what extent are 4 indicators included as a result of the Project?	The number of visitors to Karak and the Dead Sea shows a tendency to increase. The number of visitors to KAM increased after the Project started, from 34,000 (2003) to 109,935 (2005), although the number slightly decreased to 87,599 in 2006. The number of visitors to DSM was 2014 from July to December 2005, 5,085 from January to March 2007, and 4,341 from April to June 2007. According to the MOTTA statistics, the number of visitors to Karak area shows a clear tendency to increase till 2005.	-Number of tourists in the area -Number of tourism related amenities -Number of visitors to each museum -Tourism promotion by museums	-Experts -C/Ps -Achievement Grid -Ministry of Tourism	-Reviewing materials -Interviewing -Questionnaire -Discussion
			4.1.2 Are there any obstacles to the achievement of the Overall Goal. Assumptions specified in PDM?	The delay in the construction works generated a negative impact on the achievement of Overall Goal.	-Opinions from Experts -C/Ps -JICA	-Reviewing materials -Interviewing -Questionnaire -Discussion
	4.2.1 Is there any influences on targeted recipients?	economic and other influences	There is no negative influence by the Project. A number of favorable opinions are found in the visitors note at KAM, DSM.	-Opinions from Jordanian government and C/P -Opinion from expert and C/P	-Ministry of Tourism -Related municipalities -Experts -C/Ps -TSDP	-Reviewing materials -Interviewing -Questionnaire
	4.2.2 Are there any positive and negative impacts of the project? What are the effects of such impacts?	Social and cultural aspects, such as gender, human rights, poverty gap?	At an early stage of the Project, DSM mainly targeted richer people, as the restaurant in the complex was (still is) quite expensive and there was (still is) no public transportation to the complex. In fact, which could exclude the local people might be emerged. DSM, however, started carrying out community/environment friendly/educational activities and the above concern is swept away. More persons of other museums and universities (both professors and students) has become more interested in museum management by observing the Project activities. For instance, there are more people now who wish to participate in various activities of four model museums. Exhibitions recently re-arranged at several museums (e.g. Ajlun, Salt, Petra) are clearly influenced and improved based on that of KAM.	-Opinions from Jordanian government and C/P	-Ministry of Tourism -Related municipalities -Experts -C/Ps -TSDP	-Reviewing materials -Interviewing -Questionnaire
5 Sustainability	5.1.1 Institutional aspect	Will the Ministry of Tourism and Antiquities continue to support the activities of the museums owned after the Project completion?	DSFC, including DSM, focuses on natural history and its operation RSCM implements activities for nature conservation. The Project is highly expected to contribute to the environmental conservation in the area.	-Opinions from Jordanian government and C/P	-Ministry of Tourism -Related municipalities -Experts -C/Ps -TSDP	-Reviewing materials -Interviewing -Questionnaire
		Has each of 4 museum organization structure and management structure been established? (including staff allocation?)	NM: It is an independent organization like Japan's independent administrative agency. The government will strongly support it. KAM: Official status is clarified under the scheme of DOA organization. DSM: Currently, MOA and RSCM are in charge of the management of the complex on a five-year contract. Although RSCM has a concern about the clarification of the government's responsibilities in the contract, a trustee, who is the minister of MOTTA, is expected to continue to support DSM. HOSM: It has not officially been determined which body will control HOSM.	-Opinion from Jordanian Government -Opinion from C/Ps	-C/Ps -Ministry of Tourism	-Reviewing materials -Interviewing -Questionnaire
5.1 Sustainability	5.1.2 Financial aspect	Can sufficient budget to 4 museums be expected?	-NM: National Museum Operation Body. No administrative staff are allocated. -KAM: It is already short staffed (two curators and 10 administrative staff). -DSM: RSCM is in charge of the management of the complex on a five-year contract. In general, DSFC is smoothly operated. -HOSM: out of the Project scope	-Opinion from C/Ps -Financial Report	-C/Ps -Ministry of Tourism	-Interviewing -Questionnaire
		Has entrance fee and revenue system been established?	In the course of the Project, each museum has learned how to prepare a draft budget and it has become easier than before to negotiate with MOA and the Ministry of Finance. -KAM: Budget is requested by the Ministry of Finance. -KAM: Central DOA has total annual budget for 14 DOA museums including Karak, not independent budget for Karak museum. KAM is currently preparing a draft budget to submit to DOA for the first time. -DSM: Newly opened in 2006, budget decided under RSCM. -HOSM: Still unorganized state, budget not allocated. It was suggested at JCG held in March 2007 that admission fee be the direct income (revenue) of museums and that each museum flexibly utilize the income (revenue), however this issue has not been discussed. The current situations are as follows: KAM: budget allocated by DOA DSM: budget allocated by RSCM NM, HOSM: not decided	-Opinion from C/Ps -Experts	-C/Ps -Ministry of Tourism	-Reviewing materials -Interviewing -Questionnaire

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Annex Evaluation Grid  
Project Implementation Process and Five Evaluation Criteria

Evolution Questions	Question	Sub-Question	Results	Necessary Data	Information Source	Method of Collecting Data
5.1.3 Technical aspect		Can 4 model museums spread skills and technologies to other museums?	Four museums are expected to be model museums and spread technology to other museums in Jordan. At present, however, it requires more experiences and skill improvement, although C/Ps obtained new skills and knowledge by the Project.	-Opinion from C/Ps -Opinion from experts	- 4 museum representative -Ministry of Tourism	-Interviewing -Questionnaire
		Are equipment properly operated, managed and maintained?	Equipment is operated, managed and maintained well, but need to be reallocated after the construction completion of NM and HQSM. The Project needs to make more technical instructions to improve C/Ps skill in using equipment. Maintenance cost should be also considered by each museums.	-Equipment list	-Experts -C/Ps	-Reviewing Materials -Questionnaire
5.1.4 Measures to enhance sustainability		Are there any measures to enhance sustainability?		-Opinion from experts -Opinion from C/Ps	-Experts -C/Ps	-Interviewing -Questionnaire

Abbreviation: C/P: Counterpart PD/M: Project Design Matrix PQ: Plan of Operation HQ: Headquarter NM: National Museum, DSPC: Dead Sea Museum, DSK: Karak Archeological Museum, HQSM: Historic Old Salt Museum

  
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Field	Name	Dispatch Term	Type
Chief Advisor/Museum Management	Prof. Tsuneyuki MORITA	2005.1.14-7.2, 2005.8.16-2006.1.9, 2006.5.26-2006.9.23. 2006.11.24-2007.4.28. 2007.6.8.-2007.12.3.	Short
Coordinator/Exhibition Plan	Mr. Koji OYAMA	2004.11.30-2007.12.3.	Long
Community-Based Museum Activities	Ms. Yayoi YAMAZAKI	2005.8.22-2007.12.1.	Long
Collection Management (Documentation/Datab	Ms. Yuko MORIYA	2005.11.24-2005.12.10	Short
Collection Management (Documentation/Datab	Mr. Tetsuya KONO	2007.3.28-2007.6.29.	Short
Museum Education	Dr. Yasushi KUSUOKA	2005.12.2-2005.12.24	Short
Museum Administration	Mr. Yusuke NAMBA	2007.6.1-6.25, 2007.7.15-9.12.	Short
Conservation Technology	Ms. Mika TAKAMI	2007.2.28-2007.3.26.	Short
Conservation Technology	Prof. Hitomi DATE	2007.3.18.-2007.4.3.	Short
Visitors' Evaluation	Ms. Keiko KUROIWA	2007.7.6.-2007.8.6.	Short

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Training Course Title	Period	Dispatched Counterpart			
		Museum	Position	Name	
Museum Management	22.Jan.2006-4.Mar.2006	National Museum	Curator	Mr.Jihad Kafafi	
		National Museum	Assistant Curator	Ms.Raida Abdallah	
		Karak Archaeological Museum	Inspector of Karak DOA	Mr.Khalid Tarawneh	
		Dead Sea Museum	Museum Manager	Dr.Ahmed Smadi	
	22.Oct.2006-17.Nov.2006			Deputy Director (Technical Affairs)	Dr.Khairia Amr
		National Museum	Curator	Dr.Main Shatnawi	
		Historic Old Salt Museum/Salt Tourism Office	Director of Salt MOTA	Eng.Ayman Abu JalmeH	
				Mr.Mohammad el-Khaledi	
		Dead Sea Museum	Curator		

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Provision of Equipments

Annex 9

No.	Items	Company	Type	Amount	Purchase year (Japanese Fiscal Year)
1	AF35mm Digital Camera	Canon	Eos 20D EF S17-85 U Lens kit (DS126061)	1	16
2	Telephoto Lens	Canon	Canon EF135 F2.8	1	16
3	Macro Lens	Canon	Canon EF50 Compact Macro F2.5	1	16
4	Flash light	Canon	Canon Speedlite 580EX	1	16
5	Memory Card for digital camera	Hagiwara Syscom	Compact Flash 1 GB HPC- CF1GV	1	16
6	Digital Voice Recorder	Sony	Stereo IC Recorder ICD SX55 256MB	1	16
7	Project Official Car	TOYOTA	LANDCRUISER PRADO (Dark Blue) Model 2004 (Type GRJ120L-GKPGK)	1	16
8	Laptop Computer	DELL	Inspiron 510m Pentium M/1.7 GH2 2MB, 400MHz 15.0" XGA LCD with XP pro	2	16
9	Projector (Datashow)	Epson	EMP-S1H Multimedia Projector	2	16
10	Colour Laser Printer	Epson	Aculasor C9100	1	16
11	Digital Voice Recorder	SONY	Stereo IC Recorder ICD SX55	3	17
12	Audio System Set (Amplifier, Mixer)	Super-E	Professionel Mixer MX-805D	2	17
13	Audio System Set (Speaker)	EVC	Model-Black 612M	4	17
14	Audio System Set (Wireless microphone)	SHURE	LX88-II	2	17

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Provision of Equipments

Annex 9

15	AF35mm Digital Camera	Canon	Eos 20D EF S18-55 U Lens kit	3	17
16	Flash light	Canon	Canon Speedlite 580EX	3	17
17	Laptop Computer	LG	Note Book LW40 Express	10	17
18	Projector (Datashow)	LG	LG 1800 Ansi Lumens XGA 2000	2	17
19	All in one Printer	HP	Office Jet 5610	4	17
20	Scanner (with Film Scanner)	HP	Scan jet 4890	1	17
21	AF35mm Digital Camera	Canon	Eos 20D EF S18-55 U Lens kit	3	17
22	Flash light	Canon	Speedlite 580EX	3	17
23	Thermohydro Meter	SATO	Sigma II Thermo I	3	18
24	Data Logger	TandD	Thermo Recorder Ondotori TR-72U	5	18
25	Design Software	Adobe	Creative Suite Premium ME version (10licenses)	10	18

  
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Provision of Equipments

Annex 9

26	Air condition	Petra Engineering Industries Co.Ltd	Petra 20H	1	18
27	TV Microscope	Scalar	VL-11SL	1	18
28	Copy stand with lamp	LPL	CS-5 & CL-2	2	18
29	Tripod for camera	Silk	Professional	3	18
30	Data Logger	Veriteq	SP-2000	15	18
31	Flash light	Canon	Speedlite 580EX	4	18
32	Laser Printer	Epson	GP 700	1	18
33	Map cabinet	Ayyubi	MOD No 1P5	2	18
34	Water Purifier	MSC	Water purifier	1	18
35	Microscope	Boeckel & Co.	Zoomstreo Microscope Model B & C 3502-B	2	18
36	Balance	MSC	Mechanical Balance	1	18
37	Hand Pallet	International Interactive	Hand Pallet Truck HP	1	18
38	Meter for Colour Temperature	Gossen	Colormaster 3F	1	19
39	Digital Exposure Meter	Gossen	DIGISIX	1	19
40	Fluorescent Lighting (Large)	Syashin Denki I Kogyo	Rifa-F 65 x 65 cm	1	19
41	Fluorescent Lighting (Small)	Syashin Denki I Kogyo	Rifa-F 40 x 40 cm	4	19
42	Database software	Filemaker	Filemaker Pro.8.5 retail box	4	19

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Provision of Equipments

Annex 9

43	Macro Lens	Canon	EFS 60mm f/2.8 Macro USM	3	19
44	Eyeiece for microscope	Coomo	Electronic Eyeiece Model 20 N & 600	2	19

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## Local Cost by the Japanese Side

	1st	2nd	3rd	4th	Total (JD)	Description
2004 Fiscal Year				5,800,000	5,800,000	Workshop, design software
2005 Fiscal Year	3,569,897	5,038,254	4,980,468	23,273,547	36,862,166	Education activity, workshop, seminar & lecture, OJT, museum PR, official car
2006 Fiscal Year	4,989,065	4,652,988	6,472,484	12,494,232	28,608,769	Education activity, workshop, seminar & lecture, OJT, newsletter, official car
2007 Fiscal Year	6,661,140				6,661,140	Education activity, seminar & lecture, OJT, newsletter, official car
					77,932,075	

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Museum	Name	Position in R/D	Position	Organization
Salt	Mrs.Ansam Malkawi		Director of Affairs and Tourism Activities	MOTA
Salt	Ms.Huda Kilani	Curator	Chief Curator	PMU/Historic Old Salt Museum
Salt	Eng.Ayman Abu JalmeH		Director of Salt MOTA	MOTA
Salt	Dr.Widad Saeed	Curator	Curator/Project Coordinator	PMU/Historic Old Salt Museum
Salt	Eng.Lina Abu Saleem		Engineer	Salt Municipality
Salt	Eng.Muntaser el-Heyari		Engineer	Salt Municipality
Salt	Mr.Firas Halaseh	Curator	Assistant Curator	PMU/Historic Old Salt Museum
Salt	Mr.Mohammad Abu Ruman	Administrative Staff	Administrative staff	PMU/Historic Old Salt Museum
National	Dr.Faris al-Nimri	Director General	Director	NM
National	Dr.Ghazi Bisheh		BOT Management Committee Member	BOT
National	Dr.Zeidan Kafafi		BOT Management Committee Member	BOT
National	Mr.Faris Al-Hmoud	Deputy Director (Administrative)	Deputy Director (Administration and Financial Affairs)	NM
National	Dr.Khairia Amr	Deputy Director (Technical)	Deputy Director (Technical Affairs)	NM
National	Mr.Jihad Kafafi	Curator	Curator	NM
National	Ms.Amira Zaban	Curator	Assistant Curator	NM
National	Ms.Raida Abdallah	Curator	Assistant Curator	NM
National	Dr.Main Shatnawi	Curator	Curator	NM
National	Mr. Tamam Khasawneh	Curator	Conservator	NM
Karak	Mr.Abdel Samee' Abu Deyyeh		Director of museum section of DOA central	DOA
Karak	Mr.Khalid Tarawneh	Director of Karak Museum	Inspector of Karak DOA Office	KAM/DOA
Karak	Mr.Sate Massadeh	Curator	Curator	KAM/DOA
Dead Sea	Dr.Ahmed Smadi	Curator	Museum Manager	DSM/DSPC/RSCN-Wild Jordan
Dead Sea	Mr.Mohammad el-Khaledi	Curator	Curator	DSM/DSPC/RSCN-Wild Jordan
Dead Sea	Mr.Ala'a Mujahed	Director of Museum	DSPC Manager	DSPC/RSCN-Wild Jordan
PMU	Eng Sami Halaseh	Executive Director/ Chief Engineer	Executive Director	PMU
PMU	Mrs.Lotus Abu Karaki	Operation Manager	Operation Manager	PMU

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Type	Description
Project Office Facilities	2 Room for Experts ( 1 for common use)
Project Office Facilities	1 Meeting/Lecture room (Co-Use with PMU)
Project Office Facilities	1 Storage Room
Project Office Facilities	Parking Garage for Project Official Car
Project Office Facilities	Telephone Line
Project Office Facilities	Air Condition
Project Office Facilities	Central Heating
Project Office Furniture	Desks & Chairs Set
Project Office Furniture	Bookshelves
Project Office Furniture	Cabinets
Project Office Furniture	Safety Box
Project Office Equipment	FAX (Co-Use with PMU)
Staff	Administrative staff (double as PMU)
Staff	Secretary (double as PMU)
Staff	Service workers (double as PMU)
Expense	Utility Cost (Electricity, Water, Gas, Diesel for Heating)
Expense	Telephone Cost (Landline)
Expense	Office Repair Cost
Expense	Copy Machine Maintenance Cost

## Number of Tourists in Four Model Areas

Location	Number of Tourists						
	2001	2002	2003	2004	2005	2006	2007 <sup>(1)</sup>
Karak	84,165	44,703	32,727	76,613	109,306	87,599	21,750
Dead Sea	NA	NA	NA	NA	44,931	65,755	16,781
Salt	NA	NA	NA	NA	NA	NA	NA
Amman	NA	NA	NA	NA	284,265	157,610	35,393
Madaba	235,584	100,229	98,601	215,522	330,249	464,513	64,243
<b>Jordan:</b>							
Total Visitors	3,035,000	4,677,018	4,533,707	5,586,656	5,817,370	3,225,411	724,307
Tourist Overnight	1,672,000	2,384,474	2,353,088	2,852,807	2,986,586	599,773	724,307
Same Day Visitors	1,363,000	2,292,544	2,246,619	2,733,849	2,830,784	3,348,258	663,320
Arab Tourist/Overnight	NA	1,513,236	1,478,946	1,795,369	1,851,099	342,600	400,217
Foreign Tourist/Overnight	NA	457,650	461,179	577,755	623,572	257,173	324,090
No. of Tourist on Package Tours	NA	137,660	145,601	254,145	337,772	277,913	66,462

Source: Ministry of Tourism and Antiquities (1) Data until 31/3/2007



## Number of Hotels and Restaurants in Four Model Areas

### Number of Hotels in 2006

<b>Governorate</b>	<b>Number</b>
Amman	340
Balqa (Salt)	4
Madaba (Dead Sea)	9
Karak	41
<b>Total Number in Jordan</b>	<b>527</b>

Source: Department of Statistics

## Number of Tourist Restaurants

Location	Restaurant Classification	Year					
		2001	2002	2003	2004	2005	2006
Karak	Five Stars						
	Four Stars						
	Three Stars		1		2		1
	Two Stars		2	2	2		2
	One Star		1	1	1		1
<b>Total</b>		NA	4	3	5	4	4
Dead Sea	Five Stars						
	Four Stars						
	Three Stars						
	Two Stars						1
	One Star						
<b>Total</b>		NA	NA	NA	NA	NA	1
Salt	Five Stars						
	Four Stars						
	Three Stars			1	1		3
	Two Stars		2	3	4		2
	One Star		2	1	1		1
<b>Total</b>		NA	4	5	6	9	7
Amman	Five Stars		2	3	1		
	Four Stars		25	23	27		27
	Three Stars		38	45	51		55
	Two Stars		53	92	110		42
	One Star		34	122	162		32
<b>Total</b>		NA	152	258	351		156
Jordan	Five Stars			3	1		
	Four Stars			27	31		32
	Three Stars			64	74		78
	Two Stars			121	142		70
	One Star			159	200		57
<b>Total</b>		NA		374	448		237

Source: Ministry of Tourism and Antiquities

**DRAFT OF INNER REGULATION FOR THE NATIONAL MUSEUM**

01. Name of the Museum: is The National Museum, which is called as The Museum hereafter.
02. Regal Status: The Museum is founded by the Antiquities Law and the National Museum By-law.
03. Location of the Museum is: Ras al Ain, Amman.
04. Purpose of the Museum: is to be a national centre to present diverse information on the history and culture of Jordan to local people as well as to foreign tourists. To satisfy these purposes, the Museum does: collection, conservation, exhibitions, educational activities, various types of visitor service and other activities. The Museum aims at presenting and preserving cultural heritage of Jordan, and organizes exhibitions and other necessary activities. The museum peoples, in particular curators, are required to do their best and continuous effort to enrich the contents of The Museum and methodology of museology. The Museum will also collaborate with academic institutions and organizations, including universities and colleges, in Jordan and abroad, to carry out various types of scientific activities.
05. Operation Body is: independent institution by the Antiquities Law
06. Board of Trustees (BOT): The purpose, function and members are defined with the Antiquities Law Article 31 and National Museum By-law.
07. The Museum Staff: includes Director General, Curators and other staffs.
08. Duties of staffs : are as follows:
- 8-1 Director General is responsible to the Museum;
  - 8-2 In a case when the Director General is difficult to do his/her duties, Vice-Director as Chief Curator covers the duties;
  - 8-3 Vice Director as Secretary General is responsible to all general affairs of the Museum, under control of the Director General;
  - 8-4 Chief Curator is responsible to all technical and academic matters of the Museum;
  - 8-5 Senior Curators support Chief Curator and responsible to technical matters of a limited section(s);
  - 8-6 Junior Curators support Chief Curator and Senior Curator, and be responsible to technical matters of a limited sub-section(s)
  - 8-7 Assistant Curators support Senior and/or Junior Curators.
  - 8-8 Senior Administrators support Secretary General and responsible on administration in a limited field.
  - 8-9 Junior Administrators support Secretary General and Senior Administrator, and are responsible to administration matters of a limited sub-field(s)
  - 8-9 Other members support a limited field of the Museum jobs and the job description in detail will be annexed
09. Opening Hours of the Museum are:
- 9-1 10:00- 18:00 from Saturday to Thursday, and

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9-2 10:00– 19:00 on Friday

9-3 The Director General can change these, if necessary, after approval of BOT.

9-4 Only in emergency case, closure of the Museum within 48 hours needs no discussion.

10. Working hours of the staffs: are 80 hours per 2 weeks. Those of security staffs are fixed by other labour contract.

11. Entrance Charges are proposed from the Director General to BOT to be approved. Authorized charges should be shown on Table and the entrance.

12. Main Activities of the Museum are as follows:

12-1 Acquisition

12-1-1 General

- 1) Materials to be acquired are those having a closer relation with the history and culture of Jordan.
- 2) Asset of acquired materials, which were made before 1750 AD, is belonging to the Department of Antiquities (DOA), and of the others The Museum.
- 3) Methods of acquisition are: a) purchase, b) donation, c) production, d) gathering and e) exchange.

12-1-2 Loan

- 1) The Museum can make a short and/or a long term loan from other museum, institution, school and other owner(s). Official loan agreement, with signature of Director General, is obligatory.
- 2) Loan has two categories as:
  - a. Ordinal Loan: is made for one (1) year or the less and possible to extend the contract for the same duration, in case of no objection from the borrower nor lender, before the end of previous contract; and
  - b. Permanent Loan: is a loan of no limited term.
  - c. The materials, which are belonging to DOA, will be considered as a target of permanent loan.

12-2 Type of Material to be acquired

12-2-1 Original materials are:

- 1) Antiquities authorized under the Antiquities Law and
- 2) Modern materials, which are out of target of Antiquities Law, having high cultural or historical value. Limited numbers of reference materials for comparative studies, if necessary, can be included in this category.

12-2-2 Copy or Replica: is reproduction from original under sufficient scientific cares. Both manual and/or mechanical methods are allowable to prepare it. Main purpose of use of copy or replica is that they have some difficult reasons to show it by the original. When they use it/them for an exhibition, indication as “copy” or “replica” is necessary.

12-2-3 Model: is:

Reconstruction made through the original in reduced, enlarged or the same size,

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and that to show a function/construction of an artefact. It should be prepared also under sufficient scientific cares to show a specific topic in a simplified way.

12-2-4 Document and Archival Materials: include:

Manuscripts, drawing or painting, printed matters, photos and various types of audio-visual recording and of electronic data which record a matter(s) in closer connection with the purpose of the Museum.

12-2-5 Reference Materials are:

Other than above mentioned materials which are necessary to precede the museum activities and area studies, such as reference books, tables and others.

12-2-6 Other Useful Materials for the Museum Activities

12-3 Acquisition Committee

12-3-1 The National Museum organizes seven members of the acquisition committee (the Committee), of which 2 members are from the BOT as ordinal members and 3 experts. One representative from the Audit Bureau and the Director General of the National Museum are also the committee members, while they have no right to vote only in the case of tender vote to purchase or donation proposal. The Director General can change the expert at each meeting. Duty terms of ordinal members are two (2) years and less than two (2) times of reappointments are possible.

12-3-2 The Director General calls the meeting once a year or the more, if necessary, with an approval from the BOT, and holds chairperson.

12-3-3 Chief curator proposes all new acquisition to the Committee.

12-3-4 Purpose of the Committee is to judge the reasonability of acquisition price and to evaluate donated materials.

12-3-5 Average of three (3) tender values in middle by the five (5) members are allowed as a just price, in a case of purchase. Within x % of differences from the average are allowed as the reasonable price. The Committee assesses a price of donated, produced and gathered objects by the same method as a case of acquisition, to register on the inventory list.

12-3-6 The Committee authorizes re-evaluation of materials as needed.

12-4 Registration and Cataloguing

12-4-1 Director of Administration makes the inventory list of acquired objects as a National Asset.

12-4-2 Chief Curator makes the catalogue of acquired materials as a part of scientific documentation.

12-4-3. Above two (2) lists should be linked.

12-5 Conservation and Restoration of Materials

12-5-1 Chief Curator and conservator(s) assure conservation of all acquired materials belonging to the Museum and also those to be borrowed from the others, in good condition.

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12-5-2 Chief Curator and conservator(s) keep diligently optimal condition of galleries and storages, as well as that during transportation of artefacts;

12-5-3 Chief Curator has to keep a condition record and also restoration record at least for fifty (50) years after the treatment.

12-6 Exhibition

12-6-1 Chief Curator is responsible to offer recent and right information on displayed materials, to the visitors and other users.

12-6-2 Senior or Junior Curators are allowed to plan and to operate a temporary or travelling exhibition in accordance with the Chief Curator.

12-7 Educational activities:

12-7-1 The Museum organizes lectures, workshops, preparation of educational materials and other activities. in collaboration with other educational or cultural organization(s);

12-7-2 Chief Curator, Senior- and Junior Curators prepare a museum guide materials to use for a training of gallery staffs and for other purposes.

12-7-3 ~~Director of Administration Department does a training of gallery staffs in closer collaboration with curators.~~

12-8 Academic Survey and Studies

12-8-1 All curators are obliged to do a continuous academic survey and research works to enrich collection, to update recent data on collection and to develop museology.

12-8-2 Curators have to publish regularly results of their works, of which methods has no restriction.

12-9 Publication and Out Reach:

12-9-1 Chief Curator publishes a Museum Guidebook, illustrated or non-illustrated collection catalogue(s), academic reports including bulletin, news letter and others. An electronic publishing may be done.

12-9-2 Director of Administration Department publishes an annual report of the Museum in collaboration with the other museum staffs.

12-10 Visitor Service

12-10-1 The Museum prepares facilities to the visitors such as coffee shop, museum shop, meeting spots and others.

12-10-2 Director General is possible to consign an operation of such facilities to another organization(s) including private sector.

12-10-3 The Museum gathers wishes and requests from visitors to make better one.

12-11 Maintenance of Building and Equipments:

12-11-1 Director of Administration Department maintains the museum buildings and equipments in good condition.

12-11-2 Secretary General is responsible to a security of the Museum.

12-12 Space Lease and Rental:

12-12-1 Director General can lease spaces for Restaurant/cafeteria and for shop(s) to a

  
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private enterprise with a lease contract;

12-12-2 Director General can rent a space, such as auditorium, main hall, garden and others, as far as the use makes no obstacle to the museum activities;

12-12-3 Lease/Rental charges for both above cases are fixed under another standard.

12-13 Fundraising:

Director General will be permitted to receive a financial support for the museum activities, such as for temporary exhibition, new acquisition, education activities, publication and others, from other organizations including private companies and be obliged to inscribe the revenue and the expense on the financial report of the museum.

12-14 Others:

Director General will be allowed to enlarge necessary activities, in discussion with concerning staffs.

13 Copy Right of any works, done as a part of official duties of the Museum, should be belonging to The Museum, regardless of clear mentioned author's name. The Museum allows a free use of the right only for the author him/her self to publish as his own product. The later case needs a written request.

14 Special Professional Uses of the Museum Object: as follows are subject of written permission. Any one(s), who want to use the Museum materials, should present a written request to the Director General, by two (2) weeks before the desired date. Director General decides, on recommendation from Chief Curator, to permit or to refuse it. The written permission, with condition if necessary, or refusal with the reason, should be sent within one (1) week from the request.

Director General may refuse a request for following reasons:

- a) that has a difficult reason on conservation of artefacts;
- b) that is on display of artefacts;
- c) that has a difficult reason on intellectual properties; and
- d) that will be obviously used for a purpose of illegal or inadequate use.

14-1 Careful Observation: is to do an observation of artefacts in another manner than ordinal exhibition, such as for scientific research, surveys and education purposes. The request will be made by Form 1.


Such a use should be done at an appointed space in the Museum, under control of a curatorial staff.

Following institution(s) has a priority: museum, library, school including university and college, donor of the material interested. Individual or small group, who want to use it only for academic purposes, can be also considered as a member having priority.

14-2 New Recording: is

to take photograph(s), to do a shooting with movie-, video- camera and other tools, in the Museum.

The request will be made by Form 2. The request to a material(s), of which

  
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intellectual properties right is belonging to other than the State, needs to attach a written authorization from the right owner.

14-3 Copy from Existing Recorded Material(s):

This is to make a copy from photo, film, video-tape, compact disk and other recording materials, of which properties or copyright belongs to the State. The request will be made by Form 3

14-4 Lending of the Museum Object:

14-4-1. It is permitted, in principle, only for a state government, municipalities, museum, and scientific institutions including school. A request from others will be approved by the Minister of Tourism and Antiquities using a result of pre-judgment by the Director General. The request will be made by Form 4.

14-4-2 Any lending of National Recorded Objects has to be approved by Council of Ministers, upon a recommendation from the Director General.

14-4-3 The other lending than above mentioned in 14-4-2 has to be approved by the Management Committee.

14-5 Charge:

The above mentioned special professional uses are subject to be charged, as shown in the Table A (Charge List), however, the Director General can remit the charges in following cases:

- a. request from official request from other museums, academic institutions and/or organization, school, and diplomatic and/or intergovernmental organization;
- b. request from an authorized instructor including life-long education specialist;
- c. request from individual experts to use as only for their scientific works;
- d. request from juridical court; and
- e. with special approval from the Minister of Tourism and Antiquities.

15. Commercial Use of the Museum, facilities and objects

Director General can permit to use the museum space, its facilities and collection for commercial and similar uses. The cases are Renting space for function, film making, commercial photographing, renting temporary exhibition space for commercial exhibition, use of logo and symbol marks and others. Every case needs a contract with the Director General and to pay the necessary charge in advance.

16. Control to the Visitors:

16-1 Visitors are prohibited;

- a. to touch on a displayed material, except on those with permissible indication;
- b. to eat, drink and smoke inside the Museum;
- c. to bring in a material longer than 70 cm, except a stick for handicapped or old person and more than 20 kg of heavy materials. These should be kept at a cloak desk;
- d. to bring inside any explosive and harmful materials
- e. to launch noisy sound;
- f. to make any type of copy from displayed materials without permission from Chief

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Curator. Simple sketch or drawing by hands is not subject of this article.

16-2 Photography by visitors:

Regardless of 14-2, photo- and/or video- taking by visitors for personal use, which will be done in a public space including gallery, is permissible, unless he/she uses a tripod and/or lighting. Only use of speed light as a part of camera is possible.

16-3 Director General will refuse to enter in or to leave from the Museum to those:

- a. who gives a trouble to the other visitors;
- b. who may disfigure a displayed material(s);
- c. who is a dead drinker or an obvious drug user; and
- d. who hold destructive tools and/or agents and other dangerous materials.

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### Inner Regulation for the Karak Archaeological Museum

01. Name of the Museum: is Karak Archaeological Museum.
02. Regal Status: The Museum is founded under control of the Department of Antiquities (DoA), Ministry of Tourism and Antiquities.
03. Purpose of the Museum: is to offer information on the history and culture of Karak Area, including Karak Castle, using namely visual and other methods, to local people as well as to foreign tourists. To satisfy these purposes, the Museum organizes exhibition, various types of visitor service and other activities. The museum peoples, in particular curators, are required to do their best and continuous effort to enrich the contents of The Museum and methodology of museology. The Museum will also collaborate with academic institutions and organizations, including universities and colleges, in Jordan and abroad, to carry out various types of scientific activities.
04. Operation Body is: DoA Karak Office under control of the DoA Head Quarter.
05. The Museum Staff: includes Curators and others. Director of DoA Karak Office serves concurrently as the Director of the Museum.
06. Duties of staffs : are as follows:
  - a) Director (DG) is responsible to the Museum.
  - b) Curator(s) is (are) responsible to all technical and academic matters of the Museum.
  - c) Assistant curator supports Curator(s)
  - d) Administration staff(s) is (are) responsible to all administrative matters of the Museum, under control of the Director.
  - e) Other members, including gallery guide and guard, serve a limited field of the Museum jobs, of which details will be shown in each contract.
07. Opening Hours of the Museum: is 8:00 - 16:00 from Saturday to Thursday, and 10:00 – 16:00 on Friday, in winter, and 8:00 – 18:00 and 10:00 – 18:00 in Summer. The Director General can change this, if necessary, after discussion with DoA-Head Quarter. Winter is from the last Friday of October to the last Thursday of March.
08. Working hours of the staffs: are 80 hours per 2 weeks, except part time workers.
09. Entrance Charge will be included in that to the Castle Area, shown at the gate.
10. Main Activities of the Museum are as follows:
  - A) Registration of the Collection and Cataloguing
  - B) Maintenance of permanent exhibition, including regular up-to-date of the contents.
  - C) Organization of temporary and/or travelling exhibition.
  - D) Regular check and maintenance of the collection: when the Curator discovered important fact, the Director of the Museum should inform to the Head Quarter to ask the indication.
  - E) Educational activities such as: gallery guide, organized lecture, collaboration with educational institution, organization of workshop and event, preparation of educational materials and tools and others.

  
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F) Publication such as: regular news letter, the Museum guide book, working report and others.

G) Training of Museum guides and volunteers.

H) Other necessary matters to the Museum.

12 Copy Right of any works, done as a part of official duties of the Museum, should be belonging to the DoA, regardless of clear mentioned author's name. The DoA allows a free use of the right only for the author him/her self to publish as his own product. The later case needs a written request.

13 Special Uses of the Museum: as follows are subject of written permission. Any one(s), who want to use the Museum materials, should present a written request to the DoA Head Quarter through the Museum director, by 2 weeks before the desired date. DoA decides to permit or to refuse it. The written permission, with condition if necessary, or refusal, should be sent through the Museum Director.

A) Personal Use: is to do an observation of artefacts in another manner than ordinal exhibition, scientific research, surveys and education purposes.

The request will be made by Form 1.

Such a use should be done at the indicated space by the Director, under control of a museum staff.

Following institution(s) has a priority: museum, library, school including university and college, donor of the material interested. Individual or small group, who want to use it only for academic purposes, can be also considered as a member having priority.

Director General may refuse a request to material as follows:

- a) that has a difficult reason on conservation;
- b) that is on display; and
- c) that will be obviously used for a purpose of illegal or inadequate use.

B) Recording: is to take photograph(s), to do a shooting with movie-, video-, other camera, in the Museum.

The request will be made by Form 2. The request to a material(s), of which copyright is belonging to other one than the State, needs to attach a written authorization from the owner. Recording only for pure personal use, which will be done in a public apace including gallery, is out of subject from this article, unless he/she uses a tripod and/or lighting, while use of speed light as a part of camera is permissible.

C) Use of Recorded Material(s): is to make a copy from photo, film, video-tape, compact disk and other recording materials, of which properties or copyright belongs to the State. The request will be made by Form 3

D) Borrow of the Museum Object: is a matter to be required directly to the DoA.

E) Charge: The above mentioned special uses are subject to be charged, as shown in the Table A (Charge List). However, the DoA can remit the charges in following cases:

- a. request from official request from other museums, academic institutions and/or organization, school, and diplomatic and/or intergovernmental organization;

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- b. request from an authorized instructor including life-long education specialist;
- c. request from individual experts to use as only for their scientific works;
- d. request from juridical court; and
- e. with special approval from the Director of DOA.

14 Control to the Visitors:

Visitors are prohibited;

- 1. to touch on a displayed materials, except on those with permissible indication;
- 2. to eat, drink and smoke inside the Museum;
- 3. to bring in a materials longer than 70 cm, except a stick for handicapped or old person and more than 20 kg of heavy materials. These should be kept at the entrance;
- 4. to bring inside any explosive and harmful materials
- 5. to launch noisy sound;
- 6. to make a copy from displayed materials with out permission. Simple sketch or drawing by hands is not subject of this article.


The Director of museum can refuse to enter in or to leave from the Museum to those:

- 1. who gives a trouble to the other visitors; and
- 2. who is a dead drinker or an obvious drug user;

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**INNER REGULATION FOR THE DEAD SEA MUSEUM**

01. Name of the Museum is called as the Dead Sea Museum, which is called as DSM hereafter.
02. Location of DSM is in the building of the Dead Sea Panoramic Complex, which is called as DSPC hereafter, Madaba Region/near Village of Main.
03. Purpose of DSM is to introduce nature, including eco-system as well as chemical and physical characteristics, history, culture and future of the Dead Sea and the surrounding Areas, where is a precious mixed cultural-natural heritage areas. DSM helps also high-lightning to the importance of conservation of Dead Sea area, and applying different educational activities to increase public awareness concerning the above issues. To set up the purposes, exhibition and other activities must be organized. Various types of scientific activities, natural science and humanities as well as practice of museology, in collaboration with universities, academic and/or cultural institutions and other organizations, will be included as one of main activities of DSM.
04. Operation Body is the Royal Society of Conservation of Nature (RSCN), under management agreement with the Ministry of Tourism and Antiquities.
05. Staffs of DSM are: Center Manager of DSPC, Museum Manager, Curator, Gallery Staff and others.
06. Duties of the Staff are:
- 1) Center Manager of DSPC is representative of DSM and be responsible for Museum Manager;
  - 2) Museum Manager is responsible to all administrative and technical matters of DSM;
  - 3) Curator is responsible for gallery staff and others, and supports Museum Manager;
  - 4) Gallery Staffs serve visitors to explain exhibits and support CR; and
  - 5) Museum Manager can ask collaboration to administrator, accountant, IT supervisor, technician, tourism manager and other staffs of DSPC, with an approval of Center Manager.
07. Opening Hours of the Museum are: from 09:00 to 16:00 for winter and 09:00 to 17:00 for summer. Museum Manager can change them with approval of CN, if necessary. DSM closes the door sometime to visitors and the closure date will be informed at least three days before the date. In emergency case, Museum Manager can set within 48 hours of a closure times with no pre-information.
08. Entrance Charge is included in that of DSPC, and be shown at the gate of DSPC
09. Activities of the Museum are:
- 1) Acquisition of the Museum materials, by purchase, donation, gathering, exchange and other methods. Asset of the new collection is belonging to the Ministry of Tourism and Antiquities, only when provides the new collection.
  - 2) Loan of the Museum Materials from owners;
  - 3) Registration and cataloguing;
  - 4) Conservation and maintenance of the collection;

  
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- 5) Maintenance of permanent exhibition;
  - 6) Planning and organization of temporary and/or traveling exhibitions;
  - 7) Educational activities for adults and children such as: gallery guide, organized lectures, collaboration with other educational organization, organization of work shops, preparation of educational materials and others;
  - 8) Publication of the Museum guidebook, illustrated or non-illustrated catalogue, report and others;
  - 9) Necessary surveys and studies to support the museum activities;
  - 10) Training of guides and volunteers; and
  - 11) Other necessary matters to the Museum.
10. Types of Materials to be acquired or to be borrowed are as follows:
- 1) Original materials:
    - 1 Archaeological and historical ones, which are considered under the Antiquities Law and any other traditional and/or heritage objects and tools which have high cultural and/or historic values;
    - 2 Samples gathered from the nature of Dead Sea Area, such as animals, plants, rocks, fossils and minerals;
    - 3 Limited numbers of reference materials for comparative studies, if necessary, can be included in this category;
  - 2) Copy and replica: are reproduced from original with sufficient scientific cares. Both manual and mechanical methods are permissible to prepare, in principle, applied for educational purposes.
  - 3) Model: is reconstructed one through the original, in reduced, enlarged or the same size. It should be prepared also under a sufficient scientific care to show a particular topic in a simple way;
  - 4) Document and archival materials: including manuscript, drawing or painting, printed matters, photo, various types of audio-visual record, and electronic-data that records a matter in closer relation with the Dead Sea.
  - 5) Reference materials: which are not included in an above-mentioned categories but are necessary to precede the museum activity and Dead Sea studies, such as reference books, table, and other: and
  - 6) Other useful materials for the Museum activities.
11. Copy Right of any works, done as a part of staff duties of DSM, should be belonging to DSM, regardless of clear mentioned author's name. DSM allows a free use of the right only for the author him/her self to publish as his own product. The later case needs a written request to DSM.
12. Special Uses of the Museum: as follows are subject of written permission. Any one(s), who want to use materials of DSM, should present a written request to Museum Manager, by one week before the desired date. Museum Manager decides to permit or to refuse it.

Handwritten signature and initials, possibly 'N-C', located in the bottom right corner of the page.

The written permission, with condition if necessary, or refusal with the reason, should be sent within five days from the request.

1) Personal Use: is to do an observation of artifacts of DSM, in another manner than ordinal exhibition, such as for scientific research, surveys and education purposes. The request will be made by Form 1.

Such a use should be done at a space in the Museum, authorized by Museum Manager and under control of a curatorial staff;

Following institution(s) has a priority: museum, library, and school including university and college and donor of artifact interested. Individual or small group, who want to use it only for academic purposes, can be also considered as a member having priority.

Museum Manager may refuse a request to an artifact as follows:

-1 that has a difficult reason on conservation;

-2 that is on display; and

-3 that will be obviously used for a purpose of illegal or inadequate use.

2) Recording: is to take photograph(s), to shoot with movie-, video-, other similar camera, in DSM. The request will be made by Form 2.

The request to a material(s), of which copyright is belonging to other one than DSM, needs to attach a written authorization from the right owner. Recording only for pure personal use, which will be done in a public space including gallery, is out of subject from this article, unless he/she uses a tripod and/or lighting, while use of speed light as a part of camera is permissible.

3) Use of Recorded Material(s): is to make a copy from photo, film, video-tape, compact disk and other recording materials, of which properties or copyright belongs to DSM. The request will be made by Form 3

4) Borrow of the Museum Object: is limited for a state government, municipalities, museum, and scientific institutions. A request from the others will be judged by discretion of Museum Manager. The request will be made by Form 4.

5) The above mentioned special uses can be subject to be charged, if necessary.

### 13 Controls to the Visitors:

1) Visitors are prohibited:

-1 to touch on displayed materials, except on those with permissible indication;

-2 to eat, to drink and to smoke inside the Museum;

-3 to bring in a materials longer than 70 cm, except a stick for handicapped or old person and more than 20 kg of heavy materials. These should be kept at the reception desk;

-4 to bring inside any explosive and harmful materials

-5 to launch noisy sound;

-6 to make a copy from displayed materials without permission. Simple sketch or drawing by hands is not subject of this article.

2) DSM staff on duty can refuse to enter or ask to leave from the Museum to those:

- 1 who gives a trouble to other visitors;
- 2 who is a dead drinker or an obvious drug user; and
- 3 who hold destructive tools and/or agents and other dangerous materials.

14 Application of this regulation : begins from the 1<sup>st</sup> September.

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**DRAFT OF INTERNAL REGULATION FOR THE HISTORIC OLD SALT MUSEUM**

01 Name of the Museum: is The Historic Old Salt Museum/Abu-Jaber House, which is called as HOSM hereafter.

02 Location of the HOSM is: Abu Jaber Building, As-Saraya Quarter, Salt.

03 Purpose of the Museum: is to show the history and culture of modern Salt City and its surroundings, in particular those of between 19<sup>th</sup> and 20<sup>th</sup> centuries, so called as the “Golden Ages”. To local people as well as to foreign tourists. To satisfy this purpose, HOSM does acquisition of artefacts and data, conservation of collection, exhibition and other necessary activities. HOSM is one of main scientific centres to gather and to spread information and data on the history and culture of modern Salt. Activities of HOSM serve for self-learning of all Jordanians, and also for comprehension of Jordan by tourists.

All members of HOSM are required to do a continuous effort to develop these purposes. Curators, in particular, should gather the most recent information through their research and survey, and also be an expert of practice in museology.

04 Operation Body : is the Ministry of Tourism and Antiquities (MOTA), however, MOTA is allowed to entrust the operation to the other organization under a special contract.

05 Properties or Asset: Land, building and other immovable properties belongs to the Kingdome. Collection, furniture, equipments and other movable materials belong to MOTA, however, those which were purchased by an entrusted body, are out of this subject. Those having unclear owners belong to MOTA.

06 Activities and Finance: will be covered by subsidies from the (State Government and Municipality of Salt), rental fee of a part of spaces and other self- enterprises.

06 Activities and Finance: The director of HOSM has to prepare annual activities plan and budget plan to be authorized by the operation body.



The director of HOSM also has to make annual activities report and financial settlement to report to the operation body.

07 The Museum Staff: includes Director General, Curators and other staffs.

08 Duties of staffs: are as follows:

- 1) Director General (DG) is responsible to the Museum
- 2) In a case when the DG is difficult to do his/her duties, Chief Curator covers the jobs.
- 3) Chief Curator is responsible to all technical and academic matters of the Museum.
- 4) Curator(s) and Assistant Curator(s) support the Chief Curator.
- 5) Administrator(s) deals with all administrative matters of the Museum, under control of the Director General.
- 6) Other members support a limited field of the Museum jobs and the job description in detail will be annexed in AA

09 Opening Hours of the Museum: is 09:00 - 18:00 from Saturday to Thursday, and 10:00 – 19:00 on Friday. The Director General can change this, if necessary, after discussion with the operation body. Only in emergency case, closure of the Museum within 48 hours needs no

discussion.

10 Entrance Charge: will be fixed by the operation body, and be shown at the gate of HOSM.

11 Main Activities of the Museum are as follows:

1) Acquisition:

① Own Collection

- a) Methods of acquisition: are a)purchase, b)donation, c)production, d)gathering and e)exchange;
- b) Materials to be acquired are those having a closer relation with the history and culture of Jordan;
- c) Asset of acquired materials, which were made before 17750, is belonging to the Department of Antiquities (DOA), and of the others to HOSM.

② Loan

- a) HOSM can make a short and/or a long term loan from other museum, institution, school and other owner(s). Official loan agreement is obligatory.
- b) The duration of loan is less than 2 years, however neither objection from lender nor from borrower can extend it as the same as the previous condition.

2) Type of Material to be acquired:

- ① Original materials: are every type's objects, which were used for citizen in Salt. Limited numbers of reference materials for comparative studies, if necessary, can be include in this category
- ② Copy or Replica is reproduction from an original under sufficient scientific cares. Both manual and/or mechanical methods are allowable to prepare it. Main purpose of use of copy or replica is that they have some difficult reasons to show it by the original. Indication as "copy" or "replica" is necessary for an exhibition.
- ③ Model: is reconstruction from the original, in reduced, enlarged or the same size, to show a function/construction of material. It should be made under sufficient scientific cares to show a specific topic in a simplified way. Indication as "model" is necessary for an exhibition.
- ④ Document or Archival Materials: include manuscript, photo, print, drawing, painting, and various types of audio-visual record and of electronic data, which record a matter(s) in closer connection with the purpose of HOSM
- ⑤ Reference Materials: are that other than above mentioned categories, but those are necessary to precede the museum activity, such as reference books, tables and others.
- ⑥ Reference Materials: are that other than above mentioned categories, but those are necessary to precede the museum activity, such as reference books, tables and others.
- ⑦ Other Useful Materials for the Museum Activities:

## -4 Acquisition Committee:

- a) HOSM organizes the Acquisition Committee, of which 2 members are ordinal and 3 additional experts. HOSM can change the expert at each meeting. Duty terms of ordinal members are two (2) years.
- b) The purpose of the committee is to judge the reasonability of acquisition price and evaluate donated materials.
- c) . In a case of purchase, after a tender by the five (5) members, the average of members in middle are allowed as a just price. Within 10 % of differences from the average are allowed as the reasonable price. Acquisition committee assesses a price of donated, produced and gathered objects by the same method as a case of acquisition, to register on the inventory list.
- d) Acquisition Committee authorizes a result of regular re-evaluation of materials.

## -5 Registrations and Cataloguing:

- a) Director of Administration makes the inventory list of acquired objects as the National Asset.
- b) ~~Chief~~ Curator makes the catalogue of acquired materials as a part of scientific documentation.
- c) Above two (2) lists are possible to link if possible.

## -6 Conservation and Restoration of Materials:

- a) Chief Curator is responsible to conserve every acquired materials belonging to the Museum and also those to be borrowed from the others, in good condition.
- b) Chief Curator has to keep a condition record and also restoration record at fifty (50) years after the treatment.

## 11.06 Maintenance of Exhibition

- a) Chief Curator is responsible to keep a better condition of Exhibition Space and to offer up-dated information on displayed materials, to the visitors and other users.
- b) Planning and Operation of Temporary Exhibition and/or of Travelling Exhibition.
- c) Senior or Junior Curators are allowed to plan and to operate a temporary or travelling exhibition in accordance with the Chief Curator.

## 11.07 Educational activities:

- a) Chief Curator organizes lectures, collaboration with other educational or cultural organization(s), work shops, preparation of educational materials and other activities
- b) Chief Curator, Senior- and Junior Curators prepare a museum guide materials to do a training of gallery staffs
- c) Director of Administration Department does a training of gallery staffs in

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closer collaboration with curators.

#### 11.08 Academic Survey and Studies

- a) All works to enrich collection, to reinforce background data on collection and to develop museology.
- b) Curators have to publish regularly results of their works, of which methods has no restriction.

#### 11.09 Publication:

- a) Chief Curator publishes a Museum Guidebook, illustrated or on-illustrated collection catalogue(s), academic reports including bulletin, news letter and others. An electronic publishing is also possible.
- b) Director of Administration Department publishes an annual report of the Museum in collaboration with the other Museum staffs.

#### 11.10 Maintenance of Building and Equipments

- a) Director of Administration Department maintain the Museum buildings and Equipments in good condition.
- b) Director of Administration Department is responsible to a security of the Museum.

#### 11.11 Others:

Director General will be allowed to enlarge necessary activities, in accordance with their staffs.

12 Copy Right of any works, done as a part of official duties of the Museum, should be belonging to The Museum, regardless of clear mentioned author's name. The Museum allows a free use of the right only for the author him/her self to publish as his own product. The later case needs a written request.

13 Special Uses of the Museum: as follows are subject of written permission. Any one(s), who want to use the Museum materials, should present a written request to the Director General, by 2 weeks before the desired date. Director General decides to permit or to refuse it. The written permission, with condition if necessary, or refusal with the reason, should be sent within 1 week from the request.

13.1 Personal Use: is to do an observation of artefacts in another manner than ordinal exhibition, scientific research, surveys and education purposes. The request will be made by Form 1.

Such a use should be done at a space in the Museum, authorized by the Director General and under control of a curatorial stall;

Following institution(s) has a priority: museum, library, school including university and college, donor of the material interested. Individual or small group, who want to use it only for academic purposes, can be also considered as a member having priority.

Director General may refuse a request to material as follows:

- a) that has a difficult reason on conservation;
- b) that is on display; and

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c) C) that will be obviously used for a purpose of illegal or inadequate use.

13.2 Recording: is to take photograph(s), to do a shooting with movie-, video-, other camera, in the HOSM.

The request will be made by Form 2.

The request to a material(s), of which copyright is belonging to other one than the State, needs to attach a written authorization from the right owner. Recording only for pure personal use, which will be done in a public apace including gallery, is out of subject from this article, unless he/she uses a tripod and/or lighting, while use of speed light as a part of camera is permissible.

13.3 Use of Recorded Material(s): is to make a copy from photo (negative, positive and print) film, video-tape, compact disk and other recording materials, of which properties or copyright belongs to the State. The request will be made by Form 3

13.4 Borrow of the Museum Object: is limited for a state government, municipalities, museum, and scientific instructions including school. A request from others will be approved by the Minister of Tourism and Antiquities using a result of pre-judgment by the Director General. The request will be made by Form 4.

13.5 Charge: The above mentioned special uses are subject to be charged, as shown in the Table A (Charge List), however, the Representative of the operation body can remit the charges in following cases:

- a) request from official request from other museums, academic institutions and/or organization, school, and diplomatic and/or intergovernmental organization;
- b) request from an authorized instructor including life-long education specialist;
- c) request from individual experts to use as only for their scientific works;
- d) request from juridical court; and
- e) with special approval from the Minister of Tourism and Antiquities.

#### 14 Control to the Visitors:

Visitors are prohibited:

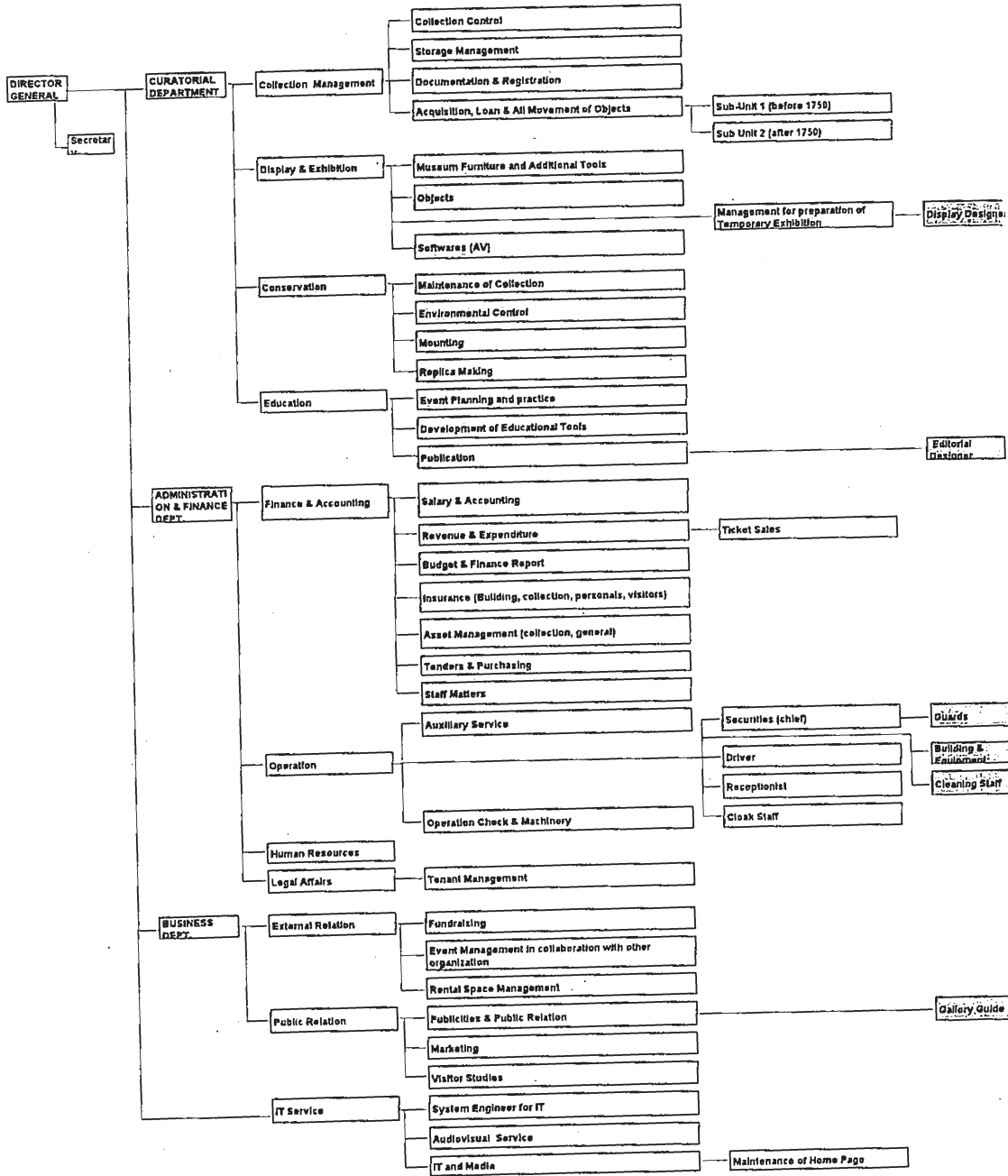
1. to touch on a displayed materials, except on those with permissible indication;
2. to eat, drink and smoke inside the Museum;
3. to bring in a materials longer than 70 cm, except a stick for handicapped or old person and more than 20 kg of heavy materials. These should be kept at the cloak desk;
4. to bring inside any explosive and harmful materials
5. to launch noisy sound;
6. to make a copy from displayed materials with out permission. Simple sketch or drawing by hands is not subject of this article.

Chief Manager of the Complex can refuse to enter in or to leave from the Museum to those:

1. who gives a trouble to the other visitors;
2. who is a dead drinker or an obvious drug user; and
3. who hold destructive tools and/or agents and other dangerous materials.

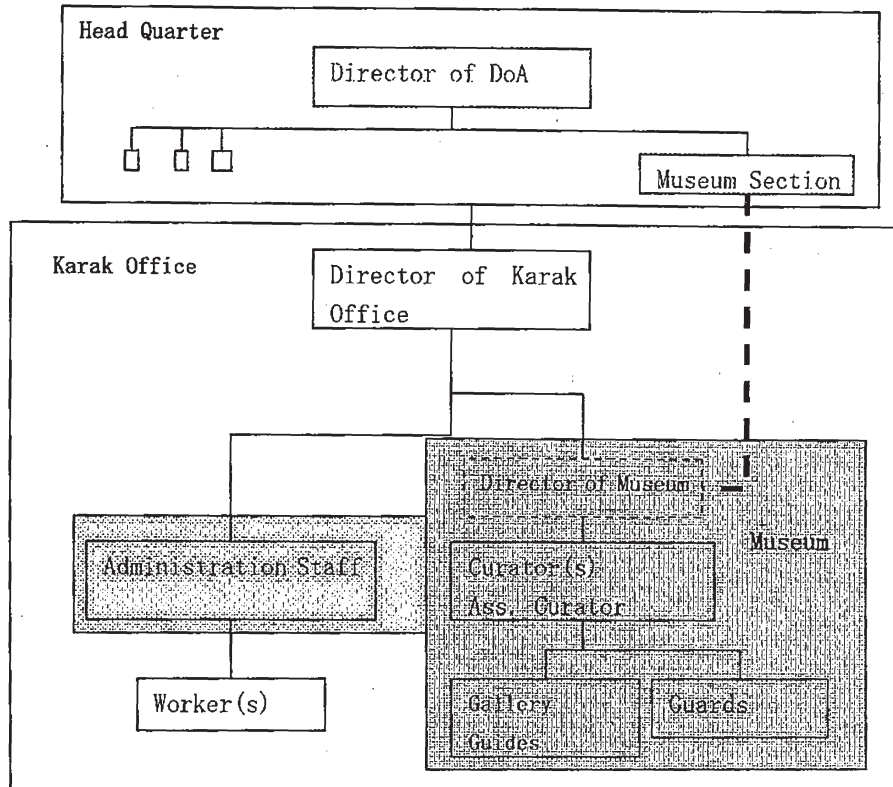
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# Organizaion Chart (NM)



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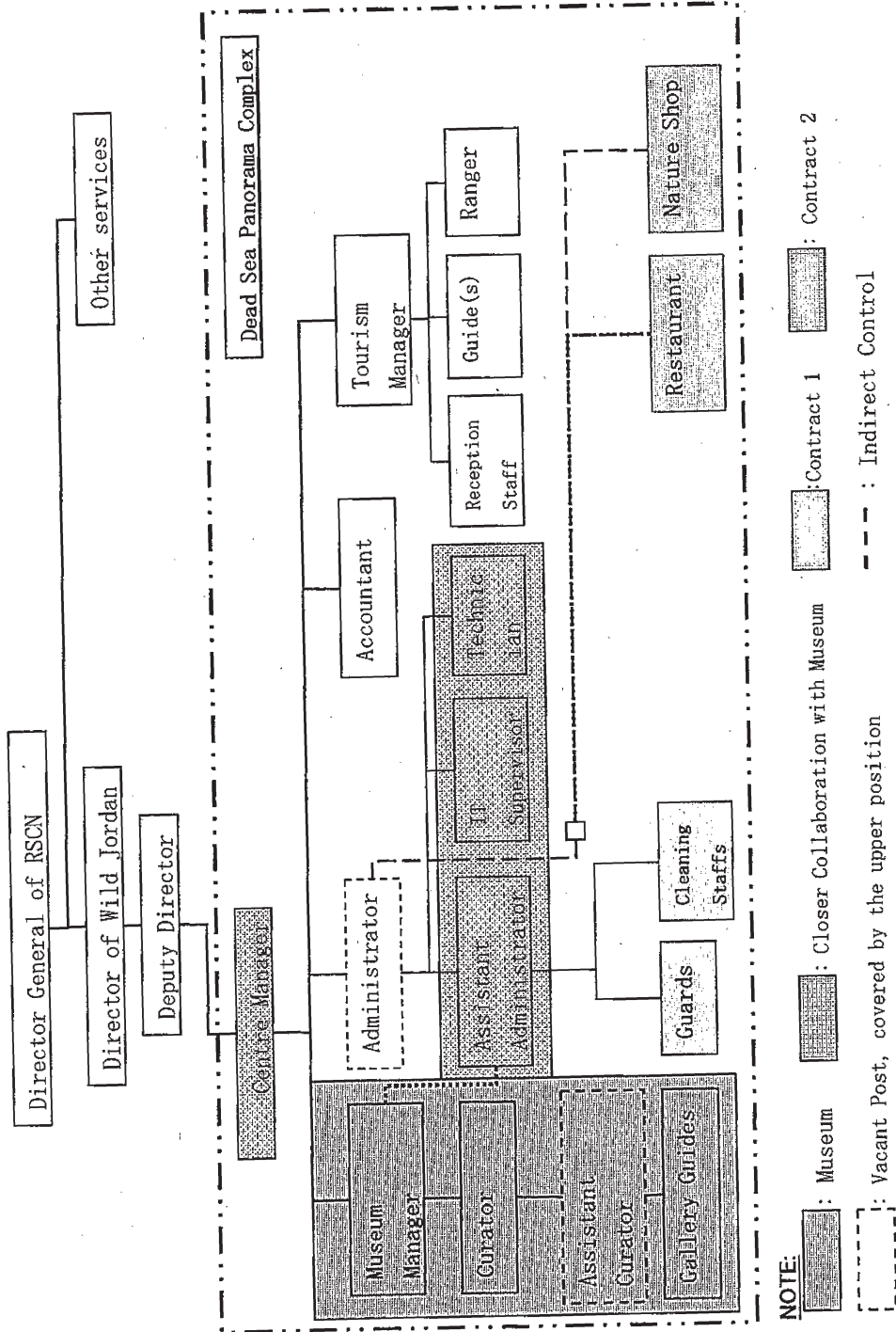
Organization Chart (Karak Archaeological Museum)



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Organization Chart (DSM/DSPC)



**NOTE:**

- : Museum
- : Closer Collaboration with Museum
- : Contract 1
- : Contract 2
- : Vacant Post, covered by the upper position
- : Indirect Control

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Museum	Date	Time	Subject	Target Group	Collaborated Organization	Local Attendant		
						Male	Female	Total
NM	17-Jul-06	9:00-11:00	The Jordan Museum: A Young Perspective (Museum Day Activity)	School students (Zaha center for children)	Great Amman Municipality education institute (Zaha center)	11	35	46
NM	23-Jan-07	10:00-12:00	Enhancing the children's awareness of the traditional Objects	School students (Zaha center for children)	Great Amman Municipality education institute (Zaha center)			42
NM	9-May-07	10:00-14:00	Pottery Making Demonstration	School students	Jerash pref. (Zeid bin-Haritha)	13		13
NM	13-Aug-07	10:00-15:00	Pottery making	Deaf children	IT Deaf Center, Sweileh	7	6	13
Karak	18-May-05	9:45-12:30	Let's Discover Our Museum and Castle (Museum Day Activity)	Elementary School Students & Teacher	2 local schools (Princess Rahma Elementary School, King Abdallah II Elementary School)	14	16	30
Karak	21-Feb-06	10:00-12:30	Castle, museum Exploration & Lecture on heritage	Junior High School Students & Teacher	1 local school	0	37	37
Karak	19-Apr-06	9:45-12:30	Castle drawing	High School students & teacher	1 local school	6	9	15

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List of Education/Community Activity Event

Annex 17

Museum	Date	Time	Subject	Target Group	Collaborated Organization	Local Attendant		
						Male	Female	Total
Karak	24-May-06	9:45-12:30	Pottery Making Demonstration (Museum Day Activity)	Junior High School Students & Teacher	1 local school	0	18	18
Karak	21-Aug-06	10:00-12:30	Castle cleaning	Junior High School Students & Teacher	Local Youth Center	26	0	26
Karak	28-Feb-07	10:00-13:00	Drawing an image of a historical scene	High School + Junior High Students & Teacher	1 local school	0	20	20
Karak	23-May-07	8:30-12:30	Workshop "for the better museum education activity"	School Students & Teacher	3 local school	0	45	45
Salt	28-May-06	9:00 - 12:30	What is Traditional Goods in Your Home? (1) Lecture/workshop (Museum Day Activity)	High school + Junior High school Students & Teacher (Academia as-Salt)	1 Local private schools (Academiyya Salt)	10	11	21
Salt	14-Jun-06	9:00 - 15:00	What is Traditional Goods in Your Home? (2) Preparation for exhibition (Museum Day Activity)	High school + Junior High school Students & Teacher+ Local people (Student Family) + NM curator	1 Local private schools (Academiyya Salt)	3	4	7

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Museum	Date	Time	Subject	Target Group	Collaborated Organization	Local Attendant		
						Male	Female	Total
Salt	18-Jun-06	9:00 - 15:00	What is Traditional Goods in Your Home? (3) Exhibition & Discussion (Museum Day Activity)	High school + Junior High school Students & Teacher+ Local people (Student Family)	1 Local private schools (Academiyya Salt)	7	10	17
DS	13-Dec-05	10:00 - 13:00	Demonstration of education activity (1)	4 museum staff- demonstration	4 museums, Royal Automobile museum	14	16	30
DS	14-Dec-05	10:00 - 13:00	Demonstration of education activity (2)	4 museums, Local school	4 Local school (Madaba), 4 museums, Royal Automobile museum	7	9	16
DS	20-Jun-07	9:30 - 14:00	Fun and science (International Museum Day Event)	High school + Junior High school Students & Teacher	2 local schools (Latin Patriarchate secondary school & Madrasat Shuneh al-Janubiye al-Shamile), RSCN, other museum staff (observer)	23	23	46
<b>TOTAL</b>						141	259	442

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Museum	Title	No.	Publication Date	Publication No.	Pages	Contents	Distributed to:
Salt	Nashra	1000	17-Dec-06	No.1	2pages	Introduction of the museum project, short reports of the museum activities (such as community & folklore survey), object information	NGO's, schools and locals in Salt, Universities, etc.
Karak	Karak Mahrous	2000	26-Apr-07	No.1	4pages	Director's forward, introduction of the museum, short reports of the museum education activities, objects information, visitors information	DoA Museums, universities libraries, museum visitors, local schools in the Karak area, etc.
Salt	Nashra	2000	29-May-07	No.2	2pages	Historical information of the museum building, short reports of the museum activities (such as object & folklore survey), object information, participation in the	NGO's, schools and locals in Salt, Universities, etc.
Karak	Karak Mahrous	2000	3-Jul-07	No.2	4pages	Short history of Karak castle, reports of the museum education activities, museum renovation news, visitors information	DoA Museums, universities libraries, visitors, local schools in the Karak area, etc.
Dead Sea	Bahar al-Maiet	3000	Sep (On Press	No.1	4pages	Introduction of the museum and complex, short reports of the museum activities, object information	Local community of surrounding area (including schools and NGO's), hotels, tourism offices, museum visitors
Salt	Nashra	2000	21-Aug-07	No.3	2pages	Historical information of the museum building, short reports of the museum collection survey, object information, participation in the conference	NGO's, schools and locals in Salt, universities, etc.

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Karak	Karak Mahrous	2000	21-Aug-07	No.3	4pages	Short history of Karak castle, reports of the museum education activities, announcement of education events from September 2007, museum renovation news, visitors information	DoA Museums, Universities libraries, museum visitors, local schools in the Karak area, etc.
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Name	Position	Organization
Mr. Masayoshi Juro	Leader of of the Japanese Evaluation Team	Institute for International Cooperation-JICA
Mr.Takashi Hori	Member of the Japanese Evaluation Team	Comode Design Co.Ltd.
Mr.Hironobu Murakami	Member of the Japanese Evaluation Team	JICA HQ
Mr.Atou Khisinami	Member of the Japanese Evaluation Team	International Development Associates Ltd.
Dr.Nayef G.Goussous	Leader of the Jordanian Evaluation Team	Numismatic Museum/Jordan National Bank
Dr. Fadi Bala'awi	Member of Jordanian Evaluation Team	Hashemite University
Mr.Takeaki Sato	Resident Representative	JICA Jordan Office
Mr. Yasuhiro Morimoto	Deputy Resident Representative	JICA Jordan Office
Ms.Natsuko Fujii	Project Formulation Advisor	JICA Jordan Office
Prof.Tsuneyuki Morita	Chief Advisor/Museum Management Expert	TDMAP-JICA
Mr.Koji Oyama	Project Coordinator/Exhibition Plan Expert	TDMAP-JICA
Ms.Yayoi Yamazaki	Community-Based Museum Activities Expert	TDMAP-JICA
Eng Sami Halaseh	Executive Director	PMU
Mrs.Lotus Abu Karaki	Operation Manager	PMU
Dr. Fawwaz Khraysheh	Director	DOA
Mr. Ehab Ammareen	Assistant Secretary General	MOTA
Dr.Faris al-Nimri	Director	NM
Dr.Khairia Amr	Deputy Director (Technical Affairs)	NM
Mr.Sate Massadeh	Curator	KAM/DOA
Mr.Ala'a Mujahed	DSPC Manager	DSPC/RSCN-Wild Jordan
Dr.Ahmed Smadi	Museum Manager	DSM/DSPC/RSCN-Wild Jordan
Ms.Huda Kilani	Chief Curator	PMU/HOSM

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