

Abbreviation

| | |
|-------|--|
| ASCD | As Salt City Core Development |
| BOT | Board of Trustees |
| CCSR | City Core Special Regulations |
| CHTUD | Cultural Heritage, Tourism and Urban Development |
| DOA | Department of Antiquities |
| GSM | Greater Salt Municipality |
| HOSD | Historic Old Salt Development |
| HOSM | Historic Old Salt Museum |
| JBIC | Japan Bank for International Cooperation |
| JHA | Jordan Hotel Association |
| JICA | Japan International Cooperation Agency |
| JITOA | Jordan Inbound Tour Operators Association |
| JRA | Jordan Restaurant Association |
| JTB | Jordan Tourism Board |
| JTGA | Jordan Tour Guides Association |
| JOCV | Japan Overseas Cooperation Volunteers |
| JV | Joint Venture |
| MOT | Ministry of Transport |
| MOTA | Ministry of Tourism and Antiquities |
| MPWH | Ministry of Public Works and Housing |
| NM | National Museum |
| NTS | National Tourism Strategy |
| OEFC | Overseas Economic Cooperation Fund, Japan |
| OM | Operation and Management |
| PMU | Project Management Unit |
| SAPI | Special Assistance for Project Implementation |
| SDC | Salt Development Corporation |
| SEM | Salt Ecomuseum |
| TDMAP | Tourism Development through Museum Activities |
| TSDP | Tourism Sector Development Program |
| WB | World Bank |

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Study Overview

1. Study Overview

1-1 Background

Jordan does not have rich natural resources except for phosphate ore and potassium but has abundant cultural legacies from the eras of the Roman Empire, the Crusades, and the Ottoman Empire, and is blessed with grand natural scenery such as the Dead Sea. The revenue from foreign tourists is crucial to help overcome the trade account deficit of Jordan, making the tourism promotion a pressing need.

In 1996, Jordan requested the Government of Japan to provide financial assistance for the Tourism Sector Development Project (the Project)

Japan Bank for International Cooperation (JBIC) and the Hashemite Kingdom of Jordan concluded the loan agreement for the Project in 1999, and the Project entered physical construction stages.

Since, the physical progress of the museum construction, in particular the National Museum (NM) and the Historic Old Salt Museum (HOSM), are at the final stage, it is imperative to execute tasks concerning the establishment of operational system as well as the preparation of opening museums, which have received tremendous support from JICA's technical cooperation. Therefore further technical assistance is still necessary in this regard as soon as possible to avoid any disruption of the implementation of the project and opening of the museum. In addition to the above, the strengthening of tourism promotion through the Project is also needed.

The objective of the SAPI is to assist the Project Management Unit (PMU) and the relevant authorities of Jordan so as to make sure that the objectives of the Project will be maximized and sustainable over the long run.

The Assistance will help formulating operational system in the above mentioned museums, and review the present situation of tourism sector in Jordan, and make concrete recommendations to ensure the Project's sustainability.

1-2 Objectives

The Study aims to assist the efforts of Jordanian counterpart organizations to achieve the followings goals:

- (1) Opening of remaining two museums; National Museum and Salt Historic Old Museum (HSOM)
- (2) Promotion of Ecomuseum Concept in Salt
- (3) Ensuring Sustainability of Project Effectiveness

1-3 Terms of Reference (TOR)

<TOR1.> Analyze the current issues in the Project, considering the tourism sector development in Jordan.

- (1) To analyze the current issues in the Project according to the sector development in Jordan, including public and private sector services for tourist (e.g. information, transportation and accommodation etc.)
- (2) To analyze the constraints on the Project outcome.

<TOR2.> Assist the preparation for opening of the National Museum (NM)

- (1) To review the draft internal regulations and management plan provided by JICA's technical cooperation project (TDMAP), according to the amended plan by Jordan side, and to support the approval process.
- (2) To formulate an action plan and recommendations for three fiscal years for opening, operation and management of the NM, considering operational cost

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(especially energy saving), to ensure the sustainability.

- (3) To support the NM in set-up the exhibition for opening with advanced ideas according to the latest international standards, and to propose recommendations to develop the capability for conservation of exhibition objects (e.g. painted plasters, copper and iron materials, and ivory and bone materials, etc).
- (4) To identify an active role of the NM in strengthening the functions of other museums in Jordan.

< TOR3. > Assist the promotion of the Eco-Museum in Salt and preparation for opening of the Historic Old Salt Museum (HOSM)

- (1) To clarify the organizational structure of the HOSM based on the internal regulations provided by JICA's technical cooperation project (TDMAP) and to assist the approval process by Jordan side.
- (2) To formulate detailed activity plan included in Eco-museum concept by working with the task force team, considering the function of the HOSM.
- (3) To formulate an action plan for three fiscal years for opening, operation and management of the HOSM, considering Eco-museum concept.
- (4) To evaluate the historical buildings as the Satellites of Ecomuseum, and to create the signboards on Satellites and Discovery Trails.
- (5) To create tourist map (including introduction of the history, the culture and heritage of Salt; in English / Arabic) and web-site to enhance the Ecomuseum activities in Salt.
- (6) To hold the workshops among stakeholders in Salt for mutual understanding and awareness raising about heritage conservation and participation in Eco-museum activities.
- (7) To coordinate the Project with the assistances provided by JICA and other donors.

< TOR4. > Assist the tourism sector development in Jordan through the promotion of the Project

- (1) To create trial publicities (including introduction of Japanese assistance, information about all museums in Jordan, etc) and web-site to promote tourism in Jordan.
- (2) To propose recommendations to put the four museums in tourism sector development plan in Jordan.

< TOR5. > Clarify the issues to be followed-up after the Project and propose recommendations for future technical assistance

- (1) To analyze additional ideas and information to be adopted on the Project to ensure the sustainability of the TSDP to serve the overall tourism sector in Jordan.

Note: Although the formal name of the National Museum is legally the Jordan Museum, the National Museum was used in this study.

1-4 Implementation Framework of SAPI

1) SAPI team

| Assigned Task | Expert |
|---|----------------------------|
| Tourism Sector Development/ Stakeholder Coordination | Chiyo Mamiya (Team Leader) |
| Museum Management and Operation | Yusuke Namba |
| | Koji Oyama |
| | Masayoshi Hayashi |
| Building Facility | Fumitaka Kamon |
| Exhibition Planning | Kino Sawanobori |
| Cultural Heritage Preservation | Noriaki Nishiyama |
| | Mitsuyuki Shimizu |
| | Yoji Otsuki |
| Participatory Development | Etsuko Akabane |

2) Local Consultant

| Title | TOR | Job description | Local Consultant |
|--|--------|---|---|
| Design and Production of Web sites, Tourist Map and Brochure | TOR3-4 | Design and production of fifteen Signage to show direction of discovery trail and describe the satellites of Salt Ecomuseum | Untitled Studios |
| | TOR3-5 | Design and production of website and tourist map of Salt Ecomuseum | |
| | TOR4-1 | Design and production of web site and brochure to publicize TSDP sites | |
| Support for Ecomuseum Concept Promotion | TOR3 | Supporting Cultural Heritage Preservation experts by providing local knowledge and information, and translation | Ms. Yayoi Yamazaki |
| Support for Participatory Development | TOR3-6 | Conducting research into socio-economic conditions of Salt, stakeholder analysis, and supporting participatory workshops | Ms. Falasteen Awad, Interdisciplinary Research Consultants |

3) Implementation Schedule

Implementation schedule for the study is as follows:

| Member | Assigned Task | 2008 | | | | | | | | | | | | 2009 | | | | | |
|-------------------------------|--|--------------------|----|----|----|----|---|----|----|----|---|----|----|-------------|---|----|------------|----|---|
| | | 10 | | | | 11 | | | | 12 | | | | 1 | | | 2 | | |
| | | 5 | 12 | 19 | 26 | 2 | 9 | 16 | 23 | 30 | 7 | 14 | 21 | 28 | 4 | 11 | 18 | 25 | 1 |
| Field Survey | | First Field Survey | | | | | | | | | | | | 2nd | | | | | |
| CHIYO MAMIYA (Team Leader) | Tourism Development/ Stakeholder Coordination | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| YUSUKE NAMBA | Museum Operation and Management A | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| KOJI OYAMA | Museum Operation and Management B | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| MASAYOSHI HAYASHI | Museum Operation and Management C | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| FUMITAKA KAMON | Building Facility | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| KINO SAWANOBORI | Exhibition Planning | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| NORIAKI NISHIYAMA | Cultural Heritage Preservation A | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| mitsuyuki SHIMIZU | Cultural Heritage Preservation B | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| YOJI OHTSHUKI | Cultural Heritage Preservation C | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| ETSUKO AKABANE | Participatory Development | [Activity] | | | | | | | | | | | | [Activity] | | | [Activity] | | |
| Reporting | | Interim | | | | | | | | | | | | Draft Final | | | Final | | |

Most of work was done during the first field survey for two months between mid-October and mid-December.

Two study members, namely Ms. Chiyo Mamiya, Team Leader and Mr. Yusuke Nambe, Leader for National Museum came back for the second field survey for a week in the first week of February to collect comments on the Draft Final Report submitted in mid-January.

The Final Report was compiled by reflecting the comments from Jordanian counterparts and submitted to JICA at the end of February 2009

2. Structure of the Report

The report consists of six chapters including this study overview. Respective TORs have separate chapters. It should be noted that the main purpose of the report is to present the study outputs. Therefore the description in the report is kept to a minimum to explain the methodology taken and background information of outputs. The structure of each chapter is as follows:

Front Page

Brief description of the work which consists of the following three information:

1. Overview of the Work
2. Background Information of Outputs
3. List of Outputs

Outputs

The outputs listed in the respective TORs are shown in the table below:

Overview

| TOR | Output |
|-----|--|
| 1 | 1-1 Analysis on Bottlenecks for Improvement of TSDP Project Effectiveness 1-2 Outcome of the Questionnaire survey for the project sites of TSDP |
| 2-1 | 2-1-1 Guidelines for Operation and Management 2-1-2 Appendix 1: Law of Antiquities 2-1-3 Appendix 2: National Museum Bylaws 2-1-4 Appendix 3: Instructions on the National Museum Personnel 2-1-5 Appendix 4: National Museum Policy 2-1-6 Appendix 5: Organisation Chart 2-1-7 Appendix 6: Job Description 2-1-8 Appendix 7: Employment Contract 2-1-9 Appendix 8: Maintenance Schedule 2-1-10 Appendix 9: Outsourcing Contract 2-1-11 Appendix 10: Table of Space Usage Charges 2-1-12 Appendix 11: Facility Rental Contract 2-1-13 Appendix 12: Visitor Control Manual |
| 2-2 | 2-2-1 National Museum Policy 2-2-2 Marketing Plan 2-2-3 Action Plan for the Soft Opening 2-2-4 Action Plan for 3 years after the Opening 2-2-5 Action Schedule for 3 years after the Opening 2-2-6 Action Plan for Energy Saving 2-2-7 Organisation Chart: A (3 rd Year) 2-2-8 Organisation Chart: B (2 nd Year) 2-2-9 Organisation Chart: C (1 st Year) 2-2-10 Personnel Costs: A (3 rd Year) 2-2-11 Personnel Costs: B (2 nd Year) 2-2-12 Personnel Costs: C (1 st Year) 2-2-13 Maintenance Costs 2-2-14 Maintenance Schedule 2-2-15 Calculation Bases for Financial Plan 2-2-16 Financial Plan 2-2-17 Handover & Maintenance <ol style="list-style-type: none"> (1) Completion Handover Documents / Building and M/E Works (2) Format of Handover Documents (3) Operation and Management Plan (4) Draft of Classified Advertisement / Maintenance Staff (5) Site Inspection Report for M/E Works (6) Instruction /Training with regard to the mechanical and electrical services 2-2-18 Further Study required by the National Museum |
| 2-3 | 2-3-1 Concept of Lighting Plan 2-3-2 CAD Sketch of Petra Church Papyri Showcase 2-3-3 Proposal on Upgrading of Conservation Techniques for Museum |
| 2-4 | 2-4-1 Outline of Museums in Jordan 2-4-2 Roles and Functions of National Museum |
| 3-1 | 3-1-1 Museum Concept 3-1-2 Internal Regulations 3-1-3 Organization Chart (Annex 1 of the Internal Regulation) |

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| | |
|-----|---|
| | <p>3-1-4 Staff Job Description (Annex 2 of the Internal Regulation)</p> <p>3-1-5 List of required regulations and guidelines</p> <p>3-1-6 Staff Recruiting Plan</p> <p>3-1-7 HOSM Monitoring System</p> <p>3-1-8 Management Committee</p> |
| 3-2 | <p>3-2-1 Executive Summary of Salt Ecomuseum Plan (presentation material)</p> <p>3-2-2 Salt Ecomuseum (SEM) Plan (Revised Draft)</p> <p>3-2-3 Law on Protection of Architectural and Urban Heritage</p> |
| 3-3 | <p>3-3-1 HOSM Action Plan 2009-2011</p> <p>3-3-2 Grand Opening Action Plan (Schedule)</p> <p>3-3-3 Action Plan (Schedule) 2009-2011</p> <p>3-3-4 HOSM Training Plan (Necessary Training Field)</p> <p>3-3-5 Orientation Program for HOSM New Staff</p> <p>3-3-6 Safety and Security Training Program for HOSM Staff</p> <p>3-3-7 Basic Policy on Research, Collection Management and Conservation</p> <p>3-3-8 Education and Local Community Involvement Activity Policy</p> <p>3-3-9 PR Strategy</p> <p>3-3-10 Guideline for Operation of HOSM Café</p> <p>3-3-11 Guideline for Operation of HOSM Museum Shop</p> <p>3-3-12 Financial Plan</p> <p>3-3-13 HOSM Financial Flowchart</p> <p>3-3-14 Plan for Activity Fund</p> |
| 3-4 | <p>3-4-1 Finalized signage design</p> <p>3-4-2 Photographs of installed signage</p> |
| 3-5 | <p>3-5-1 Website, tourist map and signage policy</p> <p>3-5-2 SEM website flowchart</p> <p>3-5-3 SEM brochure and map strategy</p> <p>3-5-4 SEM website</p> <p>Please directly access the following link: (http://www.untitledstudios.com/salt-site/)</p> <p>3-5-5 SEM map</p> <p>3-5-6 Outcome of the questionnaire survey on the tourist map</p> <p>3-5-7 Outcome of the questionnaire survey on the pilot website</p> |
| 3-6 | <p>3-6-1 Record of Internal Workshop Meetings with Counterparts</p> <p>3-6-2 Hagi's Case (Presentation Documents prepared by Mr. Shimizu)</p> <p>3-6-3 Schedule of the Workshop</p> <p>3-6-4 Manual Sheets for Participatory Workshops Planning and Preparation</p> <p>3-6-5 Photos taken at the Workshop</p> <p>3-6-6 Students' comment at the Workshop</p> <p>3-6-7 Evaluation of the Workshop</p> |
| 3-7 | <p>3-7-1 Proposal for collaboration with relevant projects/ plans for Salt Ecomuseum concept</p> |
| 4-1 | <p>4-1-1 Pamphlet</p> <p>4-1-2 Website (refer to the site directly) http://www.untitledstudios.com/Promotion</p> <p>4-1-3 Outcome of the Questionnaire Survey</p> |
| 4-2 | <p>4-2-1 Proposal on how to utilize four museums under TSDP for promoting tourism in Jordan</p> |
| 5 | <p>5-1 Additional Work to be carried out after SAPI (TOR2)</p> <p>5-2 Job Description of Expert on Museum Activities of Historic Old Salt Museum</p> |

TOR 1

Analyze the current issues in the Project, considering the tourism sector development in Jordan

1. Overview of the Work

For TOR1, existing reports, plans and strategies including the National Tourism Strategy (NTS) formulated by the Ministry of Tourism and Antiquities (MOTA) were reviewed to understand the background of the TSDP project formulation as well as to identify the gaps between the intended policy for TSDP at the time of project formation and the present policy as one of the potential causes for the bottlenecks.

In addition, a series of interviews with the relevant organizations and a supplementary questionnaire survey were conducted to identify and analyze bottlenecks in the tourism service value chain of TSDP project sites at present.

2. Background Information of Outputs

1) Sources of Information

Information was collected through three means, namely written materials, interviews and a questionnaire survey.

a) Written materials

The following written materials were collected and analyzed:

- *National Tourism Development Strategy and Policy*, JICA (1996)
- *Final Report: Special Assistance for Project Formation on the Tourism Sector Development Project*, OECF (1997)
- *Jordan National Tourism Strategy 2004-2010*, Government of Jordan (2004)
- *Tourism Statistical Bulletin (various volumes)*, Government of Jordan
- *Final Report for the Technical Cooperation Project for Tourism Development Through Museum Activities (TDMAP)*, JICA TDMAP (2007)
- *Reports of supervisory mission/ studies on TSDP (various versions)*, JBIC

b) Interviews

The interviews were conducted with the organizations and on the agendas listed below.

| | Organization | Agendas |
|-------------------------------|---|---|
| Tourism-Related Organizations | Jordan Tourism Board | - Current situation of handling TSDP sites under the organization's purview - Issues/bottlenecks in promoting TSDP sites |
| | Jordan Tour Guides Association | - Current situation of handling TSDP sites in the guide business - Issues/bottlenecks in promoting TSDP sites |
| | Jordan Inbound Tour Operation Association | - Current situation of handling TSDP sites in the tour operation business - Issues/bottlenecks in promoting TSDP sites |

| | | |
|----------|--|---|
| | Jordan Hotel Association | - Current situation of hotel operations in TSDP sites - Issues/bottlenecks in promoting tourism in TSDP sites |
| | Jordan Restaurant Association | - Current situation of restaurant operations in TSDP sites - Issues/bottlenecks in promoting tourism in TSDP sites |
| Dead Sea | DSPC director | -Current situation of visitor arrivals - Issues/bottlenecks in visitor arrivals |
| Karak | Karak Archaeology Museum | -Current situation of visitor arrivals - Issues/bottlenecks in visitor arrivals |
| | Karak Development Corporation | - Current situation of tourist arrivals to and utilization of Castle Observation Points -Current situation of tourism promotion - Issues/bottlenecks in tourism promotion |
| | MOTA officer in charge with Karak (visitor center) | - Current situation of tourism promotion - Issues/bottlenecks in tourism promotion |

c) Questionnaire Survey

A Questionnaire Survey was conducted to supplement the outcomes of interviews since the interviews could not cover all the TSDP sites due to time constraints.

The outline of the survey is as follows:

| Subject | To whom | When | How |
|---------------------------|---|---------------------------|--|
| Bottlenecks at TSDP sites | Members of Jordan Inbound Tour Operators Association (JITOA), Jordan Tour Guide Association (JTGA), <u>Target sample: 20</u> | 5 January.- 5 February | Through JITOA and JTGA in cooperation with PMU |

The questionnaire was distributed twice to the JITOA and JTGA members and total eight replies were collected. The outcome of the survey is shown as output 1-2.

The collected information was also verified by interviews with Project Consultants and site visits.

2) Framework of Analysis

Analysis was conducted at three levels, namely, the policy level, the project level and value chain levels.

| Level | Information analyzed | Objectives of Analysis |
|--------|--|--|
| Policy | Existing written materials such as National Tourism Development Strategy and Policy, Final Report of SAPROF and Jordan National Tourism Strategy | - To understand the background of the formulation of TSDP - To identify the gaps between the intended policy for TSDP at the time of project formation and the present policy as one of the |

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| | | |
|-------------|--|--|
| | 2004-2010 | potential causes for the bottlenecks. |
| Project | -Existing reports on various studies on TSDP -Site visits - Interviews with Project Management Consultants - Questionnaire survey | - To understand the current status of tourism facilities developed under TSDP - To identify the bottlenecks which prevent the facility from achieving the intended objectives |
| Value Chain | Site visits, interviews and questionnaire survey | - To understand the current status of tourism services both public and private related to TSDP sites - To identify bottlenecks in the value chain of respective TSDP sites which prevent them from functioning at expected level of effectiveness |

3. List of Outputs

The following is a list of the outputs regarding TOR 1:

- 1-1 Analysis on Bottlenecks for Improvement of TSDP Project Effectiveness
- 1-2 Outcome of the Questionnaire survey for the project sites of TSDP

Analysis on Bottlenecks for Improvement of TSDP Project Effectiveness

1. Overview of TSDP project

The Tourism Sector Development Project (TSDP) started in 1999, focusing on four potential tourist destinations in Northern Jordan, namely, Amman, Karak, the Dead Sea and Salt, whose tourism potentials had not been fully explored. JICA has assisted TSDP in developing tourism infrastructure through Yen loans as well as institutional capacity building through various technical assistance schemes, including a technical project titled 'Tourism Development through Museum Activities Project (TDMAP)'. An outline of TSDP is given below.

1) Objectives

To develop the tourism sector through the improvement of infrastructure, the establishment of tourist facilities, and the restoration of historical buildings

2) Project period

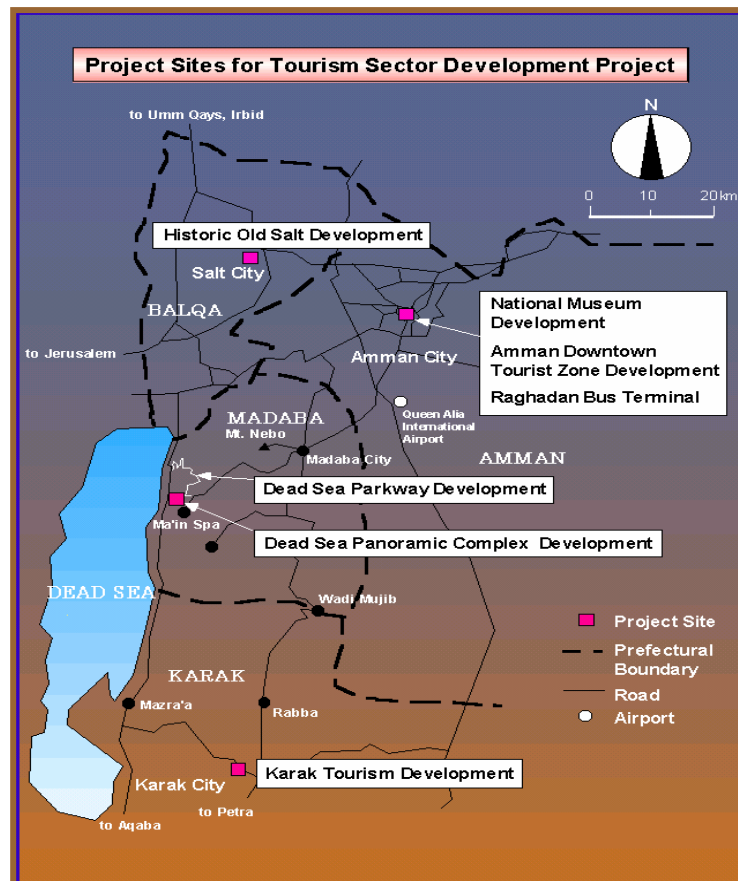
25 May 2000 to 25 May 2009

3) Implementing Agency

Project Management Unit (PMU)

4) Project sites

Amman, Karak, the Dead Sea and Salt were chosen as project sites for TSDP:



5) Project components

| No. | Area | Sub-Projects | Components |
|-----|----------|-------------------------------|--|
| 1 | Amman | Amman Downtown Tourist Zone | Tourist Streets, Tourist Trails, View Terraces, Tourist Visitors Centre |
| 2 | | Raghadan Bus Terminal | Parking Area, Terminal Building |
| 3 | | National Museum | Building, Landscaping Exhibition Works |
| 4 | Karak | Karak Tourism Development | Museum extension, Exhibition works Tourist Street, Visitors Center Castle Observation Points |
| 5 | Dead Sea | Dead Sea Panoramic Complex | Building, Landscaping, Exhibition Works |
| 6 | | Dead Sea Parkway | Road, Road Connections Parking Facilities, Bridges |
| 7 | Salt | Historic Old Salt Development | Historic Old Salt Museum (HOSM) Visitors Centre, Tourist Trails Public Spaces, Lookouts |

In the following sections, bottlenecks which prevent those facilities developed under TSDP from functioning at expected effectiveness are analyzed at three levels: the policy level, project level and value chain level.

2. Bottlenecks at Policy level

1) Tourism Sector Development in Jordan and TSDP sites

This section reviews the existing studies and plans for tourism sector development in Jordan in order to confirm the assumptions under which the four sites of TSDP were chosen and identify the gaps between the assumptions and the present strategy.

a) National Tourism Development Strategy and Policy in 1996

JICA carried out a study titled 'National Tourism Development Strategy and Policy' in 1996 upon a request from the Government of Jordan. The main objectives of the study were: 1) to formulate a strategy to develop the tourism sector up to 2010 and 2) to formulate a tourism development plan for the priority development zones up to 2000.

In the study, the following criteria were applied to select priority development zones:

- Ability to generate foreign exchange
- Potential for expansion and diversification of tourism market
- Need for public investment

- Effects on job creation
- Capacity of environmental tolerance
- Attractiveness to international capital
- Attractiveness to private investment
- Distance from the gateway

The following four areas were chosen as the priority development zones¹:

- Central Area: Amman
- Western Area: Madaba/ Dead Sea
Balqa (Salt)
Karak/ Dead Sea

| Zone | Development Policy | Development Concept | Component |
|----------|--|--|---|
| Amman | <ul style="list-style-type: none"> - Develop as an international gateway from/to Jordan - Develop as a core of central tourist zone | <ul style="list-style-type: none"> - Construct a national museum of international standard. - Strengthen the functions of tourism core/ international gateway | Construction of National Museum, tourist streets, tourist trails, construction of bus terminal complex |
| Karak | <ul style="list-style-type: none"> - Develop as a tourism core | <ul style="list-style-type: none"> -Develop more tourism attractions in Karak to enhance appeal to tourists | Improvement of Karak Castle Exhibition, tourist streets, visitor center, Castle observation points |
| Dead Sea | <ul style="list-style-type: none"> - Develop as a core of tourist resorts - Strengthening infrastructure | <ul style="list-style-type: none"> -Develop more tourism attractions in Dead Sea - Connect the Dead Sea Highway with the Kings Highway to create a new tourism route | <ul style="list-style-type: none"> - Construction of Panoramic Complex - Construction of Dead Sea Parkway |
| Salt | <ul style="list-style-type: none"> - Broadening from antiquities to cultural tourism - Explore a new market - Develop a new tourism product | <ul style="list-style-type: none"> - Develop as a first tourism product a historic/cultural city in Jordan | Renovation of a traditional building as museum/ visitor center, development of public space, tourist trails, lookouts. |

(Source: JICA 1996)

The appropriateness of the project components in the priority zones was examined and a more detailed project design was developed under the Special Assistance for Project Formation (SAPROF) on the Tourism Sector Development Project in 1997 by JICA (then Overseas Economic Cooperation Fund of Japan [OECF]).

¹ Although its significance was fully recognized, Petra was dropped from consideration since most of the donor assistance at the time focused on Petra. In addition, Jerash was excluded based on an agreement between the Jordanian government and the Japanese government.

b) Jordan National Tourism Strategy 2004-2010

a) Overview

The National Tourism Strategy (NTS) was formulated in 2004 with the assistance of USAID, with the aim of doubling tourism income by 2010.

i) Goal

To double Jordan's tourism economy by 2010 in real terms. Specifically:

- Increase tourism receipts from JD570 million in 2003 to JD1.3billion (US\$1.84billion)
- Increase tourism-related jobs from 40,791 in 2003 to 91,719, thus creating over 51,000 jobs
- Achieve taxation yield to the government of more than JD455 million (US\$637million)

ii) Strategy

| Objectives | | Strategy |
|------------|---|--|
| Pillar 1 | Strengthen Tourism Marketing <ul style="list-style-type: none"> - Improve Jordan's image - Establish Jordan as a boutique destination - Attract visitors from higher spending groups | <ul style="list-style-type: none"> - Secure financial resources for tourism marketing and invest in international marketing. - Strengthen Jordan Tourism Board (JTB) |
| Pillar 2 | Support product development and competitiveness <ul style="list-style-type: none"> - Diversify tourism products to respond to the needs of customization | <ul style="list-style-type: none"> - Tourism planning and development - Promote private sector investment and management of public assets - Improve industry competitiveness |
| Pillar 3 | Develop human resources <ul style="list-style-type: none"> - Strengthen the linkage between tourism industry and education sector - Improve the quality of training - Increase job opportunities in tourism sector | <ul style="list-style-type: none"> - Adopt a National Tourism Manpower Strategy 2004-2-10 - Develop high standards of training and education - Support tourism-related small- and medium-sized enterprises |
| Pillar 4 | Provide an effective institutional and regulatory framework | <ul style="list-style-type: none"> - Enhance MOTA's mandate to ensure effective implementation of tourism plans - Public-Public and Public-Private sector partnerships - Enabling environment for aggressive tourism growth |

(Source: NTS (2004))

The basic approach of NTS is to maximize the utilization of tourism products already developed. Therefore the emphasis is placed more on marketing, promotion and capacity building to attract more visitors and enhance their experiences at the existing

sites rather than developing new sites.

In addition, NTS selected eight key priority segments which could provide high returns, provided adequate product development and enhancement efforts were exerted. What is important is that these segments were selected based on themes and not on the destinations per se. Thus the strategy lacks focus on the area/cities themselves and is weak in terms of tourism development in the specific area, including involvement of local communities. The eight priority segments, their characteristics and major destinations included in the respective segments are listed below:

| No | Segment | Characteristics | Major destinations |
|----|---|---|--|
| 1 | Cultural Heritage (Archaeology) | Rich archaeological sites including pre-history, Roman and Crusades sites. World Heritages. | Madaba, Petra, Ajloun, Amman |
| 2 | Religious | Jordan is recognized as the birthplace of Christianity and Judaism. Jordan contains 50-60% of the Holy Land's sites. | Jordan Valley, Dead Sea |
| 3 | Eco-tourism | Jordan has four nature reserves and one marine park. Visitors can enjoy a variety of wildlife from desert to wetlands, forests and the Dead Sea. | Wadi Rum, Dana, Mujib, Azraq |
| 4 | Health and Wellness | Jordan is home to the world largest spa. Dead Sea spas are world renowned for their healing water and nutrient rich mud. | Dead Sea, Ma'in, Afra Falls, Al-Himmeh |
| 5 | Cruising | This segment is increasingly attracting the family market. Themed cruises attract tourists from a wide range of age groups | Aqaba |
| 6 | Meetings, incentives, conferences and events | This segment attracts large groups of affluent people and can extend the length of the tourism season. Jordan has the advantage of its central location in the Middle East. | Amman, Petra, Dead Sea, Aqaba |
| 7 | Adventure | Jordan's rugged and varied terrain provides the perfect venue for almost any adventure activity, from scuba diving to trekking and mountain biking. | Aqaba, Wadi Rum, Dead Sea, Mujib |
| 8 | Scientific, Academic, Volunteer and Educational | Participatory small-scale tourism activities such as Arabic study in Amman, archaeological experience in Mt. Nebo and bird watching in Azraq | Mt Nebo, Amman, Azraq |

(Source: NTS(2004))

As shown in the table above, of the four sites in TSDP, only Amman and Dead Sea

are included. Moreover NTS classified major tourist destinations in Jordan based on their tourism potential, as shown below. While Amman, Dead Sea and Karak are included, Salt is not included.

| Primary Center | Secondary Center |
|--|--------------------|
| Amman, Petra, Aqaba, Dead Sea, Wadi Rum, Irbid | Azraq, Dana, Karak |

(Source: NTS)

Therefore it can be said that the significance as well as tourism potential of TSDP sites, namely, Salt and Karak, are not necessarily highly regarded in the NTS in spite of the importance given to them in the National Tourism Development Strategy and Policy in 1996.

iii) Achievement

According to the tourism statistics by MOTA, changes in major indicators between 2003 and 2007 are as follows:

| | Unit | 2003 | 2004 | 2005 | 2006 | 2007 | Relative change 2007/2003 |
|-------------------------------------|------------|-----------|-----------|-----------|-----------|-----------|---------------------------|
| Total number of arrivals | person | 4,599,243 | 5,586,659 | 5,817,370 | 6,712,804 | 6,528,626 | 1.42 |
| No. of package tour tourists | person | 145,601 | 254,145 | 338,787 | 278,341 | 359,625 | 2.47 |
| Average length of stay | Night | 4.4 | 5.0 | 4.5 | 4.2 | 4.4 | 1.00 |
| Tourism Income | Million JD | 752.6 | 943.0 | 1,021.6 | 1,460.8 | 1,638.9 | 2.18 |
| Direct employment in Tourism sector | person | 22,110 | 23,544 | 29,384 | 31,063 | 34,455 | 1.56 |

(Source: MOTA)

Although there are gaps between the numbers given in the NTS and those in the MOTA statistics, the number of package tour tourists and the amount of tourism income in 2007 already doubled the figures for those in 2003, thus achieving the targets for 2010 ahead of schedule.

Similarly the number of visitors to the main attractions in TSDP sites also increased except for that for Salt, as shown in the table below:

| | 2003 | 2004 | 2005 | 2006 | 2007 | Relative change 2003/2007 |
|-----------------------------|--------|--------|---------|--------|---------|---------------------------|
| Amman Citadel | 41,472 | 94,145 | 124,749 | 72,476 | 124,318 | 3.00 |
| Karak Archaeological Museum | 32,727 | 76,613 | 109,306 | 87,599 | 121,600 | 3.72 |
| Dead Sea Panoramic Complex | NA | | | | 15,314 | NA |
| Salt Archaeological Museum | NA | 2,964 | 2,735 | 1,602 | 2,675 | 0.90 |

(Source: MOTA, DSPC)

This suggests the successful implementation of NTS although careful examination is required to confirm the effectiveness of the strategy.

c) Gaps between the intended policy and the current strategy

Major gaps are identified between the National Tourism Development Strategy and Policy in 1996, under which TSDP was formed, and the National Tourism Strategy 2004-2010 at present, in terms of their approaches to tourism sector development. While the National Tourism Development Strategy stressed development of new tourism products and resources, NTS focuses more on better utilization or promotion of existing products and/or resources. This implies less attention is to be paid to those facilities already developed but which require further institutional arrangements for better operation and management. There is also a gap in the cities/areas in which those plans place priorities. Partly due to the differences in approach, the potential of Salt as a tourist destination is not highly regarded in NTS.

Regarding the latter point, the fact that there are multiple tourism projects going on in Salt suggests the possibility that NTS does not work in terms of prioritizing the areas for tourism development.

However, regarding the former gap, the lack of attention to operation and management of the constructed facilities has a serious impact on those facilities developed under TSDP, as shown in the next section.

3. Bottlenecks at Project level

1) Current Progress

The progress of TSDP as of September 2008 is shown below. Only the National Museum sub-component in Amman and the Historic Old Salt Museum in Salt had not been completed, while facilities in other components were supposed to be serving the needs of tourism activities in the area as planned in the Project:

| No. | Area | Sub-Projects | Components |
|-----|-------|--|---|
| 1 | Amman | Amman Downtown Tourist Zone <i>(Completed)</i> | Tourist Streets, Tourist Trails, View Terraces, Tourist Visitors Centre |
| 2 | | Raghadan Bus Terminal <i>(Completed)</i> | Parking Area, Terminal Building |
| 3 | | National Museum | Building, Landscaping |

| | | | Exhibition Works |
|---|----------|--|---|
| 4 | Karak | Karak Tourism Development (Completed) | Museum extension, Exhibition works Tourist Street, Visitors Center Castle Observation Points |
| 5 | Dead Sea | Dead Sea Panoramic Complex (Completed) | Building, Landscaping, Exhibition Works |
| 6 | | Dead Sea Parkway (Completed) | Road, Road Connections Parking Facilities, Bridges |
| 7 | Salt | Historic Old Salt Development | Historic Old Salt Museum (HOSM) Visitors Centre, Tourist Trails (Completed) Public Spaces, Lookouts (Completed) |

Not completed
 Not operated

However of those facilities already completed, the Raghadan Bus Terminal has not yet served as a bus terminal, while two Castle Observation Points in Karak have been closed and thus unable to serve the needs of tourists.

2) Facilities not operational

The following table shows the facilities which are not operational and the reasons for their non-operation:

| No. | Area | Facilities | Current Status/ Reasons of non-operation |
|-----|-------|---------------------------|---|
| 1 | Amman | Raghadan Bus Terminal | The terminal is not fully operational although a part of the building is utilized and white taxis are using the terminal. |
| 2 | | National Museum | Construction work on the museum building is about 93% completed. The exhibition work is about 35% completed. |
| 3 | | Visitor Center | The space renovated (behind the Municipality Library) as a visitor center was not utilized. There is no officer in charge for the center |
| 4 | Karak | Visitor Center | Renovated spaces for the visitor center re being utilized as municipality offices. |
| 5 | | Castle Observation Points | Changes of the organization in charge were made, with operation and management of the site transferred from the Castle Plaza Committee to Karak Municipality in August 2008. The Upper Observation Point was operated for a period of time by the Karak Women's Association, but their operation contract with the Castle Plaza Committee expired |

| | | | |
|---|------|---------------------------------|--|
| | | | in November 2007. UOP has been locked since then but the LOP has never been operated and is locked. |
| 6 | Salt | Historic Old Salt Museum (HOSM) | The museum building was handed over to MOTTA at the end of October 2008. Preparation work for the opening is still in progress. HOSM staffs have occupied the building since the first week of January 2009. |

(Source: Project Management Consultant)

For those facilities which are not in operation although their construction has been completed, the major reasons for their non-operation are summarized below.

a) Lack of coordination between MOTTA and concerned municipalities

There is no clear demarcation between the facilities to be operated by MOTTA and those to be operated by municipalities, nor are procedures for deciding which organizations will operate the facilities set. This has compounded the problem of the operation and management of the developed sites. For TSDP sites, especially Karak and Salt, the most serious issue has been the lack of coordination between MOTTA and concerned municipalities. This has caused delays in decision making regarding operation and management and changes of the operators in the case of the observation points in Karak. When the municipality has responsibility for operation, the influence of MOTTA on the municipality regarding the utilization of the facility is limited, as in the case of the Raghadan bus terminal.

Since the appropriate demarcation of roles for operation and management of the developed facilities varies depending on the type of facilities, policy and capacities of MOTTA and the relevant municipalities, it is not possible to apply one unified formula to every case. Besides proposing an appropriate demarcation of roles for a specific facility requires time and in-depth understanding of administrative mechanism in which the facility is operated, both of which the foreign study team is devoid of. Therefore the study team recommends establishing an effective coordination mechanism between MOTTA and respective municipalities. However designing and establishing the concrete mechanism should be left for the concerned organizations in Jordan.

b) Lack of awareness on the importance of operation and management of the sites

Although NTS recognizes the importance of operation and management of the sites², its measures to improve the situation have not been effective as far as the TSDP sites are concerned. While the operation and management of large-scale facilities such as museums require coordination with relevant organizations as indicated above, the facilities such as visitor centers can easily be operated and

² The NTS implementation action plan includes the following action:
- Prepare site management plans and implement them that should include development plans, maintenance, protection, capacity building and elimination of waste connections.

managed by MOTA itself if there is a clear policy for operation and management and the necessary institutional arrangements are made. In order to properly operate and manage the facilities, MOTA needs to set clear policy and plans for operation and make necessary institutional arrangements, including human resources and budgets.

3) Facilities operational

The following table shows the issues for the facilities which are operational:

| Facility | Issues | Details |
|-------------------------------|--|---|
| Tourist trails in Amman/ Salt | Vandalism/ Lack of awareness toward tourism among local people | - Damage to developed facilities such as street lights - Scattered garbage on the trails |
| | Inadequate tourist guiding functions | Absence of signage/signboards |
| | | Lack of sufficient promotion of the sites |
| DSPC | Financial Sustainability | Without financial assistance from MOTA, operation of the complex is not sustainable. The operation and management of the museum is a particular financial burden. |
| Karak Archaeological Museum | Lack of Access | No public access to the sites from neighboring cities. |
| | Lack of budget for museum activities | Annual budget for museum activities is only JD10, 000 for 14 museums under DOA. Although the number of visitors to the Karak museum is increasing rapidly, it cannot retain the revenue since all the revenues including entrance fees have to be surrendered to the Ministry of Finance. This shortage of budget severely limits the capacity of curators, who are trying to sustain/expand the activities learnt through TDMAP. |

The issues are largely structural, especially those financial issues at DSPC and the Karak museum, and require high-level political decisions. More important, some issues need coordination with other organizations such as the Ministry of Finance, Ministry of Transport and private bus companies. This makes these issues even harder to be solved without strong commitments or initiatives from the concerned parties.

There is also a cultural issue arising from the lack of awareness toward tourism among the local community, which leads to vandalism and damage to the facilities. Although the issue does not seem to be directly related to tourism, the impact of those behaviors does have detrimental effects on tourism. It is especially true in Karak where the number of tourists increases steadily due to the existence of renowned Karak Castle but most of the tourism incomes go to tour operators in Amman and

MOTA who owns the Castle and the only tourist restaurant in Karak, while the local community perceive tourists as a source of pollution and cultural degradation. As a result, any tourism promotion policy in Karak has a difficulty to obtain local support. In order to change the perception of the local community, long-term solutions in which local people can get benefits from tourism are required.

This will not be achieved by only a series of awareness campaigns, but a more comprehensive initiative to involve the local community in tourism activities is necessary. The ecomuseum concept currently being promoted in Salt will be an effective solution for this kind of issue.

Lastly, the fundamental issue behind the problems cited above is the lack of a comprehensive tourism development/promotion plan for the respective areas. It can be said that the absence of comprehensive plans results in ad-hoc policy decisions on operation of the specific facilities, makes coordination between MOTA and municipalities difficult, and most importantly excludes the local communities from planning tourism development in their areas.

4) Views of tourism industry

The questionnaire survey conducted to tour operators and guides asked the respondents if they know the facilities developed under TSDP and how they think about them in terms of tourism promotion. Eight replies were collected and analyzed as follows:

a) Have you visited TSDP sites before?

| Area | Facility | Yes, I have | I know but never visited. | I have never heard of it. |
|----------|--|-------------|---------------------------|---------------------------|
| Amman | Raghadan Bus Terminal | 3 | 2 | |
| | Amman Tourist Zone (trails) | 2 | 1 | 2 |
| Karak | Karak Archeology Museum | 7 | 0 | 0 |
| | Upper Observation Point | 3 | 1 | 2 |
| | Lower Observation Point | 3 | 1 | 2 |
| Dead Sea | Dead Sea Panoramic Complex | 6 | 1 | 0 |
| | Dead Sea Parkway | 6 | 0 | 0 |
| Salt | Ain Plaza, Tourist trails and Lookouts | 1 | 1 | 4 |

b) If you have visited the sites, how do you find the facility?

| Area | Facility | Useful for tourism business | Mediocre. | Not useful |
|-------|-----------------------------|-----------------------------|-----------|------------|
| Amman | Raghadan Bus Terminal | 4 | 1 | 0 |
| | Amman Tourist Zone (trails) | 2 | 0 | 0 |
| Karak | Karak Archeology Museum | 5 | 1 | 0 |
| | Upper Observation Point | 1 | 1 | 1 |
| | Lower Observation Point | 2 | 1 | 0 |

| | | | | |
|----------|--|---|---|---|
| Dead Sea | Dead Sea Panoramic Complex | 5 | 1 | 0 |
| | Dead Sea Parkway | 5 | 1 | 0 |
| Salt | Ain Plaza, Tourist trails and Lookouts | 1 | 0 | 0 |

The facilities which are operational such as Karak Museum, Dead Sea Parkway and Dead Sea Panoramic Complex are well-known and highly regarded by respondents, while those not operational such as Amman Tourist Zone, Upper/Lower Observation Points in Karak and Plaza and tourist trails in Salt were not well-known. This suggests a vicious cycle where lack of proper promotion leads to no utilization of the facilities, which in turn results in weak pressure to MOTA/relevant municipalities for operation and management of those facilities. Here again, the commitment and coordination of MOTA and relevant municipalities for promotion, operation and management of the facilities is being questioned.

4. Bottlenecks in the Tourism Value Chains

This section reviews tourism value chains of the four TSDP sites to identify bottlenecks in the tourism-related services of value chains. This section consists of two parts; the first part confirms the perception the tourism industry has on the potential of TSDP sites as a tourist destination by analyzing the result of questionnaire survey while the second part analyzes in more detail the bottleneck of respective sites which supports the perception of the tourism industry.

1) Potential of TSDP sites as a tourist destination

The result of questionnaire survey on the potential of TSDP sites as a tourist destination is summarized below.

| Site | Rating | | | Average | Reasons for the rating |
|----------|--------|------|------|---------|---|
| | A(3) | B(2) | C(1) | | |
| Amman | 3 | 1 | 0 | 2.8 | Variety of the product (A) Because it is the capital and the access and arrival to it is easy (A) |
| Karak | 2 | 2 | 1 | 2,2 | Excellent interpretation and presentation (A) Access point needs to be improved (B) Historical place but need more to be promoted (B) It is far away and there is no parking (C) |
| Dead Sea | 5 | 0 | 0 | 3.0 | Excellent interpretation and presentation. Useful facilities and unique view and add to the activities and programs in the Dead Sea Area (A) Very good location and variety of what could be done (A) A very unique spot and the lowest point on earth (A) It is close to the capital and easy to arrive there (A) |
| Salt | 2 | 1 | 1 | 2.3 | Excellent utilization of the cultural resources and high potential attraction for tourists (A) Arrival and orientation should be better (B) There are no element of tourism (C) |

While the potentials of Amman and Dead Sea are highly regarded, those of Karak and Salt seem to be downgraded due to the lack of infrastructure and insufficient tourism services.

2) Bottlenecks in the Tourism Value Chains of TSDP sites

Bottlenecks in the tourism value chains of TSDP sites were analyzed based on the site visits, interviews and questionnaire survey. The definition of tourism services and the rating which respondents of the questionnaire were asked to use are as follows:

| | | |
|------------------|-------------------------|---|
| <Rating> | ➤ Information | : Guidebooks, Brochure, Internet and others |
| A: Excellent (5) | ➤ Access | : Public transportation, Signage etc |
| B: Good (4) | ➤ Arrival & Orientation | : Visitor center, Parking, Signage, Guide |
| C: Mediocre (3) | ➤ Lodging | : Accommodation, Restaurants |
| D: Bad (2) | ➤ Activities | : Tourism attractions, shops, entertainment |
| E: Hopeless (1) | | |

The summary of the ratings for respective services in the value chains is shown below:

| Site | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|----------|-----------------------|--------|-----------------------|---------|------------|
| Amman | 4.0 | 4.4 | 4.2 | 4.4 | 2.2 |
| Karak | 3.7 | 3.0 | 3.0 | 2.5 | 2.3 |
| Dead Sea | 4.0 | 3.8 | 4.2 | 4.6 | 3.2 |
| Salt | 3.0 | 2.8 | 3.3 | 1.3 | 2.0 |

This confirms the trend identified for the potentials of these sites as a tourist destination; namely Amman and Dead Sea were rated high, while the rates of Karak and Salt were low. It is also important that the ratings for activities in all the sites are low. This indicates the needs of offering more varieties of tourism activities by both public and private sectors.

1) Amman

As a capital of as well as a gateway to Jordan, Amman enjoys relatively high levels of tourism facilities and services compared with other cities in Jordan. However, the facilities and services in terms of both quantity and quality are not necessarily met with the international standards. Especially the activities offered to tourism are very limited, which resulted in the short stay of tourists in Amman. Therefore the efforts should be made to develop more attractive tourism products which can offer tourists diversified activities.

| | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|---------------|---|---|--|---------|--|
| Rate | 4.0 | 4.4 | 4.2 | 4.4 | 2.2 |
| Public Sector | 'Visit Jordan' Website and Brochure prepared by JTB | Public bus service is available in Amman. The | The visitor center renovated by TSDP is not operational. The | | Occasional touristic events are organized but they are |

| | | | | | |
|----------------|--|---|--|--|--|
| | provide wide range of information on Amman but do not include tourist trails developed by TSDP | Raghadan bus terminal renovated by TSDP has not been utilized for tourist access. | signage system has been improved but not very satisfactory for tourists. | | sporadic. |
| Private Sector | All major guidebooks cover Amman, but do not mention tourist trails developed by TSDP. | Taxis are easily available. Amman City Tour operated by a private company can take tourists to major tourist attractions within the city. | Information is provided through concierge at hotels as they have connections with tour operators and guides. | A large number of hotels and restaurants are available for tourists. | Various types of entertainment are available though they are not necessarily targeting tourists. |

2) Karak

The major bottleneck in Tourism Value Chain of Karak identified is a lack of parking spaces for tourist buses. Most of tour packages to Karak stop over Karak between 12:00 and 14:00 on the way to either Petra or Dead Sea, and stay there only for a couple of hours for lunch or a toilet break. This fixed pattern of visit causes the traffic congestion in the downtown and thus limits the capacity of city to accommodate the tourists. The guide interviewed acknowledged that they preferred Shobak Castle to Karak to show the Crusader building due to the difficulties of finding parking spaces.

However what is more serious is that the local community has gained very limited benefits from tourism and consequently they are not supporting tourism promotion in Karak. Due to the fixed pattern of visit, major tourism incomes are confined to the entrance fees at the Castle and sales of restaurants in front of the Castle, both of which are owned by MOTA. Due to the short time of stay, few tourists visit and spend money in the downtown. Under these circumstances, local people do not see any benefits of tourism and thus do not invest tourism services, while since sufficient facilities and services are not available, tour operators do not extend their stay.

Therefore in the short term, developing parking spaces for tourist buses will be the top priority, while in the long term, efforts should be made to extend the length of stay in town by involving the local community for planning and implementation of tourism promotion.

| | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|---------------|-------------------------------------|--------------------------------------|---|---------|--|
| Rate | 3.7 | 3.0 | 3.0 | 2.5 | 2.3 |
| Public Sector | 'Visit Jordan' Website and Brochure | Public bus service is available from | Although the MOTA visitor center is located | | Several tourist events at the Castle Plaza are |

| | | | | | |
|----------------|---|---|---|--|--|
| | prepared by JTB provide wide range of information on Karak but do not include upper/lower observations developed by TSDP | Amman and other cities. | in a convenient place for tourists, its service is limited to the display of brochures and provision of toilets. Signage to the Castle is posted, but maps and signage within the Castle are not sufficient. No signage to upper/lower observations | | planned and implemented. However not much effort is made to encourage tourists to stay longer in Karak. Renovation of the museum has contributed to the enjoyment of tourists, but its financial constrains limit more active involvement of communities. |
| Private Sector | All major guidebooks cover Karak, explaining both the Castle and the museum. However, no explanation of upper/lower observation points. | Many tour operators are conducting packages to Karak. | Most of the tour packages stop in front of the Karak Castle and go into the Castle. Accompanying tour guides provide explanation. Not enough parking spaces are available around the Castle, the main tourist attraction, which causes trouble for the local community. | Only one- or two-star hotels are available. Most of the package stay in Karak only for a couple of hours on their way to Dead Sea or Petra and thus do not stay overnight. | Most packages just visit the Karak Castle and go. There is a limited chance for tourist to explore downtown. On the other hand, a few tourist amenities such as restaurants are available downtown. In addition, the general attitude of the local community is not favorable toward tourists. |

3) Dead Sea

Since the Dead Sea coast has well-developed tourism infrastructure and services, overall evaluation of the Tourism Value Chain of Dead Sea is relatively high compared with other TSDP sites. However if the analysis focuses on Dead Sea Panoramic Complex [DSPC], complementary tourism services such as access, information and activities are not well developed. Especially the lack of access such as regular bus services to DSPC limits the potential number of visitors to the site.

In order to maximize the benefit of DSPC and Dead Sea Parkway, which were developed aiming to increase and diversify the tourism attractions in the Dead Sea

area, the linkage with existing facilities including access and promotions should be strengthened and more efforts should be made to increase the attractiveness of the area as a whole.

| | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|----------------|---|---|---|--|---|
| Rate | 4.0 | 3.8 | 4.2 | 4.6 | 3.2 |
| Public Sector | 'Visit Jordan' Website and Brochure prepared by JTB provide wide range of information on Dead Sea but include little information on DSPC | Public bus service is not available from Amman and other cities. | Signage to the Complex is posted to guide tourists. | | The Restaurant inside the complex serves a wide range of foods to visitors but its reputation among professional people is not favorable. DSPC serves as a venue for various conferences. |
| Private Sector | All major guidebooks cover Dead Sea and mention DSPC but not in detail. The website of Royal Society for the Conservation of Nature (RSCN), the operational body of DSPC, contains comprehensive information on DSPC. | Efforts have been made to operate a shuttle bus service between DSPC and hotels along the Dead Sea, and between DSPC and Amman. Several package tours are stopping at DSPC. | | Five-star hotels are located along the Dead Sea and connected to DSPC by the Dead Sea Parkway. | |

4) Salt

Since Salt is not considered nor promoted as a tourist destination yet, its tourism infrastructure as well as services are largely insufficient especially lodging and activities. The quantity and quality of tourism infrastructure as well as tourism services are expected to improve through on-going tourism development projects undertaken by the World Bank and USAID. However the lack of parking spaces will remain as a major bottleneck unless any initiatives to alleviate the situation are taken by the concerned authority.

| | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|------|-----------------------|--------|-----------------------|---------|------------|
| Rate | 3.0 | 2.8 | 3.3 | 1.3 | 2.0 |

| | | | | | |
|----------------|---|--|---|---|--|
| Public Sector | 'Visit Jordan' Website and Brochure prepared by JTB cover Salt but not in detail. | Public bus service is available from Amman and other cities. | Signage to the HOSM is posted. MOTA Balqa office functions as a visitor center but the information available is not useful for getting around Salt. | | Sporadic events in relation to Salt as a culture city have been organized in 2008 to introduce cultural heritage in Salt. MOTA has not promoted Salt as a tourism product. |
| Private Sector | Major guidebooks cover Salt but not in detail. | No regular package tours to Salt | For private tours and package tours, finding parking spaces and frequent traffic jams are the biggest obstacles. | There are no proper tourist accommodations in Salt. Few restaurants targets tourists. | Salt is not recognized as a tourist destination. There are no regular activities for tourists except for customized package tours for those specifically interested in Salt. |

5. Conclusion

Gaps and bottlenecks which prevent those facilities developed by TSDP from functioning with suitable effectiveness are identified as follows:

| Level | Site | Gaps/ bottlenecks |
|---------------|-------------|---|
| Policy Level | All sites | <ul style="list-style-type: none"> - Insufficient attention to operation and management of the developed sites - Insufficient attention to area development including community involvement |
| | Karak, Salt | <ul style="list-style-type: none"> - Less priority given in terms of tourism potential |
| Project Level | Amman | <ul style="list-style-type: none"> - Delayed utilization of Raghadan Bus Terminal as tourism hub - Non-operation of visitor center - Damage to developed facilities such as street lights - Scattered garbage on the trails - Absence of signage/signboards - Lack of sufficient promotion of the sites |
| | Karak | <ul style="list-style-type: none"> - Insufficient parking space - Lack of budget for museum activities |

| | | |
|----------------------|----------|--|
| | | - Non-operation of visitor center and observation points |
| | Dead Sea | - Lack of Access - Problematic financial sustainability of DSPC |
| | Salt | - Lack of parking space |
| Tourism Value Chains | Amman | - Lack of tourism activities |
| | Karak | - Lack of parking spaces - Lack of accommodation and restaurants - Lack of tourism activities |
| | Dead Sea | - Lack of linkage between existing facilities and DSPC - Lack of access to DSPC - Lack of tourism activities |
| | Salt | - Lack of parking spaces - Lack of tourism infrastructure and services |

The recommendations to solve these issues are discussed in TOR 5.

Outcome of the Questionnaire survey
for the project sites of TSDP (Amman, Karak, Dead Sea and Salt)

Part 1: Profile of respondents

| Tour Guide | Tour Operator | Others |
|------------|---------------|--------|
| 3 | 4 | 1 |

Part 2: Bottlenecks in TSDP sites for Tourism Promotion

1. Bottlenecks of TSDP sites

(1). Have you visited TSDP sites before?

| Area | Facility | Yes, I have | I know but never visited. | I have never heard of it. |
|----------|--|-------------|---------------------------|---------------------------|
| Amman | Raghadan Bus Terminal | 3 | 2 | |
| | Amman Tourist Zone (trails) | 2 | 1 | 2 |
| Karak | Karak Archeology Museum | 7 | 0 | 0 |
| | Upper Observation Point | 3 | 1 | 2 |
| | Lower Observation Point | 3 | 1 | 2 |
| Dead Sea | Dead Sea Panoramic Complex | 6 | 1 | 0 |
| | Dead Sea Parkway | 6 | 0 | 0 |
| Salt | Ain Plaza, Tourist trails and Lookouts | 1 | 1 | 4 |

(2) If you have visited the sites, how do you find the facility?

| Area | Facility | Useful for tourism business | Mediocre. | Not useful |
|----------|-----------------------------|-----------------------------|-----------|------------|
| Amman | Raghadan Bus Terminal | 4 | 1 | 0 |
| | Amman Tourist Zone (trails) | 2 | 0 | 0 |
| Karak | Karak Archeology Museum | 5 | 1 | 0 |
| | Upper Observation Point | 1 | 1 | 1 |
| | Lower Observation Point | 2 | 1 | 0 |
| Dead Sea | Dead Sea Panoramic Complex | 5 | 1 | 0 |

| | | | | |
|------|--|---|---|---|
| | Dead Sea Parkway | 5 | 1 | 0 |
| Salt | Ain Plaza, Tourist trails and Lookouts | 1 | 0 | 0 |

(3) If your answer for Q2 is 'not useful', please specify reasons.

| Area | Facility | Reasons for 'Not Useful' |
|----------|--|---|
| Amman | Raghadan Bus Terminal | Infrastructure is not sufficient (restrooms) |
| Karak | Karak Archeology Museum | Infrastructure is not sufficient (restrooms) |
| | Upper Observation Point | It is not on the way, extra drive Infrastructure is not sufficient (restrooms) |
| | Lower Observation Point | Infrastructure is not sufficient (restrooms) |
| Dead Sea | Dead Sea Panoramic Complex | Infrastructure is not sufficient (restrooms) |
| | Dead Sea Parkway | Infrastructure is not sufficient (restrooms) |
| Salt | Ain Plaza, Tourist trails and Lookouts | |

2. Bottlenecks of four areas as tourist destination

(1) Please rate the level of tourism service at four areas of TSDP as tourist destination.

Provide any comments on the measures to solve the problems:

| | | |
|--------------|-------------------------|---|
| <Rating> | ➤ Information | : Guidebooks, Brochure, Internet and others |
| A: Excellent | | |
| B: Good | ➤ Access | :Public transportation, Signage etc |
| C: Mediocre | ➤ Arrival & Orientation | : Visitor center, Parking, Signage, Guide |
| D: Bad | | |
| E: Hopeless | ➤ Lodging | : Accommodation, Restaurants |
| | ➤ Activities | : Tourism attractions, shops, entertainment |

a) Amman

| Rate | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|------|-----------------------|--------|-----------------------|---------|------------|
| A | 1 | 2 | 1 | 2 | 1 |
| B | 3 | 3 | 4 | 3 | 1 |
| C | 1 | 0 | 0 | 0 | 0 |
| D | 0 | 0 | 0 | 0 | 3 |

| | | | | | |
|---|---|---|---|---|---|
| E | 0 | 0 | 0 | 0 | 0 |
|---|---|---|---|---|---|

b) Karak

| Rate | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|------|-----------------------|--------|-----------------------|---------|------------|
| A | 1 | 0 | 0 | 0 | 0 |
| B | 3 | 3 | 2 | 1 | 1 |
| C | 1 | 1 | 2 | 1 | 1 |
| D | 1 | 1 | 2 | 4 | 3 |
| E | 0 | 1 | 0 | 0 | 1 |

c) Dead Sea including Dead Sea Panoramic Complex

| Rate | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|------|-----------------------|--------|-----------------------|---------|------------|
| A | 2 | 2 | 2 | 3 | 0 |
| B | 2 | 2 | 3 | 2 | 2 |
| C | 2 | 1 | 1 | 0 | 3 |
| D | 0 | 1 | 0 | 0 | 1 |
| E | 0 | 0 | 0 | 0 | 0 |

d) Salt

| Rate | Information and Sales | Access | Arrival & Orientation | Lodging | Activities |
|------|-----------------------|--------|-----------------------|---------|------------|
| A | 0 | 0 | 0 | 0 | 0 |
| B | 1 | 1 | 2 | 0 | 0 |
| C | 2 | 1 | 1 | 1 | 2 |
| D | 1 | 2 | 1 | 0 | 0 |
| E | 0 | 0 | 0 | 2 | 2 |

Part 3: Potentials of TSDP sites as a tourist destination

1. What do you think the potential of TSDP sites as a tourist destination?

| Site | Rating | | | Reasons for the rating |
|-------|--------|---|---|---|
| | A | B | C | |
| Amman | 3 | 1 | 0 | Variety of the product (A) Because it is the capital and the access and arrival to |

| | | | | |
|----------|---|---|---|---|
| | | | | it is easy (A) |
| Karak | 2 | 2 | 1 | Excellent interpretation and presentation (A) Access point needs to be improved (B) Historical place but need more to be promoted (B) It is far away and there is no parking (C) |
| Dead Sea | 5 | 0 | 0 | Excellent interpretation and presentation. Useful facilities and unique view and add to the activities and programs in the Dead Sea Area (A) Very good location and variety of what could be done (A) A very unique spot and the lowest point on earth (A) It is close to the capital and easy to arrive there (A) |
| Salt | 2 | 1 | 1 | Excellent utilization of the cultural resources and high potential attraction for tourists (A) Arrival and orientation should be better (B) There are no element of tourism (C) |

2. What do you think of the idea of connecting four museums developed under TSDP as a hub of their respective surrounding areas as explained in Attachment? Do you think it an effective promotion strategy for these areas?

1) Yes, I think it a good idea and it is feasible. -> 5

<Comments>

- It requires to be presented at the brochures of the tour operators, more marketing and promotion, to specify the target of tourists to focus on.
- It requires a good marketing strategy
- Yes, I think it a good idea and it is feasible. But it may require more promotions and well taking care of the museum it self as well having a guiding system available for the tourists such as audio device
- But it may require MARKETING.

2) No, I think it will not appeal to tourists. -> 1.

<Comments>

I don't think I quite agree with your concept of the museums as gateways to different regions of the country. I think most visitors come to see actual sites, not museums about those sites. Museums can be a wonderful "bonus" to a visit, especially if the interpretive and interactive

elements help them better understand the sites. We've had a number of problems with poorly trained guides this past year, and good museums help in this regard. BUT I do not think a good archaeological/historical museum is a tourist attraction in the same way that an art museum would be; they would reflect a second-hand experience in too many cases. I can imagine, from what I've heard, that the new Amman museum, when it is finished, will be much more beneficial in helping us locals understand and appreciate Jordan's rich heritage than in wowing the tourists. This isn't true across the board, but we need to keep in mind that most tourists, when they plan a trip to Jordan, want to do the following:

1. Explore Petra (that's 2-3 days right there).
2. Make a camel or jeep safari in Wadi Rum and sleep under the stars.
3. Float in the Dead Sea.
4. Test the acoustics in the theaters of Jerash.
5. Walk through the lively Madaba souk mixing a dose of mosaics with a shot of modern culture.
6. Watch the birds swoop and soar over the Dhana Nature Reserve.
7. Abseil in Wadi Mujib.
8. Snorkel on the Red Sea reefs.

These and similar experiences would top most tourists' lists of "MUST SEE/MUST DO" items on their Jordan itinerary. Museums can enhance some of these in-the-flesh experiences, but they cannot replace them.

TOR 2

Assist the preparation for opening of the National Museum

TOR 2-1

To review the draft internal regulations and management plan provided by JICA's technical cooperation project (TDMAP), according to amended plan by Jordan side, and to support the approval process

1. Overview of the Work

Review of the “Internal Regulations” prepared by the JICA Technical Cooperation Project, together with the “Law of Antiquities”, “National Museum Bylaws” and the “Instructions on National Museum Personnel”. For the reason explained below, the “Guidelines for Operation and Management” instead of “Internal Regulations” was prepared as a basis for the “Action Plan” developed in TOR 2-2.

The “Guidelines for Operation and Management” was accepted in its entirety by the Director General of the National Museum on 7th December 2008.

2. Background Information on Outputs

Before beginning to review the “Internal Regulations” prepared by the JICA Technical Cooperation Project, the SAPI team presumed that the “Internal Regulations” should be directly subordinated to the “Law of Antiquities” and the “National Museum Bylaws”, both of which had already been officially approved by the Jordanian Government and the competent authorities concerned.

However, after beginning to review the “Internal Regulations”, the evaluation team found that the “Instructions on National Museum Personnel”, which stipulated the relevant internal regulations in detail, was directly subordinated to the above-mentioned Law and Bylaws, and officially approved by the Jordanian Government and the competent authorities concerned in advance of the upgrading of the said “Internal Regulations”.

Taking into account the above situation, instead of upgrading the said “Internal Regulations”, the SAPI team prepared the “Guidelines for Operation and Management” as the basis for the “Action Plan” developed in TOR 2-2.

As the above-mentioned Law and Bylaws stipulate the overall organisational positioning, functional purposes, financial structure and duties of the Board of Trustees & Director of the National Museum, and the above-mentioned Instructions stipulate personnel management of the National Museum in detail, a draft of the “Guidelines for Operation and Management” was prepared on the basis of the existing “Internal Regulations” with the aim of effectively and efficiently making the National Museum attractive and humanised for both local and international visitors.

The “Guidelines for Operation and Management” consists of the following items:

- Objectives
- Functions
- Authorisation and Modifications
- Organisation
- Job Description
- Staff Employment
- Operation
- Maintenance
- Main Activities
 - Acquisition of Materials

- Registration and Cataloguing
- Conservation and Restoration
- Exhibitions
- Educational Activities
- Academic Surveys and Research
- Publications
- Finance and Fundraising
- Special Use of Artefacts
- Loaning of Artefacts
- Facilities Uses
- Supportive Activities
 - Intellectual Property Rights
 - Visitor Control
 - Insurance

3. List of Outputs

The list of outputs regarding TOR 2-1 is as follows:

- 2-1-1 Guidelines for Operation and Management
- 2-1-2 Appendix 1: Law of Antiquities
- 2-1-3 Appendix 2: National Museum Bylaws
- 2-1-4 Appendix 3: Instructions on the National Museum Personnel
- 2-1-5 Appendix 4: National Museum Policy
- 2-1-6 Appendix 5: Organisation Chart
- 2-1-7 Appendix 6: Job Description
- 2-1-8 Appendix 7: Employment Contract
- 2-1-9 Appendix 8: Maintenance Schedule
- 2-1-10 Appendix 9: Outsourcing Contract
- 2-1-11 Appendix 10: Table of Space Usage Charges
- 2-1-12 Appendix 11: Facility Rental Contract
- 2-1-13 Appendix 12: Visitor Control Manual

Guidelines for Operation and Management

2nd December 2008

SAPI Team

In compliance with the Article 31 of the **Law of Antiquities**, attached hereto as **Appendix 1**, the **National Museum Bylaws**, attached hereto as **Appendix 2**, and the **Instructions on the National Museum Personnel**, attached hereto as **Appendix 3**, the Guidelines for Operation and Management (hereafter "Guidelines") are set up as follows:

The Law of Antiquities provides the following items regarding the National Museum (hereafter "Museum"):

Name
Status of Legal Entity
Council of Trustees and Management Committee
Director
Aims
Financial Resources

The National Museum Bylaws provide the following items regarding the Museum:

Tasks and Duties
Board of Museum Trustees
Director
Museum Management Committee
Budget and Fiscal Year
Real Estate
Instructions

The Instructions on the National Museum Personnel provide the following items regarding the Museum:

Organisational structure
Offices
Office Scale
Committee on Museum Management
Job Performance Evaluation
Annual Increment
Promotion
Transfer
Authorisation
Working Days and Leaves
Annual Leave
Study Leave
Unpaid Leave
Military Conscription Leave
Sick Leave
Incidental Leave
Maternity Leave

*Hajj Leave
Missions, Courses and Delegations
Disciplinary Procedures
Termination of Officer's Services*

1. Objective

The objective of the Guidelines is to provide operational and managerial activities of the Museum in detail.

2. Function

The function of the Guidelines is to effectively and efficiently make the Museum attractive and humanised for both local and international visitors in accordance with the **National Museum Policy** attached hereto as **Appendix 4**.

3. Authorisation and Modification

The Director General (hereafter "Director") shall submit a draft of the Guidelines to the Board of Trustees (hereafter "Board") for their approval.

The Director has the authority to modify the Guidelines at his discretion or with the approval of the Board if necessary.

4. Organisation

The **Organisation Chart** is as shown in the **Appendix 5** attached hereto.

The outline of the organisation is as follows:

| | | |
|------------------------|---------------|--------------|
| Total Number of Staff: | 85 (maximum) | |
| Permanent Staff: | 63 (maximum) | 37 (minimum) |
| Outsourcing Staff: | 22 (in gross) | 15 (on site) |

The number of permanent staff will vary in accordance with the Action Plan and the Financial Plan.

The outsourcing staff will work for guarding and cleaning the Museum.

5. Job Description

The duties of individual staff are stipulated in the **Job Description** attached hereto as **Appendix 6**.

6. Staff Employment

The general conditions of staff employment are stipulated in the **Employment Contract** attached hereto as **Appendix 7**.

7. Operation

Closing Day: Tuesday

Except for the above closing days, 2 days/year will be closed for maintenance of the building and exhibition.

*The closing dates are stipulated in the **Maintenance Schedule** attached*

hereto as **Appendix 8**.

Except for the above closing days, 4 days/year will be closed for fumigation of the whole Exhibition Halls and Storage.

The closing dates will be set dependent upon the on-going situation of the Exhibition Halls and Storage.

In total 6days/year will be closed except for the weekly closing days.

Opening Hours: 10 hours/day

Summer Season: 10:00 – 20:00

Winter Season: 9:00 – 19:00

Entry Fees (JD):

Permanent Exhibition

International Adult: 5.00

International Child: 2.50

Local Adult: 1.00

Local Child: 0.50

Temporary Exhibition

International Adult: 5.00

International Child: 2.50

Local Adult: 1.00

Local child: 0.50

Events

Adult: 1.00

Child: 0.50

An admission free day will be provided for Jordanian visitors once a week.

Entry fees to the temporary exhibitions and events will vary in accordance with the respective programmes.

The Director shall prepare an entry fees plan for the temporary exhibitions and events and submit them to the Museum Management Committee for their approval.

Operation Hours: 12 hours/day

Summer Season: 9:00 – 21:00 12 hours/day

Winter Season: 8:00 – 20:00 12 hours/day

Working Hours 8:00 – 16:00 8 hours/day

*20% of permanent staff shall work on until the end of the operation hours.
3 of the guards shall work throughout the night.*

Total Working Hours: 80 hours per 2 weeks

*The **Outsourcing Contract**, attached hereto as **Appendix 9**, provides the total working hours of the outsourcing staff.*

8. Maintenance

The **Maintenance Schedule**, attached hereto as **Appendix 8**, stipulates the methods and functions of the maintenance of the building, facilities, equipment and exhibition.

9. Main Activities

1) Acquisition of Materials

a. Definition

General

- Materials, which are closely related with the history and culture of Jordan, shall be acquired.
- The ownership of acquired materials made before AD 1750 shall belong to the Department of Antiquities (hereafter "DOA").
- The ownership of acquired materials other than the above shall belong to the Museum.
- Materials will be acquired by purchasing, donating, producing, gathering or exchanging.

Renting

- The Museum will be able to rent materials from other museums, institutions, schools or other owners in either a long or short-term period. The Director shall sign an official renting agreement in advance.
- Renting has two categories:
 - A period of ordinal renting shall be not more than a year, and will be able to be extended for another year if both lender and borrower agree before a renting agreement terminates.*
 - Permanent renting has no limited period.*
 - Materials belonging to the DOA shall be of permanent renting.*

b. Types of Material to be acquired

Types of material to be acquired will be as follows:

Original material

Copy/Replica

Model

Document/Archival material

Reference material

Other material useful for Museum activities

c. Acquisition Committee

The Museum shall organise the Acquisition Committee consisting of five or seven members; two members shall be from the BOT as ordinal member, three members shall be experts; one member shall be from the Internal Audit & Quality Control Unit and the Director respectively.

Neither the member from the Internal Audit & Quality Control Unit nor the

Director has the right to vote for a tender for purchase or a donation proposal.

The Director will be able to change the expert(s) at each meeting. The duty term of the ordinal members shall be two years and that may be renewed.

The Director shall call a meeting of the Acquisition Committee once a year or more, if necessary, and chair the meeting.

The Deputy Director (hereafter "Deputy") shall propose a plan for all new acquisition to the Acquisition Committee.

The Acquisition Committee shall judge the rationality of individual acquisition prices and evaluate the value of donated materials.

The Acquisition Committee will request the Deputy to re-evaluate acquisition prices if necessary.

2) Registration and Cataloguing

- a. The Acquisitions and Loans Section of the Collection Management Unit, under the supervision of the Deputy, shall prepare an inventory list of acquired materials.
- b. The Documentation Section of the Collection Management Unit, under the supervision of the Deputy, shall prepare a catalogue of acquired materials as part scientific documentation.

3) Conservation and Restoration

- a. The Maintenance of Collection Section of the Conservation Unit, under the supervision of the Deputy, shall assure conservation of all acquired materials belonging to the Museum, and keep borrowed materials from others in good condition.
- b. The Environmental Control Section of the Conservation Unit, under the supervision of the Deputy, shall keep the Exhibition Halls, Temporary Gallery and Storage in optimal condition, and make conditions of artefact transportation safe and secure.
- c. The Documentation Section of the Collection Management Unit, under the supervision of the Deputy, shall keep a condition record and restoration record for at least fifty years after the treatment.

4) Exhibition

- a. The Exhibition Sections of the Collection Management Units, under the supervision of the Deputy, shall offer recent and right information on displayed materials to the visitors.
- b. The Exhibition Section of the Collection Management Unit, under the supervision of the Deputy and in cooperation with the Display and Exhibitions Unit, shall plan and operate a temporary and travelling exhibition.

5) Educational Activities

- a. The Education Unit, under the supervision of the Deputy, shall organise and practice such educational activities as lectures, workshops and educational events, and prepare educational materials.
- b. The Training and Development Section of the Human Resources Unit, under the supervision of the Head of Human Resources Unit and with the assistance of the Deputy, shall prepare a museum guide manual that will be used for training gallery staff, and practice gallery staff training.

6) Academic Survey and Research

- a. The Collection Management Units, under the supervision of the Deputy, shall practice continuous academic surveys for enriching collections, updating recent data on collections, and developing museology.
- b. The Exhibition Sections of the Collection Management Units as well as the Publication Section of the Education Unit, under the supervision of the Deputy, shall regularly publish the results of academic surveys and researches.

7) Publication

- a. The Exhibition Sections of the Collection Management Units as well as the Publication Section of the Education Unit, under the supervision of the Deputy, shall publish a museum guidebook, bulletin and newsletter.
- b. The Exhibition Sections of the Collection Management Units, under the supervision of the Deputy, shall publish an academic report and collection catalogue.
- c. The Head of Public Relations Unit, in cooperation with all units and sections, shall publish an annual report.

8) Finance and Fundraising

The Director shall prepare an annual budget plan and an annual financial report, and submit them to the Board for their approval through the Museum Management Committee.

The Director shall prepare a fundraising plan and a fundraising report, and submit them to the Board for their approval through the Museum Management Committee.

The Director will be able to receive financial support for a variety of museum activities from other organisations and individuals, both public and private.

9) Special Use of Artefact

Anyone, who wants to use an artefact of the Museum for either commercial purposes such as photographing and video shooting, or non-commercial purposes such as scientific research and survey as well as educational activities, shall submit a written request to the Director for his approval prior to

doing so. The Director shall decide whether to accept or reject the request referring to comments of relevant staff.

Special use of an artefact shall be carried out in a specified space in the Museum under the supervision of relevant staff. Intellectual property rights relevant to the outcome of special use shall be clarified between the user and the Museum in advance.

Charges for special use of an artefact shall be negotiated with respective users by the External Relation Unit, and approved by the Director.

10) Loaning of Artefact

In principle loaning of an artefact, which is owned by the DOA, is restricted to such organisations as a state government, municipalities, museums, schools and scientific institutes.

The DOA or the Ministry of Tourism and Antiquities (hereafter "MOTA") shall decide whether to accept or reject a request for loaning of an artefact from other organisations or individuals on the basis of recommendation by the Director who accepted the request in advance.

The Museum Management Committee shall decide whether to accept or reject a request for loaning an artefact, which is owned or controlled by the Museum, on the basis of recommendation by the Director who accepted the request in advance.

Charges for loaning of an artefact shall be negotiated with respective borrowers and reported to the Deputy and Director by the Collection Management Unit, and approved by the Museum Management Committee.

11) Facilities Uses

a. Space Usage

The Director shall approve or disapprove the usage of such museum spaces as the Seminar Room, Temporary Gallery, Entrance Hall, Orientation Hall, Hands-on-History and Courtyard for either commercial or non-commercial purposes. Respective usage conditions and charges are stipulated in the **Table of Space Usage Charges** attached hereto as **Appendix 10**.

b. Facility Rental

The following facilities are rented respectively.

Museum Shop
Museum Café

*The **Facility Rental Contract**, attached hereto as **Appendix 11**, stipulates the general conditions of rental.*

Both museum shop and museum café shall open during the museum opening hours.

10. Supportive Activities

1) Intellectual Property Rights

The intellectual property rights of any works carried out by the Museum as part of their official duties belong to the Museum regardless of the case where the name of an author or creator is clearly represented.

The Museum allows free use of the intellectual property rights only when an author or creator publishes a book regarding relevant works by oneself. The author or creator shall submit a written request to the Director for his approval prior to publishing.

2) Visitor Control

The **Visitor Control Manual**, attached hereto as **Appendix 12**, stipulates the conditions and methods for controlling visitors with the aim to keep the Museum safe and clean as well as to protect accidents and crimes.

3) Insurance

Insurance shall be taken on the following items:

- Staff including volunteers if any
- Visitors
- Building
- Cars
- Materials
 - Materials in the Storage
 - Materials in the Exhibition Halls and Temporary Gallery
 - Loaning materials
 - Renting materials

The respective insurances will be fixed through negotiations with insurance agencies.

Law of Antiquities

- The Law No. 21 for the year 1988 promulgated in the Official Gazette, issue No. 3540 dated 17/3/1988.
- The amending Law No. 23 for the year 2004 promulgated in the Official Gazette, issue No. 4662 dated 1/6/2004.

General Department of Antiquities
P.O. Box. 88 Amman



- 2- Any construction, buildings or other things which were erected, made or planted in violation of the provisions of this law or any system issued hereunder shall be removed at the expense of the offender including the cost of repair of any damage caused to the antiquities.
- b- The expenses and cost payable under this Article shall be estimated by the Committee provided for in Article "17" hereof. Its estimation shall be legal evidence acceptable to all parties.
- c- The Director may request the court to impose attachment on the apparatuses, tools and machines used during encroachment upon the antique sites until it passes its related decision.
- d- The court may impose a fine of not less than five hundred dinars and not more than one thousand dinars on the owner of the machine used in committing the encroachment if it is proved that he knew of same.

Article 29-

For the purposes of executing this Law and the regulations issued hereunder, the Director, his assistants, Section Heads, inspectors of antiquities and museum managers of the Department, shall be vested with the powers of judicial police provided for in the Law of Penal Procedures in force.

Article 30-

Despite the provisions of any other law, there shall be no application of the discretionary commuting reasons below the minimum limit prescribed for any of the violations provided for herein.

Article 31-

- a- There shall be established in the Kingdom a museum named "The National Museum" which shall enjoy the status of a legal entity with financial and administrative independence.
- b- The museum shall have a council of trustees and a management committee whose method of formation, duties and functions as well as all the matters related to either one of them shall be determined pursuant to a system to be laid down for this purpose.
- c- The museum shall have a director whose way of appointment, duties and powers shall be determined pursuant to the system referred to in Paragraph "b" of this Article.
- d- The museum is aimed to be: -
- 1- A comprehensive heritage center for the history, civilization and culture of the Kingdom.
 - 2- A national center of the Kingdom's historic, antique and heritage property.

1* Added under amending Law No. 23 for 2004.
2* Added under amending Law No. 23 for 2004.

الجمهورية العربية السورية

- 3- A developing educational and touristic instrument.
- 4- A center to support authorship in the field of antiquities and heritage.
- e- The financial resources of the museum shall consist of the following: -
 - 1- The amount appropriated for it in the general budget.
 - 2- Admission fees which shall be fixed pursuant to a system to be created for this purpose.
 - 3- Charges for the services and activities it renders.
 - 4- Gifts, aids, donation and any other resources accepted by the Council of Trustees subject to the approval of the Cabinet if they are of non-Jordanian source.
 - 5- The museum shall be subject to the auditing and control of the Accounting Bureau.

Article 32-¹

A suitable financial reward shall be granted to any person who:

- a- Assists in confiscating any antiquities which are found and circulated in violation of this Law, the regulations, instructions and decisions issued hereunder.
- b- Provides any information which leads to the disclosure of any violation of this Law, the regulations, instructions and decisions issued hereunder.

Article 33-²

a- The rewards provided for in this Law shall be paid as follows: -

- 1- By a decision of the Director if the reward does not exceed one hundred dinars and by a decision of the Minister on the recommendation of the Director if it exceeds one hundred up to two hundred dinars.
- 2- By a decision of the Prime Minister on the recommendation of the Minister if the reward exceeds two hundred dinars.

b- The estimation of a reward shall be made, in all cases, by the Committee provided for in Article "17" hereof or by any other committee which the Minister decides to form for this purpose.

Article 34-³

The Cabinet may issue the regulations necessary for the execution of this law including the prospecting fees conditions, fees of admission into museums and antique sites, museum guide licensing and formation of consultative councils and bodies.

Article 35-⁴

The Law of Antiquities No. 26 for the year 1968 shall be repealed.

¹ Renumbering of the Article under amending Law No. 23 for 2004.

² Renumbering of the Article under amending Law No. 23 for 2004.

³ Renumbering of the Article under amending Law No. 23 for 2004.

⁴ Renumbering of the Article under amending Law No. 23 for 2004.

We, Abdullah II Ibn Al-Hussein,
King of the Hashemite Kingdom of Jordan,
In accordance with Article (31) of the Constitution
and upon the decision of
the Council of Ministers on 13.05.2003,
do hereby order the issuance of the following Regulation:

Regulation NO. (71) OF 2003

THE NATIONAL MUSEUM REGULATION
Issued Pursuant to Article (31)
of the Antiquities Law No. (21) of 1988

Article 1-

This Regulation is called "**The National Museum Regulation of 2003**" and shall be put in effect as of the date it is issued in the Official Gazette.

Article 2-

Wherever the following words appear in this Regulation, they shall have the meanings assigned to them hereunder unless the context indicates otherwise:

| | | |
|------------------|---|---|
| Law | : | The Antiquities Law in force. |
| Minister | : | The Minister of Tourism and Antiquities |
| Museum | : | The National Museum |
| Board | : | The Board of the Museum Trustees |
| Chairman | : | The Chairman of the Board |
| Committee | : | The Committee managing the Museum |
| Director | : | The Director of the Museum |

Article 3- : To realize its objectives specified in the Law, the Museum shall be in charge of the following tasks and duties:

- (A) To provide opportunity to the public to visit the Museum and take knowledge of its landmarks so that antiquities tourism can be encouraged and the national belonging can be augmented.
- (B) To conduct educational programs that will promote awareness of the public in term of historical, cultural and natural heritage.
- (C) To prepare the programs intended for the training of the employees of the Museum and their habilitation in the fields related to its work and activities.
- (D) To hold internal exhibitions and prepare programs of lectures and seminars related to the historical and cultural heritage in the Kingdom.
- (E) To hold exhibitions outside the Kingdom and

participate in external exhibitions in the context of cultural exchange at the Arab and international levels for the purpose of spreading knowledge of the Jordanian cultural heritage and promotion of antiquities tourism.

- (F) To conduct researches and studies pertaining to heritage, historical and cultural works; to support such activities and help have them published.
- (G) To exchange educational and training experiences with the national, Arab and International institutions and cooperate with them in this regard.
- (H) To prepare programs that will encourage tourists to prolong the period of their stay in the Kingdom.

- Article 4-A**
- 1- The Board shall consist of a chairman and no more than fourteen members of thinking and experience to be designated by a decision of the Council of Ministers upon a recommendation by the Minister. The same procedure shall be followed for replacing any of them with an alternative for the remaining part of his membership, provided that the designation decision be accompanied with the Sublime Royal Decree.
 - 2- The Chairman shall represent the Museum before third parties.
 - 3- The Board shall elect in its first meeting one of its

members to be the Vice-chairman, who will assume the duties of the Chairman in his absence.

B- The Board shall be in charge of the following tasks and duties:

- 1- To draw up the general policy of the Museum and set the programs required for implementing it.
- 2- To approve the organizational structure of the Museum.
- 3- To approve the annual general budget of the Museum and to refer it to the Council of Ministers for ratification.
- 4- To procure the financial resources in accordance with the provisions of Paragraph (E) of Article (31) of the Law.
- 5- To approve the amount of money the Museum will charge against the provision of its services.
- 6- To appoint a certified auditor for the Museum upon a recommendation by the Committee and to specify his compensation in the decision of his appointment.
- 7- To approve the drawn up agreements and authorize whoever the Board deems proper to sign them.

- Article 5-**
- A- The Board shall meet upon an invitation by the Chairman or the Vice-chairman in his absence. The quorum shall be considered legal if the meeting is attended by no less than two thirds of the members of the Board, provided that the Chairman or the Vice-chairman be with them, and the decisions shall be

taken by majority of the votes of the members attending.

- B- The Board shall have the right to invite any person or persons having experience and specialization to give their opinion in respect of the matters proposed to the Board, provided that such person or persons will not have the right to vote.

Article 6-

- A- Based on a decision of the Council of Ministers upon a recommendation by the Board, A Director shall be appointed for the Museum, provided that his salary, allowances and all financial rights be specified in the decision of his appointment; and his services shall be terminated in accordance with the same procedure.
- B- **The Director shall be in charge of the following tasks and duties:**
 - 1- To oversee the administrative staff of the Museum in such a way as to ensure good progress of work in it.
 - 2- To implement the decisions taken by both the Board and Committee.
 - 3- To prepare the draft copy of the annual budget of the Museum and to present it to the Committee.
 - 4- To prepare the annual financial and administrative report on the works of the Museum as well as its annual Balance Sheet and final accounts for the ending financial year and to present them to the Committee.

- 5- Any other tasks entrusted to him by the Board or the Chairman, as the case may be.

Article 7- A- A committee called (**The Museum Management Committee**) shall be formed under the chairmanship of the Director and of four members to be selected by the Board, provided that one of them shall be a senior employee of the Museum and that three of them shall be persons of experience and specialization.

B- The Committee shall be in charge of the following tasks and duties:

- 1- To follow up the application of the programs set for the implementation of the general policy of the Museum
- 2- To study any agreements concluded with the national and foreign institutions pertaining to the objectives of the Museum and to refer them to the Board to take the proper decision in regard thereof.
- 3- To appoint the officials and employees, determine their salaries, and to terminate their employment in accordance with the instructions issued by the Board in this regard.
- 4- To disburse remunerations to the employees and experts based on a consent by the Board.
- 5- To agree to the estimated approximate budget for the upcoming financial year and to present it to the

Board.

- 6- To agree to the annual report, annual balance sheet, and final accounts for the year then ending and to present them to the Board.
- 7- To suggest the amount of the compensation that the Museum will charge against the provision of its services and to refer such suggestion to the Board.

Article 8- The Committee shall meet upon an invitation by the Director at least once a month and whenever required. The quorum shall be considered legal if the meeting is attended by four members the Committee, provided that the Head of the Committee be with them, and the decisions shall be taken by majority of the votes of the members attending.

Article 9- The Museum shall have an independent budget and its fiscal year shall commence on the First day of January of the year and shall end on the thirty first day of December of the same year.

Article 10- A- The real estate (plot of land) and the Museum standing on it with all its installations and assets shall be considered state-owned and the Board shall have the right to use them in such a way as to realize the purposes of the Museum.

B- In the event that the Museum gets dissolved for any reason, its right to use this property and the building

erected on it shall be terminated, and its immovable properties shall devolve to the Public Treasury, whereas its movable properties shall devolve to the General Antiquities Department.

Article 11- Based on a recommendation by the Committee, the Board shall issue the instructions necessary to implement the provisions of this Regulation, including the instructions related to its officials and employees' affairs as well as well as all of its administrative affairs.

13.05.2003

Abdullah II Ibn Al-Hussein

| | |
|---|-------------------------------|
| * State Minister for the Prime Ministry Affairs | Mustafa Al-Qaisi |
| * Deputy Prime Minister and Minister of Justice | Fares Al-Nabulsi |
| * Prime Minister and Minister of Defense | Eng. Ali Abu Al-Ragheb |
| * Minister of Administrative Development and Minister of Environment | Dr. Mohammad Al-Thuneibat |
| * State Minister for Political Affairs and Minister of Information | Dr. Mohammad Afash Al-Adwan |
| * Minister of Municipal Affairs | Dr. Abdul Razzaq Al-Tubeishat |
| * Minister of Public Works and Housing | Eng. Husni Abu Gheida |
| * Minister of Finance | Dr. Michel Marto |
| * Minister of Foreign Affairs | Dr. Marwan Al-Mu'assher |
| * Minister of Awqaf and Islamic Affairs | DR. Ahmad Helayyel |
| * Minister of Communications and Information Technology | Dr. Fawwaz Hatem Al-Zu'bi |
| * Minister of Education and Acting Minister of Higher Education and Educational Research | Dr. Khaled Touqan |
| * Minister of Transport and Minister of Tourism and Antiquities | Nader Al-Thahabi |
| * Minister of Water and Irrigation and Acting Minister of Planning | Dr. Hazem Al-Nasser |
| * Minister of Power and Mineral Resources | Eng. Mohammad Ali Al-Batayneh |
| * State Minister for foreign | Shaher Bak |

Affairs

* **Minister of Industry and Trade** Dr. Salah Al-Din Al-Basheer

Trade

* **Minister of Labor** Eng. Muzahem Al-Muheisen

* **Minister of Culture** Haidar Mahmoud

* **Minister of Health** Dr. Waleed Al-Ma'ani

* **Minister of Interior Affairs** Quftan Al-Majali

* **Minister of Social Development** Dr. Ruwaida Al-Ma'ayta

Development

* **Minister of National Economy and State Minister** Mohammad Samer Al-Taweel

* **Minister of Agriculture** Trad Al-Fayez

- Article 31 -**
- A- A museum called (**The National Museum**) shall be established in the Kingdom; it shall have a legal personality that shall be financially and administratively independent.
 - B- The Museum shall have a Board of Trustees and a Managing Committee whose way of forming, tasks and duties, and all matters related to them shall be specified by virtue of a special regulation that shall be set for this purpose.
 - C- The Museum shall have a Director whose method of appointment, tasks and duties shall be specified by virtue of the Regulation referred to in Paragraph (B) of this Article.
 - D- **The Museum plans to be:**
 - 1- A comprehensive heritage center for the history,
 - 2- and culture of the Kingdom
A national antiquities center for the historical, antiquities and heritage properties of the
 - 3- Kingdom.
A developed educational and touristic instrument.
 - 4- A center that renders support to authorship in the field of antiquities and heritage.
 - E- **The financial resources of the Museum shall consist of the following:**

- 1- The amount allocated to it in the Public Budget.
- 2- The entry fees which shall be fixed pursuant to a regulation to be issued for this purpose.
- 3- The amounts collected against the services and activities the Museum provides.
- 4- The donations, aids, contributions and any other resources that the Board will accept, provided that they be agreed to by the Council of Ministers if they are from a non-Jordanian origin.

Instructions on the National Museum Personnel (Museum of Jordan) Issued Pursuant to the National Museum Regulation and Amendments thereof

Article 1

This law shall be cited the (Instructions on the National Museum Personnel (Museum of Jordan)) and shall come into force as of the date of endorsement thereof by the Board.

Article 2

The following words and expressions, wherever stated in this law, shall have the meanings indicated hereunder unless the context otherwise implies:

- The Museum: The Museum of Jordan.
- The Regulation: The Museum Regulation.
- The Instructions: The Instructions on the Museum Personnel.
- The Board: The Board of Trustees of the Museum.
- The Chairman: The Chairman of the Board of Trustees.
- The Deputy Chairman: The Deputy Chairman of the Board of Trustees.
- The Director: The Director General of the Museum.
- The Committee: The Committee on the Museum Management.
- The Organizational Structure: the organizational structure of the museum management, job categories, bonuses, titles, degrees and salaries thereof pursuant to the provisions of these Instructions.
- The Officer: Each person appointed by a decision of the competent authority to any of the jobs listed in the Museum's job formations listing.
- Total Salary: The basic monthly salary earned by the officer in addition to the bonuses to which the officer is entitled.
- The Medical Authority: The medical authority approved by the Museum.
- The Delegation: Delegation of an officer to obtain a scientific qualification at the account of an entity/ entities other than the Museum which is fully financed by any of them for a continual period more than nine months whether within the Kingdom or abroad.
- The Course: Delegation of an officer for a continual period that exceeds one month but less than nine months for study or training whether within the Kingdom or abroad.
- The Mission: Delegation of an officer for a continual period not exceeding one month to an official or scientific mission or to attend a conference, seminar, symposium, training program, scientific assembly, or exploratory round or the like whether such mission within the Kingdom or abroad.
- The Delegate: The officer delegated in a delegation, course, or mission in accordance with the provisions of these Instructions.

Article 3

The provisions of these Instructions apply to any person appointed to any of the jobs listed in the job formation listing of the Museum or who has held such position at the issue thereafter including the contracted officer.

Article 4

The Board shall, upon a submission made by the Committee, issue a job formation listing including the job title of each degree in a manner consistent with the job description thereof, and it may amend the listing whenever needed.

Article 5

The organizational structure of the Museum shall be composed as follows:

1. The Board of Trustees of the Museum.
2. The Director General of the Museum.
3. the Committee on the Museum management which supervises:

- a. Monitoring and Quality Control Unit.
- 4.
- a. Deputy Director of technical affairs.
 - b. Deputy Director of administrative and financial affairs.
 - c. Deputy Director of international cooperation and communication.
 - d. Executive assistant of computer and informatics, which supervises:
 1. Computer services division.
5. departments:
- a. office of the director and Board's secretariat which supervises:
 1. Security and protection unit.
 - b.
 - 1) Department of Gallery halls which consist of:
 - The royal hall.
 - The civilizational heritage hall.
 - The popular heritage hall.
 - The temporary and external galleries section.
 - Possessions warehouse section.
 - 2) Department of studies and research which consists of:
 - Research and publication section.
 - Display collections expansion section.
 - Maintenance, restoration and reproduction section.
 - Library, documentation and photocopying section.
 - c.
 - 1) Department of administrative affairs which consists of:
 - Personnel affairs section.
 - Registry section.
 - Supplies and tender section.
 - Support services section, which includes:
 - Maintenance unit.
 - Transportation unit.
 - 2) Department of financial affairs which consists of:
 - Accounting and salary section.
 - Revenues section.
 - Expenditure section.
 - d.
 - 1) Department of communication and public relations which consists of:
 - Marketing and promotion section.
 - Culture and awareness rising section.
 - Public service section.
 - 2) Department of international cooperation which consists of:
 - Aids and financing coordination section.
 - Scientific and cultural cooperation section.

Article 6

The Committee may, upon a submission made by the director, separate, merge, create and terminate any sections and departments that fall within the organizational structure whenever necessary.

**The organizational Structure/ Museum of Jordan
The National Museum**

Offices

Article 7

Museum's jobs contain the following categories:

a. Senior offices

1. The director
2. Deputy Directors of: (a) technical affairs; (b) administrative and financial affairs; (c) international cooperation and communication.
No appointment or promotion to the office of deputy director of technical affairs shall be made but for those holding the third university degree (Ph.D.) and satisfying the specified requirements of the office. Further, no appointment to the office of deputy director of international cooperation and communication or administrative and financial affairs shall be made but for those holding at least the second university degree and satisfying the specified requirements of those two offices.
3. The director's duties shall be according to the provisions of the Regulation.
4. the duties of the deputy director of technical affairs are:
 - a. To act for the director in assuming his/ her powers in case of absence where he/ she shall be considered as the first deputy of the director.
 - b. To assist the director in assuming his/ her powers related to the technical affairs.
 - c. Any other duties assigned by the director.
5. the duties of the deputy director of administrative and financial affairs are:
 - a. To assist the director in assuming his/ her powers related to the administrative and financial affairs.
 - b. Any other duties assigned by the director.
6. The duties of the deputy director of public relations and international cooperation are:
 - a. To assist the director in assuming his/ her powers related to the public relations and international cooperation.
 - b. Any other duties assigned by the director.

b. Advanced Leadership offices:

1. Heads of departments fall within this category.
2. The duties of incumbents of these offices are to run the specialized departments, supervise the follow up of execution of general goals and procedures to achieve these goals and any other duties assigned by the director.
3. No appointment or promotion to these offices shall be made but for those holding at least the first university degree and satisfying the required conditions thereof as follows:
 - a. Bachelor degree or higher diploma with an experience not less than ten years in the field of work of the relevant department.
 - b. Master's degree with an experience not less than five years in the field of work of the relevant department.
 - c. Ph.D. degree with an experience not less than three years in the field of work of the relevant department.
4. The Committee may, in case of unavailability of the required conditions, appoint an acting head of department from among the Museum's officers.

c. Specialized Offices

Supervisors of showrooms and heads of various sections fall within this category. The duties of incumbents of these offices are to carry out specialized and supervisory works in showrooms, within the sections of departments of the Museum or any similar duties in addition to any duties assigned to them.

No appointment or promotion to these offices shall take place but for those holding the first university degree as follows:

1. Bachelor degree or higher diploma in addition to an experience not less than five years in the field of work of the relevant section.
2. Master's degree in addition to an experience not less than five years in the field of work of the relevant section.
3. Ph.D. degree in addition to an experience not less than three years in the field of work of the relevant section.
4. notwithstanding the provisions of Article (7c), the director may appoint a head of section or showroom supervisor from among the Museum's officers provided that to be awarded a scientific qualification not less than bachelor degree and to have the annual reports thereof with a very good rating thereof.

d. General Administrative, Technical, Professional and Handicraft Offices

1. The duties of incumbents of these offices are to carry out technical, professional, administrative, financial, accounting or any similar works and any duties assigned by the direct supervisor of the section thereof or head of the department to which they affiliate under the Instructions of Job Description and Classification approved by the Board.
2. No appointment to any of these offices shall be made but for those holding at least the first university degree (the bachelor) or diploma and satisfying the requirements specified for any office thereof.

e. Support Services Offices

1. The duties of incumbents of these offices are to perform service, professional, handicraft, any support works or any similar works as the Committee to incorporate within these offices under the Instructions of Job Description and Classification approved by the Board.
2. No appointment to any of these offices shall be made but for those holding community college diploma or its equivalent or general secondary education certificate or its equivalent.

- f.** Notwithstanding the aforementioned, the Committee may, in special cases, appoint any person it deems suitable to the general offices and support services offices among those with distinguished technical and handicraft skills and abilities that do not hold the required certificate provided that such skills must be adequate to the requirements of the office to which they shall be appointed.

- g.** The Committee shall draw up the organizational chart of all of the Museum's offices, define the job description and duties of each office to be held by a head of department, a hall supervisor or a head of section and it shall make a submission on approving the organizational chart and the job description.

Office Scale

Article 8

Job degrees at the Museum shall be specified as follows:

- | | |
|---------------------------|------------------------|
| a. The first degree | Senior category |
| The director | |
| b. The first degree | special category |
| Deputies of the director | |
| c. The second degree | categories (a) and (b) |
| d. The third degree | categories (a) and (b) |
| e. The fourth degree | categories (a) and (b) |
| General offices | |
| f. The fifth degree | categories (a) and (b) |
| Service – related offices | |

Article 9

- a. If the officer spends five years in the category (b) of any degree, he/ she shall not be transferred to a higher degree unless he/ she meets the required conditions for transfer; and shall be granted the allocated annual increment for each additional year of service.
- b. Transfer conditions from a category to another or from degree to another shall be determined as follows:
 1. Officer's general rating for the last five years must not be less than very good (80%), with two excellent (90%) rating at least in the annual evaluation made by the direct supervisor thereof.
 2. To hold the scientific degree qualifying him/ her to be transferred to the higher job category.
 3. To submit a detailed report in which he/ she describes his/ her achievements and performed works during the last five years.

Article 10

The officer shall be granted an allowance called Museum's personal allowance as follows:

- a. 50% of the basic salary for technical offices.
- b. 40% of the basic salary for administrative offices.
- c. The Committee shall specify the technical and administrative offices for the purposes of this article.

Article 11

The incumbent of an administrative office shall be granted the following allowances:

- a. The director: 40% of the basic salary and 300 JD as management allowance.
- b. Deputy Director: 40% of the basic salary and 175 JD of as management allowance.
- c. Head of technical department: 50% of the basic salary and 125 JD as management allowance.
- d. Head of administrative department: 40% of the basic salary and 125 JD as management allowance.
- e. Head of technical section: 50% of the basic salary and 75 JD as section supervision allowance.
- f. Head of administrative section: 40% of the basic salary and 75 JD as section supervision allowance.

Article 12

The allowances stated in articles (10) and (11) of these Instructions may not be combined.

Article 13

At appointing an officer, the years of experience before being appointed at the Museum shall be calculated provided that the nature of work he/ she had performed is conforming to or appropriate to the nature of the office to which he/she shall be appointed.

Article 14

- a. A married officer shall receive a family allowance of 50 JD.
- b. If the officer's wife works for the Museum, the family allowance may not be combined.

Article 15

Officer performing works of risky nature shall be granted a risk allowance of 40 JD monthly; this includes night guardians, laboratory technicians and maintenance workers.

Article 16

Accountants and financial officers shall be disbursed a risk compensation of 50 JD provided to present a financial guarantee whose value is to be determined by the

Committee.

Article 17

Holders of various university certificates and degrees who did not practice and job before employment at the Museum shall be appointed as follows:

- a.
 - GSE: the first year of the fifth degree (A).
 - Bachelor's degree: the first year of the fourth degree (A).
 - Higher diploma after the bachelor's: the second year of the fourth degree (A).
 - Master's degree: the fourth year of the fourth degree (A).
 - Ph.D.: the third year of the third degree (A).
- b. Basic salaries shall be specified according to the following payroll:

| Degree | Year | Category (A) | Category (B) |
|--------|--------|--------------|--------------|
| Fifth | First | 110 | 170 |
| | Second | 120 | 180 |
| | Third | 130 | 190 |
| | Fourth | 140 | 210 |
| | Fifth | 150 | 250 |
| Fourth | First | 275 | 335 |
| | Second | 285 | 345 |
| | Third | 295 | 355 |
| | Fourth | 305 | 365 |
| | Fifth | 315 | 375 |
| Third | First | 420 | 540 |
| | Second | 440 | 560 |
| | Third | 460 | 580 |
| | Fourth | 480 | 600 |
| | Fifth | 500 | 620 |
| Second | First | 680 | 820 |
| | Second | 710 | 840 |
| | Third | 740 | 860 |
| | Fourth | 770 | 880 |
| | Fifth | 800 | 900 |

First:

Senior category: starting basic salary is 1300 JD and an annual increment of 40 JD.

Special category: starting basic salary is 1100 JD and an annual increment of 40 JD.

Committee on Museum Management

Article 18

- a. The Committee shall be formed as stated in this Regulation and shall have the duties assigned to it under the same regulation.
- b. The director appoints one of the Museum's officers as the Committee's secretary who shall convoke for its meetings, keep the records, record its decisions and submissions, and follow up the implementation thereof.

Article 19

- a. an appointee to any of the Museum offices must be:
 1. Jordanian.
 2. Has completed the age of eighteen years old.
 3. Free of diseases that may prevent him/ her from carrying out the duties.
 4. Of good manners and conduct.
 5. Not convicted for a crime or misdemeanor involving honor or trust turpitude.
 6. Holder of the minimum qualifications and experience specified for holding the office in accordance with the job description.

- b. All of the Museum officers and employees shall be appointed by contracts to be renewed and terminated by the Committee's decision upon the submission made by the director in accordance with these Instructions.
- c. The Committee may appoint employees under special contracts; such employees are among those with extensive experience or technical skills and creative talents where the committee shall separately specify the salary of each case.
The Committee may not take such decision but in cases where the Museum needs to attract new officers with special abilities and skills and cannot be attracted to work for the Museum. An announcement shall be made for the required position where the abilities of the new applicants and the nominated Museum officer shall be evaluated in such decision.
- d. The provisions of these Instructions shall apply to the officer to the extent that they do not conflict with the provisions and terms provided for in employment contracts.
- e. Appointment decision shall contain the job title at which the officer is appointed, the category and degree thereof, the monthly salary and allocated allowances, date of appointment and the probation period.
- f. The Board shall adopt, upon the submission of the director based on the committee's recommendation, special forms for officer appointment contracts and may add any special conditions thereto.
- g. No appointment may be made but to a position contained in the job formation listing with appropriated allocations in the Museum's budget.
- h. No retroactive appointment to any of the Museum's offices may be made.

Article 20

The Committee may delegate the director with the authority to appoint workers for daily wages within the scope of allocations specified for this purpose in the Museum's budget. Such workers shall be subject to the provisions of the Labor Code in effect, and must be enrolled in the social security if legislations on the Social Security Corporation imply the same.

Article 21

All of the Museum's officer must take the following oath before the director at their first appointment where a copy of the oath is to be kept in the officer's file after signing it (I swear by Almighty God to be loyal to the Homeland, the King and the Constitution; to observe the laws and regulations in effect, to honestly perform the duties and responsibilities of my office and to maintain the secrets thereof).

Article 22

The officer must observe the following:

- a. To perform the duties and responsibilities of the office with full efficiency, honesty and activeness.
- b.
 - 1. To comply with the laws, regulations and instructions related to his/ her work.
 - 2. Not to admit to any study program to obtain a scientific degree without the approval of the director where the hours of nonattendance to official working hours shall be deducted from the balance of his/ her annual leaves.
- c. To execute the orders and instructions of his/ her superiors and observe the administrative hierarchy in job communication.
- d. To actively contribute to the development of method of work assigned to him/ her and make and propositions to rise the job level thereof.
- e. To care for the public interest and reflect a positive image of the Museum and maintain its properties and all the assets and possessions thereof.
- f. To maintain absolute confidentiality with respect to his/ her within the Museum and to the Museum work in general.
- g. To observe the determined working hours and devote the working hours to performing his/ her office duties.

- h. To politely and courteously behave with his/ her superiors, subordinates and the public and to safeguard the honor of the office and the good reputation thereof.
- i. The office is prohibited from taking advantage from his/ her office, receipt of gifts, tips or grants in return for legitimate services provided within his/ her official work or any service that he/ she may not render.
- j. Not to work for any other place after or during the official working hours, or during holidays and vacations but with the director's approval.
- k. Officers of the Museum may work on research projects and studies in other scientific institutions provided to obtain the director's approval thereon.

Job Performance Evaluation

Article 23

Officers' performance shall be evaluated in accordance with instructions to be issued by the Board.

Annual Increment

Article 24

The officer shall be entitled to the annual increment at the date of maturity thereof after one year of date of appointment or the date of receiving the previous annual increment.

Promotion

Article 25

- a. No officer may be promoted but to a degree or office listed in the formation listing; the promotion shall be made by a decision of the Committee in the light of the officer's performance evaluation and upon the director's submission.
- b. At promoting an officer to an office or degree, he/ she shall be entitled to the minimum salary scale of such office or degree, in all cases, the new basic salary thereof may not be less than the basic salary before the promotion.

Transfer

Article 26

- a. the director may transfer the officer from an office to another within the formation listing of the Museum, or assign him/ her to other duties by proxy in accordance with the provisions of these Instructions, provided to observe the interest of the Museum and the best progression of work therein and economization of expenses, and provided that such transfer does not affect the seniority of the officer in the degree or his/ her right to promotion.
- b. Transfer decision shall be communicated to the officer before the determined date within two weeks of the decisions. In all cases, no transfer may be made to a degree lower than the original degree of the officer.
- c. If an officer is transferred, the privileges of the office from which he/ she is transferred shall be suspended and replace with those of the office to which he/ she is transferred as of the effective date of the decision.

Authorization

Article 27

- a. The director may authorize any officer to carry out the duties of another during the latter absence for whatsoever reason in addition to the duties of the original office within the official working hours.
- b. If the authorization period is for one month or less, the authorized officer shall not receive any financial compensation for carrying out the duties of another officer during his/ her absence, yet if the period thereof exceeds one month, the authorized officer shall receive 20% of the basic salary of the principal officer in addition to his/ her salary.
- c. The director may assign any officer to carry out the duties of a higher office or appoint him/ her as acting officer if required; and he/ she may terminate the

assignment or appointment without resulting into any right to promotion to or occupation of that office.

- d. The Committee may, upon a submission made by the director, assign any person from outside the Museum to perform specialized works and duties that help in improving the performance of the Museum, modernize and raise its level in return for a financial remuneration to be determined by the Committee.

Working days and Leaves

Article 28

- a. Working hours and leaves of the Museum officers; and the determination of the working hours shall be organized under instructions to be issued by the director.
- b. Shift system may be applied to officers and employees of jobs and works whose nature requires the continuity of work for a period exceeding the official working times. If it's impracticable to have a duty officer, another officer shall be assigned with the duties of the duty officer and shall be paid overtime hours.
- c. Overtime hours shall be calculated according to the monthly total salary of the officer divided into 160 hours. An officer may be granted an administrative leave for the overtime hours subject to the requirements of work.

Article 29

- a. the officer shall be entitled to the following leaves in accordance with the provisions of these Instructions provided to observe the requirements of work at approving the annual or incidental leaves:
 - annual leave
 - study leave
 - unpaid leave
 - sick leave
 - incidental leave
 - maternity leave
- b. The provisions of leaves shall apply to the director and deputies thereof except for the study and unpaid leaves.

The Annual Leave

Article 30

- a. Museum's officers are entitled to annual leave of (30) thirty days.
- b. The officer may be granted his/ her in whole and may be have them divided subject to the work circumstances, feasts and public holidays shall be calculated within the leave if occur within them. The officer shall be entitled to his/ her salary and full allowances for the period of the annual leave.
- c. Annual leave shall be granted by the decision of the Committee for the director and by the director's decision for the rest of officers. The annual leave granted to the officer may be shortened, postponed or terminated by a decision of the authority which approved it if the interest of the official work requires the same where the officer shall be notified with the decision thereon.
- d. The officer shall be granted the annual leave provided for in article (30-a) from the first day of January; yet if he/ she is appointed during the year, then he/ she shall be entitled to a proportional leave for that year for the period from the date of appointment and the first day of January of the next year.
- e. No annual leave may be combined for more than two successive years.
- f. If the officer service is terminated by means other than dismissal or loss of job, he/ she shall be paid, after detachment from work, a compensation that is equal to the total salaries and allowances for the period of the annual leave to which he/ she was entitled at service termination. If he/ she is reinstated to work before the end of the period for which he/ she is entitled to receive the compensation, an amount proportional to the remaining period thereof shall be deducted from his/ her salary, and he/ she shall be entitled to an annual leave equal to the days thereof.

The Study Leave

Article 31

- a. The Committee may, upon a recommendation made by the director, grant the officer unpaid study leave or without allowances in order to improve his/ her cultural, scientific or professional level if the study subject is directly related to the works of the Museum and the duties of his/ her office in the specialized department for a period not exceeding five combined or separated years during the period of work of the officer in the Museum for one time throughout the period of service thereof.
- b. The officer shall be granted a study leave once he/ she spends at least three years of actual service and obtains an official endorsed document proving his/ her admission to the educational institution at which he/ she shall study.
- c. The officer who is granted a study leave must provide an official endorsed document proving his/ her admission to the educational institution and the attendance therein.
- d. The study leave shall not be considered as an actual service for the purposes of entitlement to annual increment and promotion.

The Unpaid Leave

Article 32

The director may grant an officer an unpaid leave and decide the period thereof provided that the service in the Museum must not be less than three years.

Military Conscription Leave

Article 33

If the officer is called for conscription or reserve service, the same shall be deemed as continuation to his work.

Sick Leave

Article 34

- a. Each officer is entitled to a paid sick leave not exceeding in total (14) fourteen days within a year according to a medical report issued by the competent medical authority.
- b. If the officer consumes the annual sick leave and receives a report (reports) from the medical authority to extend his/ her annual leave, he/ she shall be granted additional sick leave (s) for half the wage and for a period (s) not exceeding in total (14) another fourteen days within the same year. Any excesses thereof shall be deducted from the annual leave balance.

Article 35

- a. if the officer suffers from a disease or accident that prevents him/ her from work according to a medical report of the medical authority for a continual period exceeding (14) days, he/ she shall be granted an additional sick leave with the total full salary for a period not exceeding five months as of the date of illness or accident, which shall be renewed at the recommendation of the medical authority for another period not exceeding five months during which the officer shall receive two-thirds of the total salary, provided not to combine the earned salary from the Museum and the salary resulting from the illness or accident from any other entity such as the Social Security, insurance company or others.
- b. If the officer does not cure after the end of the period stated in clause (a) hereof, he/ she shall be reexamined by the medical authority, so if it's found that the illness is curable within one month, he/ she shall be granted unpaid sick leave for a period not exceeding one month. Yet it's found that the illness is incurable within one month or if he/ she does not cure after the additional month according to the report of the medical authority, the service thereof shall be terminated by the decision of the Committee.

- c. Notwithstanding the provisions of clauses (a) and (b) hereof, if the officer suffers from a disability that prevents him/ her from work or with a transmissible incurable disease proven by the report of the medical authority, the matter shall be referred to the Committee for appropriate decision.

Incidental Leave

Article 36

The director may grant the officer who consumes his/ her annual leave an incidental leave for emergency for a period(s) not exceeding two weeks a year in total.

Maternity Leave

Article 37

The pregnant officer shall be entitled to a maternity leave for ninety continual days with total salary according to a report issued by the medical authority provided that the used period of this leave must not exceed fifteen days before delivery, such leave shall not be calculated within the annual or sick leave.

Hajj Leave

Article 38

The director may grant the officer who desire to perform the hajj a leave that does not exceed (21) paid days (the total salary) for one time throughout the period of service of the officer, such leave shall not be calculated within the annual leave.

Missions, Courses and Delegations

Article 39

The officer shall be nominated to any mission or course within the Kingdom or abroad and shall be delegated by a decision of the Committee upon the submission of the director.

Article 40

Provisions and conditions related to the commitment of the officer delegated in a mission or course shall be specified under instructions to be issued by the Board upon the Committee's submission.

Article 41

- a. The officer shall be assigned to a mission within the Kingdom or abroad by a decision of the director provided that the officer shall submit a detailed report on the activities and results of the assigned mission.
- b. No officer may accept an invitation related to a mission within the Kingdom or abroad by foreign governments, departments institutions or entities but with the director's approval.

Disciplinary Procedures

Article 42

- a. if the officer commits a violation to the laws, regulations, instructions and decisions in effect within the Museum, or if he commits an action or behavior that may impair the duties and responsibilities assigned to him/ her, obstructs the implementation thereof or harms the ethics of office and officer's duties and attitude, the following disciplinary penalties shall be imposed upon him/ her:
 1. warning
 2. notice
 3. deduction from salary (not to exceed quarter of the basic salary)
 4. dismissal
- b. No more one of the penalties stated in clause (a) hereof may be imposed for the same behavioral violation committed by the officer.
- c. The officer must be notified in writing with respect to the violation he/ she committed and the penalty imposed upon him/ her.

- d. None of penalties stated in items (3) and (4) of clause (a) hereof shall be imposed but after conducting the necessary investigation by an investigation committee formed by the director for this purpose.

Article 43

The disciplinary penalties stated in article (42-a) hereof shall be imposed for the behavioral violations committed by the officer of various degree according to the following authorities:

First and second degrees:

1. By the director's decision if the penalty is warning or notice.
2. By the Committee's decision upon a submission of the disciplinary panel if the penalty is deduction from salary or dismissal.

Third and fourth degrees:

1. By the decision of the direct supervisor if the penalty is warning or notice.
2. By the decision of the head of department if the penalty is notice.
3. By the director's decision if the penalty is deduction from salary.
4. By the Committee's decision upon a submission of the disciplinary panel if the penalty is dismissal.

Fifth degree:

1. By the decision of the direct supervisor if the penalty is warning or notice.
2. By the director's decision if the penalty is deduction from salary.
3. By the Committee's decision if the penalty is dismissal.

Article 44

If any entity authorized with the power to impose a penalty upon an officer as stated in article (43) hereof find that the disciplinary penalty referred to it exceeds the power assigned to it, such entity shall have to submit the matter a higher level according to the administrative hierarchy which has the authority to impose the aggravated penalty including the director, if he/ she is the competent authority to impose such penalty or refer the violation to the disciplinary panel if he/ she deems it necessary in accordance with the provisions of these Instructions.

Article 45

- a. A disciplinary panel shall be formed by the director's decision consisting of three of the committee's members to resolve the issues submitted to it where a member thereof shall be nominated as the chairman of the panel.
- b. A disciplinary committee shall be formed by the director's decision consisting of three officers of the first and second degrees to take the disciplinary actions against any officer of other degrees where a chairman shall be nominated from among its members.
- c. Both the disciplinary panel and committee shall hold their meetings by the convocation of the chairman with full quorum, the decisions thereof are to be taken by majority of votes where no abstention from voting may take place. The member dissenting to the majority decisions shall have to detail the reasons thereof in writing.
- d. Judges refusal provisions provided for in the Procedural Law in effect shall apply to the chairman and members of any disciplinary panel.

Article 46

- a. Any disciplinary committee shall be competent, according to the authorized power pursuant to the provisions of article (45) hereof, to hear any behavioral violations committed by officer, and may impose any of the disciplinary penalties stated in these Instructions.
- b. In cases where no provision is stated in these Instructions, the provisions on the activities of the disciplinary panel provided for in the Civil Service Statute shall apply.

Termination of Officer's Service

Article 47

- a. officer's service shall be terminated in any of the following cases:
 1. Acceptance of resignation.
 2. Health unfitness according to the report of the medical authority after consumption of sick leave under articles 34 and 35 of these Instructions.
 3. entitlement to pension from the Social Security Corporation in accordance with the provisions of Social Security Law then in effect; where the committee may upon the director's submission extend the service for a period not exceeding five years.
 4. dismissal or loss of job,
 5. Death.
- b. The officer who fails to attend to the work for ten consecutive days without a legitimate reason shall be considered as losing his/ her job.
- c. If the officer service at the Museum is terminated for any of the reasons stated in items (1), (2), (3) and (5) of clause (a) hereof, end of service reward shall be disbursed to the officer as follows:
 1. Total of last received monthly salary for each year of service for the first five years in the Museum's service.
 2. Total of last received two monthly salaries for each year of service exceeding five years.
 3. Fractions of the year shall be calculated from the period of service for the purposes of disbursing the entitled percentage of the reward for that period.
- d. If the officer service at the Museum is terminated for any of the reasons stated in items (1), (2), (3) and (5) of clause (a) hereof, the officer shall be entitled to the salary of the annual leave to which he/ she is entitled till the date of termination of service.
- e. If the officer service is terminated for death, the legitimate successors shall be entitled to the following amounts in addition to what is stated in clauses (b) and (c) of this article:
 1. Total salary for the month during which he/ she passed away.
 2. Total salary for another three months.
 3. End of service reward.
 4. Salary for the entitled annual leave.
- f. If the officer service is terminated by dismissal or loss of job, (item 4- clause a) the dismissed officer shall be deprived from all his/ her rights.
- g. The officer's services shall be terminated by the decision of the authority which appointed him/ her.

Article 48

- a. The director must notify the Board in writing with his/ her desire to resign two months prior to the date thereof.
- b. Any of the officers of the first, second, third, fourth and fifth degrees must notify the director in writing with there desire to resign one month prior to the date thereof where the resignation shall be accepted by the committee upon the director's submission.
- c. The payable amounts to the Museum shall be deducted from the financial entitlements of the officer at terminating his/ her services for whatsoever reason.

Dr. Ghazi Bisha
Chairman of the Board
Fares Al-Hmoud
Deputy Director of Public Antiquities

Fawaz Al-Shaalan
Member of the Board

Aqel Beltaji
Member of the Board

National Museum Policy

Draft as of 23rd November 2008
SAPI Team

The fundamental policies of the National Museum (hereafter "Museum") are clarified in the following Law and Bylaws, and officially approved by the Government of Jordan.

1. Law of Antiquities

Legal Entity

There shall be established in the Kingdom a museum named "The National Museum" which shall enjoy the status of a legal entity with financial and administrative independence.

Council of Trustees

The Museum shall have a Council of Trustees and a Management Committee whose method of formation, duties and functions as well as all the matters related to either one of them shall be determined pursuant to a system to be laid down for the purpose.

Aims

The Museum is aimed to be:

- 1) A comprehensive heritage centre for the history, civilisation and culture of the Kingdom.
- 2) A national centre of the Kingdom's historic, antique and heritage property.
- 3) A developing educational and touristic instrument.
- 4) A centre to support authorship in the field of antiquities and heritage.

Financial Resources

The financial resources of the Museum shall consist of the following:

- 1) The amount appropriated for it in the general budget.
- 2) Admission fees which shall be fixed pursuant to a system to be created for this purpose.
- 3) Charges for the services and activities it renders.
- 4) Gifts, aids, donation and any other resources accepted by the Council of Trustees subject to the approval of the Cabinet if they are of non-Jordanian source.

- 5) The Museum shall be subject to the auditing and control of the Accounting Bureau.

2. National Museum Bylaws

Tasks and Duties

To realise its objectives specified in the Law, the Museum shall be in charge of the following tasks and duties:

- 1) To provide opportunity to the public to visit the Museum and take knowledge of its landmarks so that antiquities tourism can be encouraged and the national belonging can be augmented.
- 2) To conduct educational programmes that will promote awareness of the public in term of historical, cultural and natural heritage.
- 3) To prepare the programmes intended for the training of the employees of the Museum and their habilitation in the fields related to its work and activities.
- 4) To hold internal exhibitions and prepare programmes of lectures and seminars related to the historical and cultural heritage in the Kingdom.
- 5) To hold exhibitions outside the Kingdom and participate in external exhibitions in the context of cultural exchange at the Arab and international levels for the purpose of spreading knowledge of the Jordanian cultural heritage and promotion of antiquities tourism.
- 6) To conduct researches and studies pertaining to heritage, historical and cultural works; to support such activities and help have them published.
- 7) To exchange educational and training experiences with the national, Arab and international institutions and cooperate with them in this regard.
- 8) To prepare programmes that will encourage tourists to prolong the period of their stay in the Kingdom.

3. National Museum Policy

On the basis of the Law of Antiquities and the National Museum Bylaws, the National Museum Policy is proposed as follows:

The National Museum (Jordan Museum) aims to:

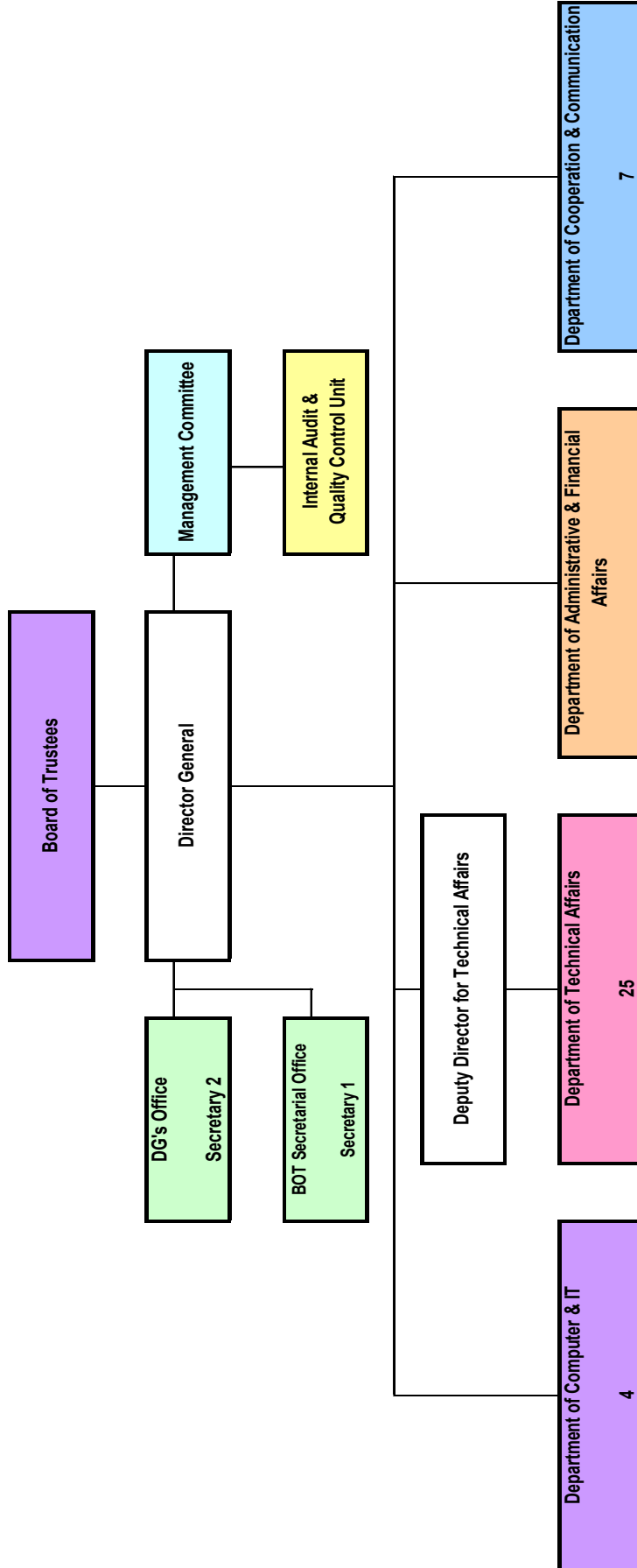
- 1) Be a story-telling museum, the story which covers the land and people of Jordan as well as the past, present and future of Jordan.
- 2) Function as a core of all museums in Jordan, both public and private, that will set up a museum network covering the whole Jordan.
- 3) Become a comprehensive centre of Jordan for heritages and researches that covers archaeology, history and sociology of Jordan.

- 4) Encourage and enhance a variety of educational and cultural activities in Jordan targeting on all generations and genres.
- 5) Transmit all kinds of useful information regarding all aspects of Jordan to the people of Jordan and the world.
- 6) Promote “My Museum Campaign” that will create numerous museums in individual persons, schools, communities, towns, cities and regions; in other words the National Museum (Jordan Museum) is one of “My Museums”, i.e. “My Nation’s Museum”.
- 7) Establish the world first “Knowledge Market” through which everybody, from both Jordan and the world, will be able to sell, buy and exchange their knowledge flexibly and friendly cooperating with each other.
- 8) Be a community centre where people gather, talk, create and take action towards the fruitful future of Jordan and themselves.

ORGANISATION CHART - A

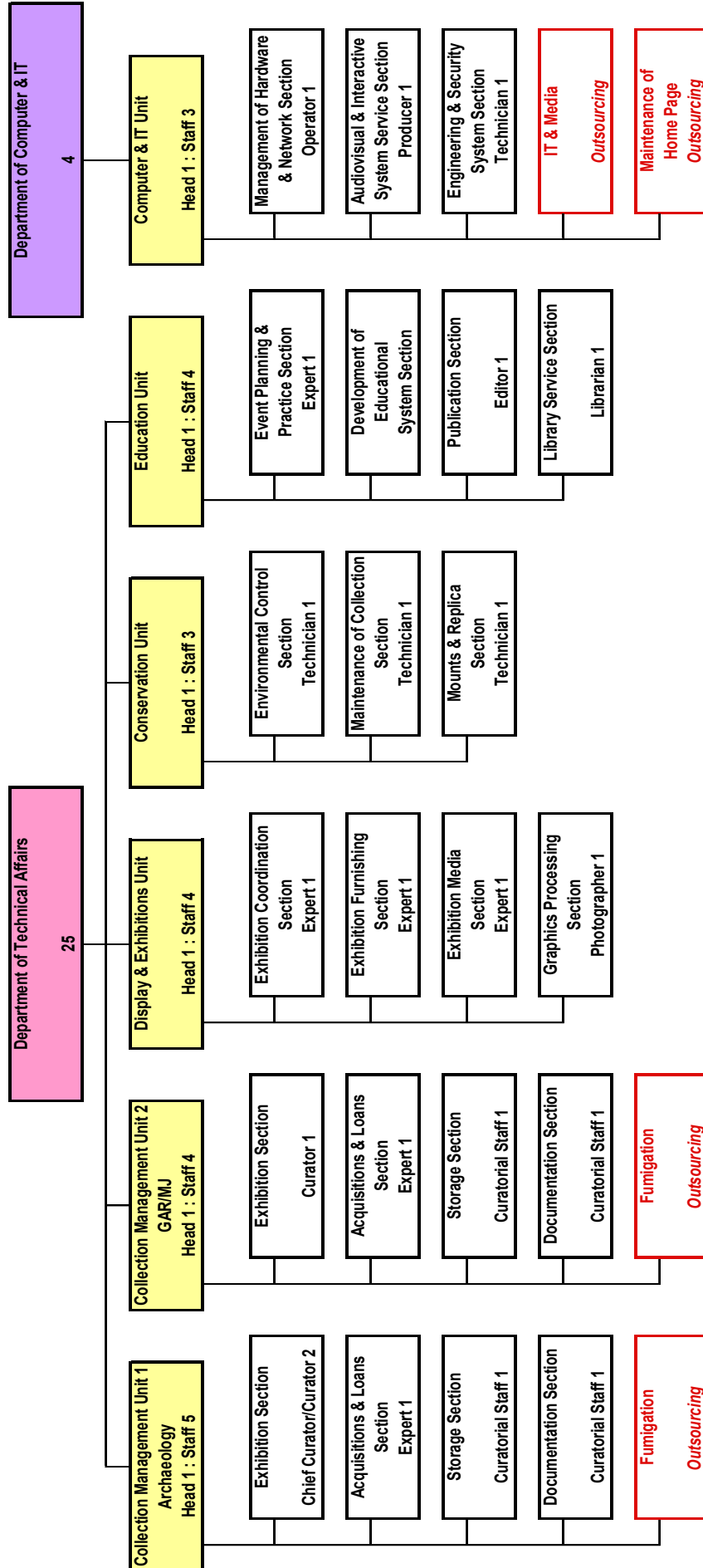
OVERALL ORGANISATION

Draft as of 4th December 2008



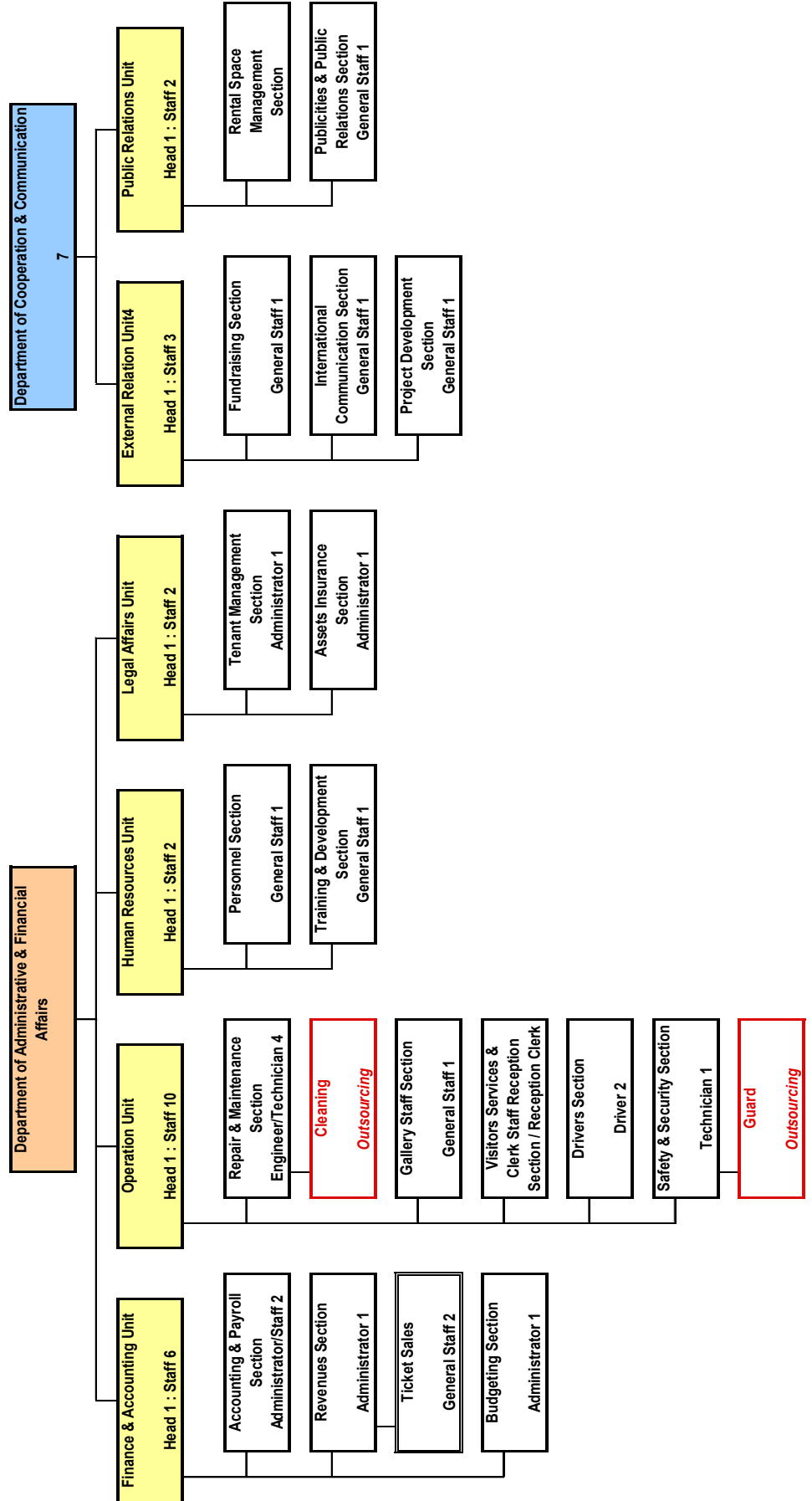
TECHNICAL DIVISION

Draft as of 20th November 2008



MANAGERIAL DIVISION

Draft as of 20th November 2008



JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|--|
| EXECUTIVE OFFICERS | |
| <p>Director General</p> | <ul style="list-style-type: none"> - Realise NM's missions - Take conceptual leadership through specialised knowledge of NM's mandate - Fulfil duties stipulated in the National Museum Bylaws - Recommend policies and plans as well as their revision to the BOT - Implement policies and plans approved by the BOT - Report on the implementation of policies and plans to the BOT - Plan, organise and staff appropriate personnel - Direct and coordinate day-to-day operations through the staff - Manage financial affairs and funding including fundraising - Liaise with all relevant levels of the government, academic community and private sector in the interest of NM |
| <p>Deputy Director Technical Affairs</p> | <ul style="list-style-type: none"> - Develop NM's collections and management programmes - Direct the security, preservation, documentation and interpretation of all collections - Recommend policies for acquisition and de-accession of collections - Design and implement collection and research programmes - Publish a report on general and object-specific research in a form which is accessible to visitors and other users of NM - Consult for the creation of permanent and temporary exhibitions - Consult for the creation of public programmes - Consult for the cooperative and joint venture research projects and exhibitions - Supervise the Technical Affairs Department and its staff - Manage financial affairs of the Technical Affairs Department |
| SECRETARIAT | |
| <p>Secretary DG's Office</p> | <ul style="list-style-type: none"> - Support and deal with enquiries - support secretarial services to the Director General as well as transact transcription of meeting notes, general clerical duties, word processing and correspondence |
| <p>Secretary BOT Secretarial Office</p> | <ul style="list-style-type: none"> - Support and deal with enquiries - support secretarial services to the Board of Trustees as well as transact transcription of meeting notes, general clerical duties, word processing and correspondence |
| TECHNICAL DIVISION Department of Technical Affairs | |
| Collection Management (1) Archaeology Unit | |
| <p>Head Collection Management Unit 1 Archaeology</p> | <ul style="list-style-type: none"> - Research all works in NM's archaeological collections from curatorial viewpoints - Coordinate with relevant museums and institutes in Jordan and the world - Manage the overall activities in NM - Maintain the optimum conditions possible in the whole NM for carrying out active curatorial work aiming at maximising the fruits - Report on the overall progress of curatorial activities in NM - Research on the methods for further active curatorial work especially focusing on archaeology, history and museology - Administer the Collection Management 1 Archaeology Unit |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|--|
| Chief Curator Exhibition Section | <ul style="list-style-type: none"> - Research and document NM's archaeological collections - Care about NM's archaeological collections - Respond to public enquiries and requests for information on NM's archaeological collections - Participate in the creation of exhibitions and public programmes in the relevant disciplines and areas - Prepare publications resulting from researches - Acquire and de-access artefacts in the curators' or archivists' discipline - Report on on-going research-oriented ICT progress and conditions - Introduce NM's curatorial activities to the public |
| Curator Exhibition Section | <ul style="list-style-type: none"> - Assist the Chief Curator in all his/her curatorial work including the research, documentation and care about archaeological collections - Maintain safe and secure storage and on-going care about archaeological collections - Access and catalogue materials and condition-reporting of NM's archaeological collections - Deal with enquiries and requests for information as directed by the Chief Curator - Prepare artefacts, specimens or works of art for exhibitions - Coordinate with the Display & Exhibitions Unit, Conservation Unit and Education Unit - Liaise with the Computer & IT Unit - Introduce NM's curatorial activities to the public |
| Expert Acquisition & Loans Section | <ul style="list-style-type: none"> - Prepare an acquisition plan of archaeological artefacts - Submit the acquisition plan to the Deputy Director for the approval by the Acquisition Committee - Acquire archaeological artefacts upon the approval by the Acquisition Committee - Report on the acquisition processes and results to the Deputy Director - Prepare a loaning plan of archaeological artefacts - Submit the loaning plan to the Director General for his/her approval through the Deputy Director - Loan archaeological artefacts upon the approval by the Director General - Report on the loaning processes and results to the Deputy Director |
| Curatorial Staff Storage Section | <ul style="list-style-type: none"> - Keep archaeological collections safe, secure and sound in the Storage - Maintain stable conditions of the Storage environment by checking mechanical and electrical facilities and systems periodically - Check respective conditions of archaeological collections, and report them to the Head of Collection Management 1 Archaeology Unit - Prepare a logistic record regarding carrying into/out and keeping of archaeological collections - Pack and unpack archaeological collections for their transference - Collaborate with the Conservation Unit for the storage of archaeological collections - Liaise with the Computer and IT Unit for upgrading database |
| Curatorial Staff Documentation Section | <ul style="list-style-type: none"> - Create and maintain database for the management of archaeological collections in line with the standard NM's practice - Supervise, number, catalogue and store NM's archaeological collections - Coordinate all aspects of borrowing and lending objects - Integrate NM's information database on its archaeological collections with national or international networks - Ensure NM's archaeological collections |
| Collection Management (2) GAR/MJ Unit | |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|---|
| Head Collection Management Unit 2 GAR/MJ | <ul style="list-style-type: none"> - Research all works in NM's collections related to the Great Arab Renaissance (GAR) and Modern Jordan (MJ) from curatorial viewpoints - Coordinate with relevant museums and institutes in Jordan and the world - Manage the overall activities in NM - Maintain the optimum conditions possible in the whole NM for carrying out active curatorial work aiming at maximising the fruits = Report on the overall progress of curatorial activities in NM - Research on the methods for further active curatorial work especially focusing on traditional culture, modern history and museology - Administer the Collection Management 2 GAR/MJ Unit |
| Curator Exhibition Section | <ul style="list-style-type: none"> - Research and document NM's collections related to GAR & MJ - Care about NM's collections related to GAR & MJ - Respond to public enquiries and requests for information on NM's collections related to GAR & MJ - Participate in the creation of exhibitions and public programmes in the relevant disciplines and areas - Prepare publications resulting from researches - Acquire and de-access artefacts in the curators' or archivists' discipline - Report on on-going research-oriented ICT progress and conditions - Introduce NM's curatorial activities to the public |
| Expert Acquisition & Loans Section | <ul style="list-style-type: none"> - Prepare an acquisition plan of artefacts related to GAR & MJ - Submit the acquisition plan to the Deputy Director for the approval by the Acquisition Committee - Acquire artefacts related to GAR & MJ upon the approval by the Acquisition Committee - Report on the acquisition processes and results to the Deputy Director - Prepare a loaning plan of artefacts related to GAR & MJ - Submit the loaning plan to the Director General for his/her approval through the Deputy Director - Loan artefacts related to GAR & MJ upon the approval by the Director General - Report on the loaning processes and results to the Deputy Director |
| Curatorial Staff Storage Section | <ul style="list-style-type: none"> - Keep collections related to GAR & MJ safe, secure and sound in the Storage - Maintain stable conditions of the Storage environment by checking mechanical and electrical facilities and systems periodically - Check respective conditions of collections related to GAR & MJ, and report them to the Head of Collection Management 2 GAR/MJ Unit - Prepare a logistic record regarding carrying into/out and keeping of collections related to GAR & MJ - Pack and unpack collections related to GAR & MJ for their transference - Collaborate with the Conservation Unit for the storage of collections related to GAR & MJ - Liaise with the Computer and IT Unit for upgrading database |
| Curatorial Staff Documentation Section | <ul style="list-style-type: none"> - Create and maintain database for the management of collections related to GAR & MJ in line with the standard NM's practice - Supervise, number, catalogue and store NM's collections related to GAR & MJ - Coordinate all aspects of borrowing and lending objects - Integrate NM's information database on its collections related to GAR & MJ with national or international networks - Ensure NM's collections related to GAR & MJ |
| Display & Exhibition Unit | |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|--|--|
| Head Display & Exhibition Unit | <ul style="list-style-type: none"> - Plan and produce, in collaboration with the Collection Management Units, a programme of exhibitions that meets NM's exhibition objectives - Set up design and communication standards - Plan and implement audio-visual and interactive components of exhibits and schedule maintenance and repairs - Circulate travelling exhibitions and achieve revenue targets associated with these exhibitions - Evaluate exhibitions in collaboration with the External Relation Unit - Contact with technical suppliers and creative producers - Evaluate system, product and service proposals - Supervise the performance of the Display and Exhibitions Unit staff - Plan and supervise special fundraising exhibitions in collaboration with the Fundraising Section |
| Expert Exhibition Coordination Section | <ul style="list-style-type: none"> - Plan new programmes for the permanent exhibitions, temporary exhibitions and outdoor exhibitions - Plan upgrading for the permanent exhibitions, temporary exhibitions and outdoor exhibitions - Upgrade the detailed design of the systems and operations, and update warranty requirements - Develop and test new display techniques for security and conservation - Collaborate with other planning sections in the Display and Exhibitions Unit |
| Expert Exhibition Furnishing Section | <ul style="list-style-type: none"> - Procure all objects and materials necessary for exhibitions - Procure cases, mounts, objects and exhibit materials - Procure experts and instruments necessary for exhibitions - Liaise with relevant instrument/furniture rental companies |
| Expert Exhibition Media Section | <ul style="list-style-type: none"> - Prepare a long-term as well as annual audiovisual & Interactive programming plan - Produce new audiovisual & interactive programmes for both permanent & temporary exhibitions - Maintain and upgrade existing audiovisual & interactive programmes - Maintain and upgrade existing audiovisual & interactive systems in collaboration with the Audiovisual & Interactive System Section - Procure new audiovisual & interactive systems for both permanent & temporary exhibitions |
| Photographer Graphic Processing Section | <ul style="list-style-type: none"> - Take photographs of NM's collections for all media - Produce prints for educational materials and publications, promotions and public requests for information - Collaborate with the Education Unit - Produce scanning images through 3D/2D scanners - Collaborate with the Collection Management Unit and Conservation Unit |
| Conservation Unit | |
| Head Conservation Unit | <ul style="list-style-type: none"> - Preserve all works in NM's collections - Examine all acquisitions and loans, and prepare condition reports on them - Treat works in need of cleaning or restorative conservation - Maintain the optimum conditions possible in the building for preventive conservation with the aim to minimise deterioration of NM's collections - Report on the conditions of all exhibition materials prior to and immediately after display, whether the property of NM or a loan - Research on the methods and materials of NM's collections - Administer the Collection Unit |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|---|
| Technician Environmental Control Section | <ul style="list-style-type: none"> - Control environmental conditions of the Exhibition Halls, Temporary Gallery and Storage - Preserve environmental conditions of particular exhibits, e.g. the Fresco painting - Examine and upgrade environmental control techniques, for special exhibits in particular - Monitor and record environmental conditions of exhibits and collections - Prepare environmental control reports, and submit them to the Head of Conservation Unit |
| Technician Maintenance of Collection Section | <ul style="list-style-type: none"> - Conduct all conservation work both inside and outside of NM - Create and maintain the effective and efficient conservation management technique and environment - Coordinate with the Collection Management Unit for vitalising synergetic functions of NM - Report on on-going maintenance of collections progress and conditions - Introduce NM's conservation activities to the public |
| Technician Mounts & Replica Section | <ul style="list-style-type: none"> - Plan and design mounts for existing or new exhibits upon the request of the Collection Management Units and Display & Exhibitions Unit - Supervise the production process of mounts at a manufacturer's workshop - Olan and design replicas of existing or new exhibits including lending artefacts upon the request of the Collection Management Units and Display & Exhibition Unit - Obtain an approval of DOA if necessary - Supervise the production process of replicas at a manufacturer's workshop - Maintain and upgrade the existing mounts and replicas |
| Education Unit | |
| Head Education Unit | <ul style="list-style-type: none"> - Manage and develop partnerships with schools to offer curriculum-based programmes in NM and/or schools - Set up standards for all educational programming - Liaise with schools, community groups and other target audiences for arranging a programme of field trips consisting of guided tours and/or demonstrations - Contribute to the design of exhibitions and other public programming for enhancing its educational value - Achieve school participation and revenue targets - Prepare publications or media-based products for schools - Prepare a promotional copy for all aspects of educational programmes - Develop and implement education programmes related to NM's collections - Make a variety of plans for cultural programmes and events taking account of the study results - Plan the mobile NM - Plan and supervise special fundraising events in collaboration with the Fundraising Section |
| Expert Event Planning & Practice Section | <ul style="list-style-type: none"> - Design and deliver lecture series, demonstrations, film series, festivals and other special events for complementing exhibitions and other programmes - Recruit and coordinate speakers, instructors and facilitators - Plan, produce and operate a variety of event programmes - Achieve attendance and revenue targets - Plan and supervise special fundraising events in collaboration with the Fundraising Section - Plan, promote and coordinate special events, services and benefits for the Friend of Museum members - Cooperate with event-related organisations and institutions in Jordan and the world |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|--|
| Museum Teacher Development of Educational System Section | <ul style="list-style-type: none"> - Design and deliver programmes for school groups - Plan teaching methods and materials for education programmes - Liaise with teachers and schools - Plan field trip programmes - Make volunteers menus - Plan programmes for conferences, congresses, conventions, symposia and seminars - Cooperate with the Collection Management Units - Plan instruction programmes for teachers, curators, archaeologists and volunteers |
| Editor Publication Section | <ul style="list-style-type: none"> - Plan overall publication programmes in collaboration with other relevant units and sections - Coordinate and supervise printed and digital materials produced by NM such as annual reports, books, catalogues, guide books, films and lecture materials, newsletters, research journals, and all historical, photographic and graphic reference works - Edit all materials and maintain editorial standards of language, grammatical and stylistic forms - Ensure graphic design quality according to NM's branding policies - Achieve revenue targets - Publish non-print media such as videotapes, CD, DVD or on the Internet |
| Librarian Library Service Section | <ul style="list-style-type: none"> - Develop, manage and operate NM's library - Provide library services for curatorial and all other staff - Perform services such as selection, purchase or acquisition, cataloguing and classification, circulation and maintenance of print materials and material in all media - Coordinate online remote users of NM's databases - Coordinate, possibly, exhibition of material from the Library collections - Liaise with related institutions and information services |
| MANAGERIAL DIVISION Department of Administrative & Financial Affairs | |
| Finance & Accounting Unit | |
| Head Finance & Accounting Unit | <ul style="list-style-type: none"> - Prepare a financial programme for the overall activities of NM - Prepare an annual budget plan - Transact financial management of NM including budgeting, accounting, purchasing, salaries & benefits, insurance, contract and taxes - Analyse the cost effectiveness of the whole and respective NM's activities - Prepare investments and interest-earning programmes - Collaborate with the Fundraising Section - Supervise the staff of the Finance & Accounting Unit |
| Administrator Accounting & Payroll Section | <ul style="list-style-type: none"> - Keep books - Maintain and monitor accounting - Prepare a report on accounts regularly, and submit it to the Head of Finance & Accounting Unit - Keep payroll records - Maintain and monitor payroll execution - Prepare a report on payrolls regularly, and submit it to the Head of Finance & Accounting |
| General Staff Accounting & Payroll Section | <ul style="list-style-type: none"> - Support the Administrator of Accounting & Payroll Section |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|--|
| Administrator Revenues Section | <ul style="list-style-type: none"> - Prepare a long-term as well as annual revenue plan from the overall activities of NM - Monitor and evaluate revenue movement on a daily basis - Prepare a report on revenue regularly, and submit it to the Head of Finance & Accounting Unit - Liaise with other Units and Sections related to revenue collection |
| General Staff Ticket Sales | <ul style="list-style-type: none"> - Sell tickets to visitors - Collect ticket sales data daily - Receive visitors' questions if available |
| Administrator Budgeting Section | <ul style="list-style-type: none"> - Prepare a long-term as well as annual budget plan for the overall activities of NM - Monitor and evaluate the actual expenditures on a daily basis - Prepare a report on the balance between budgets and expenditures regularly, and submit it to the Head of Finance & Accounting Unit - Liaise with all the Units and Sections in NM for preparing a budget plan, both long and short terms |
| Operation Unit | |
| Head Operation Unit | <ul style="list-style-type: none"> - Establish a firm but flexible system for functionally operating NM - Develop and manage operation programmes and activities - maintain the optimum conditions for functioning the operation Unit to the maximum - Report on the overall conditions of operation activities to the Deputy Director and Director General - Prepare an long-term as well as annual budget plan, and submit it to the Deputy Director and Director General - Supervise the performance of staff in the operation Unit - Consult for the creation, development and implementation of a wide range of operation activities |
| Engineer Repair & Maintenance Section | <ul style="list-style-type: none"> - Prepare and practice an overall maintenance programmes - Prepare an operation manual - Set up a maintenance mechanism - Supervise maintenance staff - Negotiate with outsourcing contract companies - Manage outsourcing contracts for building and facility maintenance and repair services - Prepare a periodical operation report, and submit it to the Head of Operation Unit |
| Technician Repair & Management Section | <ul style="list-style-type: none"> - Support the Engineer of Repair & Maintenance Section - Maintain and repair all necessary items of the buildings, facilities and site - Prepare a periodical working report, and submit it to the Engineer of Repair & Maintenance Section |
| Cleaning Outsourcing | <ul style="list-style-type: none"> - Clean rooms and provide comfortable spaces for visiting and working - Clean the indoor and outdoor spaces - Clean toilets and wash dirty things |
| General Staff Gallery Staff Section | <ul style="list-style-type: none"> - Prepare and practice guidance programmes and manuals - Prepare guidance materials for visitors - Supervise overall guidance activities - Receive and deal with visitors' enquiries - Monitor the overall quality of visitors' experiences in the Exhibition Halls and Temporary Gallery, and develop their experiences |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|--|--|
| Reception Clerk Visitors Services & Clerk Staff Reception Section | <ul style="list-style-type: none"> - Control visitors' admission into NM - Welcome, receive and guide visitors - Introduce visitors to their desirable facilities and spaces - Deal with visitors' enquiries about exhibitions, events, performances and programmes - Assist persons with special needs in accessing various spaces Record information about visitors - Reply to visitors' enquiries about booking of special events, performances and programmes |
| Driver Drivers Section | <ul style="list-style-type: none"> - Develop geographical knowledge regularly - Maintain NM's cars in the optimum conditions - Collect current traffic conditions and regulations |
| Technician Safety & Security Section | <ul style="list-style-type: none"> - Prepare and practice an overall safety & security programme - Set up a safety & security mechanism - Secure the safety of NM's collections, buildings, facilities, courtyard, garden and car park - Maintain intrusion alarm and contact systems - Maintain fire detection, alarm and deterrent systems - Formulate an evacuation plan in case of emergency - Formulate the arrangement plan of guards and staff in case of emergency - Supervise and roster guards - Negotiate with outsourcing contract companies - Manage outsourcing contracts for guard services |
| Guard Outsourcing | <ul style="list-style-type: none"> - <i>Secure NM's collections, buildings, facilities, courtyard, garden and car park</i> - <i>Secure the safety of visitors, staff and others in NM site</i> - <i>Watch the whole NM site</i> - <i>Guard against theft and destruction</i> - <i>Guard against incidents, accidents and disasters</i> - <i>Instruct visitors about evacuation in case of emergency</i> |
| Human Resources Unit | |
| Head Human Resources Unit | <ul style="list-style-type: none"> - Contribute to the creation of policies concerning the employment and safety of all staff as well as the terms & conditions - Develop and manage payment systems in coordination with the Accounting & Payroll Section - Negotiate about employing and placing permanent staff - Liaise with employee's associations - Manage and monitor health and benefits packages - Organise programmes for all NM's staff to stimulate a "learning organisation" - Assist the General Staff of Personnel Section in their regular employment review process |
| General Staff Personnel Section | <ul style="list-style-type: none"> - Supervise and control the workability of respective personnel of NM - Optimise the working conditions for the whole personnel including outsourced staff and workers - Prepare a report on employment and dismissal of personnel according to the necessity and workability, and submit it to the Head of Human Resources Unit - Review employment process regularly - Receive and deal with enquiries regarding personnel matters - Support services for the personnel or human resources management, record-keeping and correspondence to & circulation of relevant information regarding employees |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|--|--|
| General Staff Training & Development Section | <ul style="list-style-type: none"> - Prepare and practice training programmes for all staff of NM including outsourcing staff and workers - Contribute to the creation of policies concerning training of all staff - Liaise with employee's associations - Develop and administer professional training and development policies and procedures - Develop and manage a training and development programme - Supervise the capacity building progress of temporary staff, outsourcing staff and volunteer staff |
| Legal Affairs Unit | |
| Head Legal Affairs Unit | <ul style="list-style-type: none"> - Set up a suitable legal system covering overall activities in NM - Set up a transparent financial mechanism covering budgeting, accounting, purchasing, human resources, salaries & benefits, insurance, taxes and contracts from legal viewpoints - Examine all activity and financial reports submitted by the respective Units and Sections from legal viewpoints - Maintain the optimum conditions possible in the whole NM for functioning itself in the better manner from legal viewpoints - Prepare a report on the legal conditions of NM, and submit it to the Deputy Director and Director General - Administer the Legal Affairs Unit |
| Administrator Tenant Management Section | <ul style="list-style-type: none"> - Prepare and practice a tenant management programme - Review and revise overall and respective tenant management activities - Negotiate with tenants about overall business affaires - Supervise overall progress and processes of planning, production, operation and marketing of tenants' activities - Supervise maintenance and repair services by both tenants and NM - Promote a marketing event and campaign in collaboration with the Event Planning & Practice Section - Assist tenants in developing NM's original goods and menus - analyse respective sales, both annual and quarterly, and give suggestions to tenants if necessary |
| Administrator Assets Insurance Section | <ul style="list-style-type: none"> - Prepare an insurance plan for all assets of NM - Negotiate with insurance companies about the respective conditions of assets insurance - Make a contract of assets insurance with respective insurance companies - Keep the assets insurance contracts in the optimum conditions by regularly researching the insurance industry - Monitor the respective assets regularly - Prepare a monitoring report on assets insurance, and submit it to the Head of Legal Affairs Unit |
| MANAGERIAL DIVISION Department of Cooperation & Communication | |
| | |
| External Relation Unit | |
| Head External Relation Unit | <ul style="list-style-type: none"> - Design and implement NM's marketing plan - Develop relationships with all types of media for strategic marketing - Advertise marketing strategies - Assess public and visitors' perception of NM's branding images and its services and products - Manage marketing budgets - Achieve attendance and revenue targets - Prepare a report on external relation activities, and submit it to the Deputy Director and Director General |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|--|
| General Staff Fundraising Section | <ul style="list-style-type: none"> - Prepare and practice a fundraising programme, both for a short term and a long term - Review and revise the fundraising programme based on the actual results of fundraising activities - Extend a fundraising campaign in Jordan and the world - Collaborate with the Public Relations Unit - Liaise with the Display & Exhibitions Unit |
| General Staff International Communication Section | <ul style="list-style-type: none"> - Prepare and practice an international communication programme - Develop relationships with all relevant international communication institutions, associations, organisations and media - Prepare and practice exhibitions and events for promoting international communication in collaboration with the Display & Exhibitions Unit and Education Unit - Assist the Head of External Relation Unit in promoting marketing activities overseas - Assist the General Staff of Fundraising section in promoting fundraising activities overseas |
| General Staff Project Development Section | <ul style="list-style-type: none"> - Prepare and practice a project development programme for promoting NM's external relation - Develop relationships with all relevant stakeholders in Jordan and the world - Collaborate with the Collection management Unit, Display & Exhibitions Unit, Education Unit and Public Relations Unit for developing various potential projects - Extend a variety of membership promotion programmes - Hold special events for members |
| Public Relations Unit | |
| Head Public Relations Unit | <ul style="list-style-type: none"> - Prepare and practice public relations programmes - Make up public images of NM in collaboration with the External Relation Unit - Promote all NM's products and services - Promote all NM's products for other museums - Cooperate with the Display & Exhibitions Unit |
| General Staff Rental Space Management Section | <ul style="list-style-type: none"> - Prepare a rental space management manual - Prepare a long-term as well as annual rental space management plan - Prepare an annual revenue and expenditure plan in collaboration with the Revenue Section and Budgeting Section - Sell rental spaces such as the Seminar Room, Hands- on History, Temporary Gallery, Entrance Hall, Orientation Hall, Courtyard and Garden to potential users, both public and private - Negotiate with potential users of rental spaces about respective rental conditions - Support and manage overall activities carried out in rental spaces - Prepare a periodical as well as annual report on the balance between revenue and expenditure regarding rental space management, and submit it to the Head of Public Relations Unit |
| General Staff Publicities & Public Relations Section | <ul style="list-style-type: none"> - Extend sales promotion for overall NM's activities and facilities - Monitor the trends of interests and issues for NM to respond to visitors' or public requests effectively and efficiently - Collaborate with the External Relation Unit - Liaise with all types of media - Set up partnerships with all levels of government, academic, communal and private organisations |
| Department of Computer & IT | |
| Computer & IT Unit | |

JOB DESCRIPTION
Draft as of 2nd December 2008

| Title | Job Description |
|---|---|
| <p>Head Computer & IT Unit</p> | <ul style="list-style-type: none"> - Plan, design and produce public programmes including electronic, computer and multimedia programmes - Operate and maintain these programmes - Research and maintain the applications for imaging and graphic technology for NM's public programme - Evaluate NM's media programmes in consultation with the international evaluation experts - Coordinate all performances, activities and special events in support of NM's overall programming and revenue goals - Liaise with the Education Unit for supporting school-visit programmes and performances - Set up collaboration networks with the ICT-related organisation, association, academic institutes and private industries - Prepare a report on on-going relevant activities, and submit it to the Director General - Consult with the Director General on computer and IT affairs |
| <p>Operator Management of Hardware & Network Section</p> | <ul style="list-style-type: none"> - Maintain and develop hardware installed for operating and managing the whole NM - Manage and control the overall workability of hardware, both infrastructure and terminals - Check existing hardware arrangement and upgrade the line-up periodically - Create and develop the network necessary for operating and managing the whole NM - Manage and control the overall workability of the network, both infrastructure and terminals - Review and revise the network, and develop it periodically |
| <p>Producer Audiovisual & Interactive System Service Section</p> | <ul style="list-style-type: none"> - Prepare a wide range of audiovisual programmes for all activities in NM - Collaborate with the Display and Exhibitions Unit and Education Unit for enhancing and enriching exhibition, education and event programmes and performances - Develop and manage a series of film programmes in support of NM's programming and revenue goals - Liaise with audiovisual resources such as mass media and relevant institutes - Liaise with schools and other target audiences |
| <p>Technician Engineering & Security System Section</p> | <ul style="list-style-type: none"> - Maintain all computer & IT systems, both infrastructure and terminals - Keep all computer & IT systems safe and secure - Prepare a technical manual for handling and operating computer & IT systems - Support all staff of NM in functioning their terminals in the best conditions - Analyse the security record of computer & IT systems, and prepare a proposal for upgrading the system security based on the results of the analysis |

Employment Contract

Draft as of 4th November 2008

SAPI Team

The National Museum (hereafter “Employer”) and XXX YYY (hereafter “Employee”) entered into an employment contract as follows:

1. Purpose

The Employer promised to employ the Employee with the working conditions on the basis of this contract, and the Employee promised to faithfully work in compliance with the Employer’s direction.

2. Employment Period

The employment period is XX years from XXXX until XXXX. However, the period for XX months, from XXXX until XXXX, is the probation period.

3. Working Place and Duties to be Engaged

Working Place: National Museum (Ras al-Ain, Amman)
Duties to be engaged: XXXX

4. Working Hours and Break Time

Starting Time: XX:XX
Closing Time: XX:XX
Break Time: From XX:XX to XX:XX

However, the Employer can order the Employee to work in the time stipulated above should the need arise.

5. Holidays and Leaves

The Employee’s holidays are as follows.
However; when the need arises due to the matter of business or others, the Employer can order the Employee to extraordinarily work on the Employee’s holiday and fix the other day for the Employee’s holiday.

- 1) Museum closing days
- 2) XXXX and XXXX
- 3) XXXX and XXXX
- 4) XXXX and XXXX

The Employer’s working regulations stipulate the Employee’s leaves.

6. Salary

The Employee’s salary is JD XXXX.xx per month.

7. Payment Day

After the closure at the end of each month, the salary is paid on **XX** day of the next month.

8. Retirement and Displacement

The Employer's working regulations stipulate the matters and procedures regarding retirement and displacement.

9. Duties to be Faithful

The Employee shall faithfully engage in his (**her**) duties under the Employer's control and order in compliance with the other stipulations such as the working regulations.

10. Others

The other matters such as the employment insurance shall be laid down through discussions between the Employer and the Employee.

In order to certify the establishment of this contract, we hereby sign 2 (two) copies of this contract, and possess one (1) of them respectively.

Appendix 8

| Annual Inspection & Maintenance Schedule for M/E Installations | | | | | | | | | | | | | |
|--|------------------------------|---------|-------------|------------|------------|-----|------|-------------|--------|------------|---------|------------|----------|
| M/E Installation | Times / Year | January | February | March | April | May | June | July | August | September | October | November | December |
| Civil | Irrigation System | 2 | | Cleaning | | | | | | Qty / Cing | | | |
| | Rain Water Drainage | 2 | | Cleaning | | | | | | Cleaning | | | |
| Plumbing | Domestic Cold Water Tank | 2 | | Qty / Cing | | | | | | Qty / Cing | | | |
| | City Water Booster Pumps | 2 | | Gnrl Insp | | | | | | Gnrl Insp | | | |
| | Water Supply System | 2 | | Gnrl Insp | | | | | | Gnrl Insp | | | |
| | Drainage System | 2 | | Cleaning | | | | | | Cleaning | | | |
| HVAC | Air Cool Water Chillers | 3 | | In Season | | | | High Season | | | | Ofc Season | |
| | Hdt Water Boilers | 3 | High Season | | Off Season | | | | | | | In Season | |
| | FCUs | 2 | | Filter | | | | | | Filter | | Filter | |
| | AHUs | 2 | | Filter | | | | | | Filter | | Filter | |
| | Packaged Air-Conditioners | 2 | | | | | | | | | | | |
| | Fans | 2 | | | | | | | | | | In Season | |
| | BMS | 2 | | Closed Day | | | | | | Ofc Clsd | | | |
| | Sub-Station | 1 | Closed Day | | | | | | | | | | |
| | Emergency Generator | 12 | | | | | | Monthly | | | | | |
| | Emergency Lighting | 1 | | | Batteries | | | | | | | | |
| Electrical | Exit Lightings | 1 | | Batteries | | | | | | | | | |
| | Public Address System | 1 | | Fire Drill | | | | | | | | | |
| | Fire Water Tank | 2 | | Cleaning | | | | | | | | | |
| | Fire Hose Reel System | 2 | | Fire Drill | | | | | | Gnrl Insp | | | |
| Fire Services | FM2000 Fire Fighting System | 2 | | Fire Drill | | | | | | Gnrl Insp | | | |
| | Fire Alarm System | 2 | | Fire Drill | | | | | | Gnrl Insp | | | |
| | Fire Extinguishers | 2 | | Fire Drill | | | | | | Gnrl Insp | | | |
| | Periodical Safety Inspection | 24 | | | | | | Fortnightly | | | | | |

Draft as of 3rd December 2008

- Abbr:
- Qty Quality Control
 - Cing Cleaning
 - Gnrl Insp. General Inspection
 - Filter Cleaning of Filters
 - Batteries Measurements of Battery Voltage
 - Closed Day Museum Closed Day
 - Ofc Office

| Daily Daytime Routine Maintenance | | |
|---|-------------------------------|---------|
| Activity Description | Man-Day / 9,233m ² | |
| Management | | |
| Management Plan & Working Schedule Meeting & Periodical Report | 0.5 | |
| Operation | | |
| Operation, Monitoring & Record Operation of Central Control Panel | 1.5 | |
| Daily Inspection | | |
| Routine Inspection | 0.5 | |
| Inspection Record | | |
| | Sub-Total | 2.5 |
| Repairing | | |
| Small Repairing Work | 1.0 | |
| Touch-Up & Fixing Up | | |
| | Total | 3.5 → 4 |

Outsourcing Contract

5th November 2008
SAPI Team

The National Museum (hereafter "Client") and XXX YYY (hereafter "Contractor") entered into an outsourcing contract as follows:

1. Purpose

This Contract establishes fair business relations between the Client and the Contractor on the basis of their mutual confidence. The Client outsources the services stipulated in the Article 2 to the Contractor, and the Contractor undertakes the services.

2. Services

The Client outsources the whole or part of the services stipulated below to the Contractor, and the Contractor undertakes the services:

- 1) XXXX (e.g. security services, cleaning services, etc)
- 2) XXXX

The Client or the Contractor may amend or add the items, implementation methods, etc. of the services that the Client outsources to the Contractor when the need arises. In this case the Client and the Contractor with each other over the matter, and newly decide the items, implementation method, service fees, etc. of the services to be outsourced.

3. Good Management

The Contractor shall carry out the outsourced services with care of good management on the basis of business instructions regarding the services that the Client outsources to the Contractor.

4. Subcontract

The Contractor may re-outsource the whole or part of the outsourced services to the third party.

5. Service Fees and Payment Method

The Client shall pay the service fees, JD XXX.xx per month (excluding tax) to the Contractor for their outsourced services.

When the above service fees become inappropriate due to the change of economical situations, etc., the Client and the Contractor negotiate with each other over the matter, and revise the above service fees.

After the closure at the end of each month, the Client shall transfer the service fees to a bank account designated by the Contractor at the end of the next month. The Client shall owe transfer charges.

6. Secrecy

The Client as well as the Contractor shall not leak or open all technical or managerial secrets of the counterpart, which either of them obtained in relation to this contract, to the third party without written approval by the counterpart. However, the following items shall not be bound to the above stipulation:

- 1) Items already obtained before obtaining them from the counterpart.
- 2) Items already common before obtaining them from the counterpart.
- 3) Items announced to the public due to responsibility that neither party assumes after obtaining them from the counterpart.
- 4) Items obtained from the third party, who has a legal authority, without a liability to keep secrecy.

The above stipulation is valid after the termination of this contract.

7. Force Majeure

In the case that the execution of the whole or part of this contract becomes delayed or impossible due to the reasons that may not be attributed to both Client and Contractor such as a convulsion of nature, the relevant part of this contract accordingly loses effect, and neither the Client nor the Contractor takes the responsibility.

8. Dissolution of Contract

The Client as well as the Contractor may dissolve this contract with **XX** month period of prior notice in spite of the time during this contract.

As for the above dissolution, the Client as well as the Contractor shall take it into consideration that the above dissolution does not cause any damage to the counterpart.

9. Contract Period

The valid period of this contract is a full **XX** year(s) from **XXXX** until **XXXX**.

However, unless both Client and Contractor make an offer until **XX** month(s) before the termination of this contract, this contract shall automatically be extended for a full **XX** year(s) from the following day of the termination of this contract, and the same afterwards.

10. Negotiation

When a question arises as to a matter that is not stipulated by this contract or an interpretation of the Article(s) of this contract, the Client and the Contractor shall honestly negotiate with each other, and decide the above.

11. Jurisdiction Agreement

In the case that a dispute arises over this contract, the Client and the Contractor shall agree that a court having jurisdiction over the Client address to be an authorised court.

In order to certify the establishment of this contract, we hereby sign 2 (two) copies of this contract, and possess one (1) of them respectively.

Table of Space Usage ChargesDraft as of 5th December 2008

SAPI Team

| Space | Year | JD |
|---|----------------------|----------------------------|
| Museum Shop Museum Restaurant | 1 st year | 15 / m ² / year |
| | 2 nd year | 16 / m ² / year |
| | 3 rd year | 17 / m ² / year |
| Seminar Room | 1 st year | 200 / day |
| | 2 nd year | 220 / day |
| | 3 rd year | 240 / day |
| Makany | 1 st year | 20 / day |
| | 2 nd year | 22 / day |
| | 3 rd year | 24 / day |
| Internal Space <i>Temporary Gallery Orientation Hall</i> | 1 st year | 200 / day |
| | 2 nd year | 220 / day |
| | 3 rd year | 240 / day |
| External Space <i>Courtyard Garden</i> | 1 st year | 100 / day |
| | 2 nd year | 110 / day |
| | 3 rd year | 120 / day |

Facility Rental Contract6th November 2008
SAPI Team

The National Museum (hereafter "Owner") and XXX YYY (hereafter "Tenant") entered into an outsourcing contract as follows:

1. Purpose

The Tenant promised to manage XXXX (e.g. Museum Shop, Museum Café, etc.) in the space, on the ground floor of the Annex, owned by the Owner.

2. Floor Space

The floor space that is used by the Tenant is XX m², and the Owner may designate or change the location in accordance with a management policy of the Owner.

3. Rental Fees

The rental fees are JD XXX.xx per month per square metre (excluding tax). The Tenant shall transfer the rental fees for the following month to a bank account designated by the Owner after the closure at the end of each month. The Tenant shall owe transfer charges.

4. Contract Period

The valid period of this contract is a full XX year(s) from XXXX until XXXX.

However, unless both Client and Contractor make an offer until XX month(s) before the termination of this contract, this contract shall automatically be extended for a full XX year(s) from the following day of the termination of this contract, and the same afterwards.

5. Management of Goods and Materials

During shop hours the Tenant shall manage goods and materials that the Tenant owns in the rental space, and after closing a shop the goods and materials are under the control of the Owner.

6. Dissolution of Contract

In the case that the Tenant is applicable to the following items, the Owner may dissolve this contract without any prior notice:

- 1) The Tenant neglects the payment of the rental fees for more than XX months.
- 2) The Tenant seems to remarkably harm trusted relations between the Owner and the Client.
- 3) The Tenant breaches this contract.

7. Negotiation

When a question arises as to a matter that is not stipulated by this contract or an interpretation of the Article(s) of this contract, the Client and the Contractor shall honestly negotiate with each other, and decide the above.

8. Jurisdiction Agreement

In the case that a dispute arises over this contract, the Client and the Contractor shall agree that a court having jurisdiction over the Client address to be an authorised court.

In order to certify the establishment of this contract, we hereby sign 2 (two) copies of this contract, and possess one (1) of them respectively.

Visitor Control Manual

Draft as of 4th December 2008
SAPI Team

1. Following visitors shall be prohibited to enter into the Museum

- Touch displayed materials that are not permitted to do so.
- Eat, drink or smoke inside the Museum.
- Bring an extraordinarily long or heavy material into the Museum; such a material shall be kept in the Cloak.
- Bring an explosive or harmful material into the Museum.
- Make a terrible noise.
- Make a detailed copy of displayed materials without an official permission; making a simple sketch of displayed materials may be permitted taking account of the congested conditions of the Museum.

2. Photographing by Visitors

- The photographing includes making a copy of displayed materials by photograph, film, videotape, compact disk or other devices and materials.
- Such photographing shall be approved by the Gallery Staff Section in advance with restricted conditions; commercial photographing may be charged through negotiations between respective photographers and the Collection Management Units.

3. Director may refuse following Visitors to enter into or order to leave from the Museum

- Cause other visitors much trouble.
- Disfigure displayed materials.
- Are dead drunk or obviously on drug.
- Have destructive tools or dangerous materials.