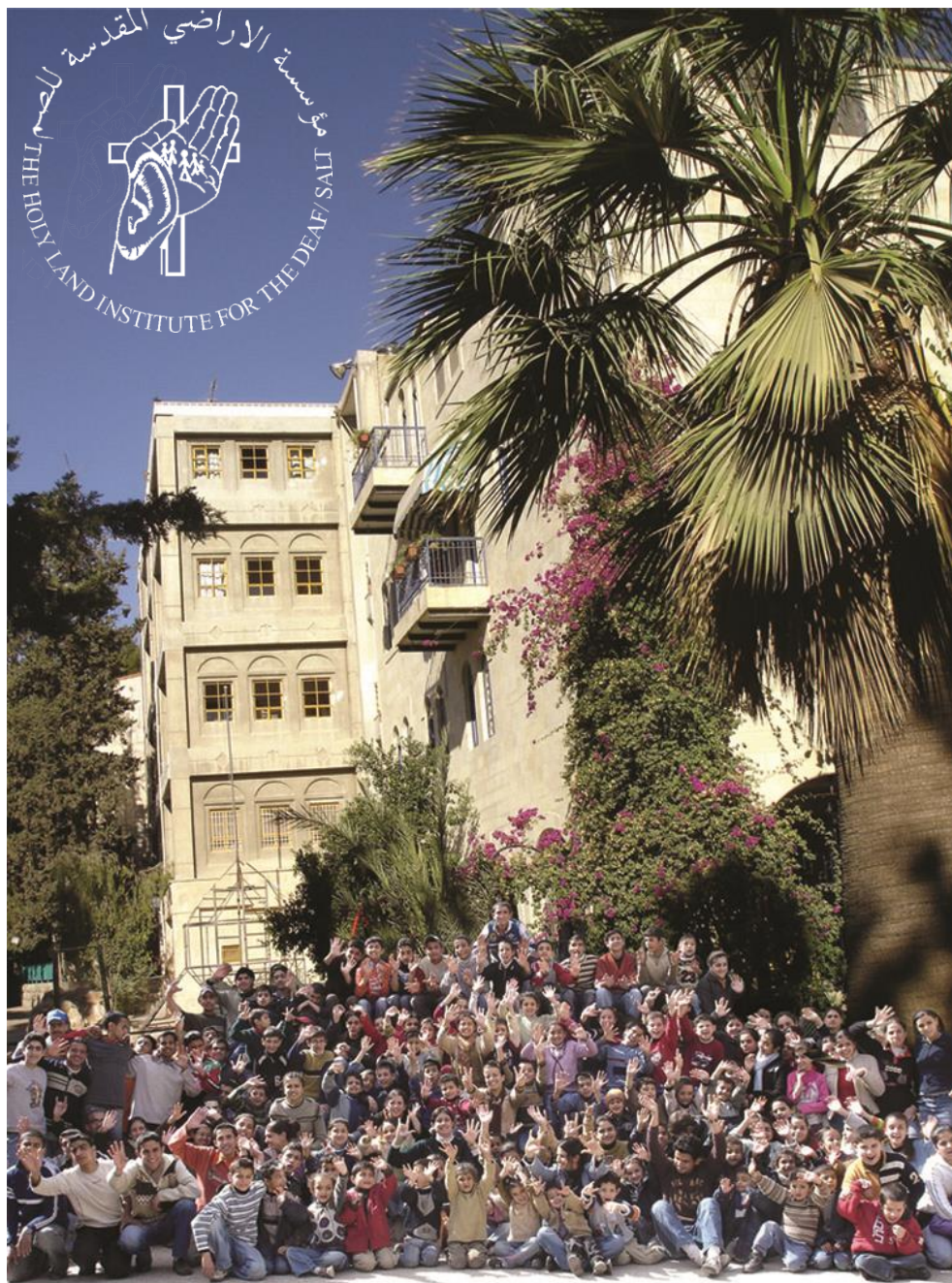


# Handbook for Visitors and Volunteers HLID

August 2014



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## Welcome

On behalf of all the staff at HLID we wish you a warm welcome. This handbook has been compiled as a guide for visitors and new-comers, both those staying for a few days or a few weeks and those who are here for longer-term service. We hope you find it of some use.

## People to know

Brother Andrew	: Director
Iyad	: Asst. Director for Administration and Finance
Joshua	: Head Vocational Training
Dineke	: Head of Sponsorships
Rafael	: Sponsorship secretary
Fadua	: Head Housekeeping
Shady	: Asst. Housekeeper
Diyala	: Secretary
Ahlam	: Head Boardinghouses
Rehab	: School Principal
Samir	: Asst. Director for Education and Training
Youssef	: Manager Jofeh Centre / Kreimeh Centre
Salah	: Housefather
Ayda	: Housemother
Khadijeh	: Head Deafblind unit
Asma	: Asst. Head Deafblind unit



## Deaf Culture

Having a significant hearing impairment means you have lost the use of one of your five senses. To compensate, your vision becomes stronger. Thus Deaf people rely heavily on their sight and visual cues.

Many Deaf people wear hearing aids but they do not always help them understand what you are saying. They may only amplify some sounds they can still hear. Often these are only very loud noises (like a car).

We live here in a Deaf community and use Sign Language to communicate.

Communication is very important to Deaf people and they love to be in groups and can talk together for hours, just like everybody else. Deaf people are very interested in what is going on around them. They will tell others whatever they see.

If you are around Deaf people and are talking to a hearing person, they may ask what you are talking about. It helps to quickly tell them what you are talking about, otherwise they may assume you are talking about them, which could produce friction.

To get the attention of a Deaf person, try flicking the lights on and off or tapping lightly on their shoulder. If you come from behind, try to get to the side of the person so they can see that someone is approaching them and they don't get startled.

Unless you know people very well, don't throw things (like stones or pillows) at them.

Deaf people are very direct and tend to tell you straight what they think. Hearing people may consider this rude but it is normal for the Deaf. They also love to imitate. If you see them imitate you, maybe in a funny way, don't be upset but laugh with them.

Deaf people love to teach you their language. You don't need to sign perfectly to talk to them. Just start to use your hands, face and body. They will help you to find the right sign for things. Deaf people are very happy if you just show them that you want to learn and try to talk to them in their language. If you stay around HLID for some time you will also be given a 'sign' name, not always complimentary!

If you want to know more, ask Ahlam to give you the training course about Deaf culture to read.

# Getting started at HLID

## Vaccinations

Only regular vaccinations are necessary. There are no special warnings. Ask the authorities in your country for advice on vaccinations and when they should be done.

## On arrival

Someone from the institute will collect you from the airport on your arrival and drop you off on departure. Usually you will be collected by a member of staff, otherwise the Institute will arrange for a taxi to pick you up. Keep the Institute's address and telephone number with you in case of problems.

## Getting settled in

- Once here you will be given a set of keys for your quarters and other appropriate places (e.g. your place of work etc...). Keep your room locked at all times when you are not there. Thefts are rare, but have been known to occur. If you need any other keys or replacement keys see Br. Andrew. Loss of your keys will result in having to pay for a new set, you are warned!
- If you have any problems with your quarters (hot water, heating, toilet paper etc...) please ask Shady.
- Give the school secretary a contact address of someone who has to be informed when something serious happens to you. She will ask you to fill a form with personal information.

## Visas

Most nationalities may obtain entry or tourist visas at the airport or from the Jordanian Embassy or Consulate in your home countries. It is advisable to check before travelling. The cost varies by country but is usually around 40 Jordan Dinars (equivalent US\$ 60). The entry visa is valid for one month from the time of arrival. Upon expiry it needs to be extended.

For visa extensions give your passport to Diyala in the office. She will arrange for the visa to be extended. Failure to do this will result in fines!! It may be that you will also have to have a blood test. Once this is done, the procedure for obtaining your Residence Permit, if appropriate, will begin.

It is also advisable that you register with your Embassy soon after your arrival. This is recommended in case you have a problem with the authorities or if a national crisis arises.

## Conditions for being accepted as a volunteer

Normally, we are not able to take shortterm volunteers, except men or women who would work in the Vocational Training department, in maintenance or in administration.

We require from long term volunteers to come for 10 months between middle August till the end of June, i.e. a whole scholastic year.

All our staffs are very busy and we are not able to provide much mentoring for the volunteers. Our institute is quite big and complicated to organize and the volunteer is expected to be ready to work in whatever field we ask him to. Research or practical training under special conditions at our institute is not generally possible.

During the first weeks you are expected to work in any and all departments, in order to find out where you fit in best.

Volunteers agree to all conditions written in this handbook, especially to those in "Daily school routine".

## Daily school routine

We are an institution that employs both Deaf and Hearing; Muslims and Christians; Jordanians, Syrians, Egyptians, Europeans and Americans. Because of that it is very important for us to stress that we all - especially Arabs and Western people - are equal. We want to overcome prejudice, look into other people's lives and try to understand each other better. Our employees work 44 hours a week and get relatively low salaries while our volunteers usually get something similar because of support (friends, organizations, accommodation at the *HLID*).



Where then is the volunteering? Almost everyone engages in voluntary or unpaid work: Parents' associations, ministry in the church, or bringing their own kids to bed after a busy workday. Thus we expect our longer term volunteers to carry out their regular assignments but voluntarily and happily do something extra which may not be required of local staff. Indeed, we see ourselves as a big "Deaf" family where everyone has an assignment and helps to contribute to the contentment of all. This is not so much a matter of working hours but of attitude.

That is why volunteers at the HLID work 5,5 days and should be ready to put in at least 50 hours a week or more. The volunteer also has to keep working schedules, is not allowed to be late or to leave his/her work without permission.

We expect volunteers to take their meals in the dining room, together with other volunteers, staff, students and children. The purpose is to create an atmosphere of togetherness and avoid discrimination or favouritism.

During the school year the children have approximately 8 weeks of summer holidays, 1 week Ramadan holidays (al Fitr), 1 week Adha holidays (sometimes they overlap), 1 week Christmas holidays and 1 week Easter holidays.

If there are holidays it does not automatically mean that the volunteers are also off. Staff and volunteers have 42 holidays a year. Generally, those days have to be taken during school holidays. Because there is less work to be done during the long summer holidays we ask our volunteers to take a large part of their holidays during the summer. The summer is also the best time to do trips around Jordan and to neighbouring countries and to invite family or friends.

Volunteers are all managed by Mr. Iyad, but on a day to day basis will be responsible to their immediate line manager.

When a volunteer wants to take one or more days off, he or she has to fill out a leave request form. The form is found with the secretary and has to be signed by all line managers as well as by Mr. Iyad, Mr. Joshua and Brother Andrew. This is especially important if the volunteer makes a trip of more than one day, because the responsible persons of the institute have to know where "their" volunteers are. If the volunteer wants to switch his/her weekly day off s/he needs to ask the permission of his/her line manager and the director.



## Guests

**When guests or relatives want to come and visit you, please ask them to take into consideration the scholastic year calendar and the school holidays (i.e. your holidays). Note that their (work) schedule may not be the same as yours. Generally the summer months are best for visits and travel.**

**Guests are welcome but we expect them to adapt as much as possible to our rules and programmes. They may use the Institute's hostel facilities but we expect a contribution in the costs.**

## Chapel

Every school day, morning prayers are held at 8:10. This is for staff and children and is held in English and Sign Language.

On Tuesday evenings at 8:00 pm, there is a staff prayer meeting (any language) for expatriate and local participants. This usually goes on till about 10:00 pm.

On Thursday evenings, at 8:00 pm, there is a youth meeting held in Sign Language.

On Sunday evenings, at 7:30 pm, there is a service that is held in Sign Language. This usually consists of some singing, a story and prayers. You are more than welcome to attend all or any of these services.





## Sports Hall

You are welcome to attend and share in sports activities for the students in the evenings and weekends.

Obviously the students always have priority for using the sports facilities. At other times, you may use the gym or the club yourself. We expect the volunteer to help look after the facilities and the equipment. Please make arrangements with Ahlam.

## Practical Advice

### Before visiting the Holy Land Institute for the Deaf

In books and on internet you can find a lot of information about the history, religion and the social and economic aspects of Jordan.

Maybe it is a good idea to inform your church, friends, family and prayer partners about your plans.

Consider taking some pictures of your family with you. In many situations, people will be interested in knowing a little bit about you and your family.

After returning home it will be a good idea to write a 'thank you' letter to anyone who helped you in a significant way.

### Insurance

Volunteers must have sufficient personal medical insurance. It is up to the individual to determine what degree of insurance to obtain. If unsure, please ask for advice before arriving.

When you are visiting the HLID for a few days or a few weeks, make sure you have a medical insurance, and are insured for return in case of emergency.

### HLID contact list

There are "Friends of the Holy Land Institute for the Deaf" societies in the following countries: Germany, UK, Netherlands, Switzerland, USA, Japan and Jordan. Look at the website for phone numbers and addresses:

UK: [www.holyland-deaf.org/uk](http://www.holyland-deaf.org/uk); CH: [www.holyland-deaf.org/ch](http://www.holyland-deaf.org/ch);  
D: [www.holyland-deaf.org/de](http://www.holyland-deaf.org/de); NL: [www.holyland-deaf.org/nl](http://www.holyland-deaf.org/nl)

The Friends societies in the USA and Japan don't have a website, but they can look at the English website: [www.holyland-deaf.org/uk](http://www.holyland-deaf.org/uk)

## Communication

In the main office there are some computers available for general use and for internet access. In the school is an internet “cafe” which is available to guests in off-duty hours. Please contact Ahlam. (There is a wireless network, which gives you the possibility to connect to the internet with your own notebook. This needs to be paid). For computers and network use of the Institute's, ask Br. Andrew for permission and the password. Please ask for guidance (and a key) for after-hours use in the office.

Hard mail can be deposited in the office. Please do not seal post which contains anything apart from paper. Please keep a tally of how many letters you post and reimburse the Institute before departure. If you use the office telephone or fax machine for personal use, please register with Diyala in the office and ask for your bill before leaving the Institute. For long-term volunteers, bills will be presented periodically.

The postal address for mail is as follows:

The Holy Land Institute for the Deaf  
P.O. Box 15  
Salt 19110  
Jordan

Tel: +962 5 355 4953  
Fax: +962 5 355 4951  
Email: hlid@go.com.jo

Please ask people who write you to mention your name on the subject line of Emails. Otherwise messages have a tendency to go astray. Incoming letters, faxes and emails can be found in the “Volunteers” pigeonhole in the office, or in a personally assigned pigeonhole.

## Security issues

We are grateful for protection that is provided by police and intelligence services, and we are always ready to facilitate their work. Your mail (post and Email) may be subject for inspection and generally we do not mind. Please bear this in mind when writing about personal or sensitive issues.

## Transport

Public buses are by far the cheapest form of transport in Jordan. The fare from Salt to Amman (25 km) is 50 qirsh (approx. 70 US cents). Buses can be caught from the main road down from the Institute, and from the bus station in Salt.

Buses depart when they are full – the frequency of this varies depending on the time, day and time of year.

When travelling home late at night the use of taxis is advised. To travel from Amman will cost about 11 JD; it is always best to negotiate the price before travel.

Traveling around Amman in taxis is relatively cheap. The starting price for a journey is 50qirsh during the day and JD 1,000 at night - check the meter before getting into the vehicle.

Females travelling in taxis should always travel in the back seat. Taxis around Salt will cost 70 qirsh– 1 Dinar for almost anywhere in Salt. Salt taxis do not have meters so it is a base rate.

To travel around Salt by bus is also an option. At a cost of 50 qirsh you can go almost anywhere. You will see buses regularly pass the school and you simply stand on the curb and hail the bus. Females travelling on buses should sit next to another female or by themselves. It is not uncommon for fellow passengers to rearrange their places to accommodate this. During rush hour it is common for three females to share a bench, or for two females to squash onto a single seat. It is not allowed for a female to stand up or to sit in the very front seat of the bus.

## Travel

For booking flights, the Institute uses and recommends ARAB EXPRESS travel agents, who are located in the Marriott Hotel, near the Ministry of Interior Circle, Amman. They are very cooperative and can be reached on 06 567 7344.



For journeys to Aqaba, the JETT bus is the most comfortable form of transport and just about as cheap as the local buses (4 JD one way). Usually you have to make a reservation in person at their office in Amman (just before Abdali square) at least one day before travel.

Institute cars are all designated for specific projects and are used primarily for work purposes. They all have their assigned drivers (usually no more than two drivers per car). People may obtain use of an Institute car if their work requires it. Drivers can use project cars for personal use, but normally make a contribution to the running costs of the car. They will also be held accountable if problems arise. However, it is not Institute policy to provide volunteers with private transport facilities. If you wish to have a car for personal use, you will have to make your own arrangements.

Cars can be rented from numerous companies in Amman and Salt. If you wish to hire one from Salt, please ask Joshua or Iyad and they will help you make arrangements.

You can drive rental cars (green plates) on an international or national driving license. However, in order to drive Jordanian private cars (white plates) you need a Jordanian license. You will probably have to take a written and practical test to get this license and the procedures can only start once you have your Residence Permit.

## Medical facts

If you have any medical needs, allergies, dietary restrictions on medical grounds or religions, please inform the administration. In case of sickness, if you need a pharmacy or help in purchasing products, please see your line manager.

For minor things the Institute uses the Salt Hospital emergency services and the out-patient clinics, 5 minutes away. There are some good GPs in Salt. Generally we use:

- Dr. .Ziad Nsour (Tel: 3552047) for home visits,
- National Medical Consultants Centre (Tel. 3555568) for out-patient clinics.

For more serious complaints and hospitalization we use the Palestine Hospital - University Road, Ministry of Interior Circle, Amman (Tel: 5607071). It is considered a good private hospital and knows the Institute well. Payment for services is in cash. You will have to arrange for reimbursement by your Medical Insurance.

## HLID timetables

The following is a timetable of the office and workshop hours for employees at HLID.

Days	Work Hours	Coffee Break	Lunch Break	Tea Break
Mon – Thu	8:30-18:00	10:00-10:15	12:00-13:30	15:45-16:00
Fri & Sun	8:30-17:30	10:30-10:45	13:00-14:30	15:45-16:00
Feast Days & Holidays	8:30-16:00	10:30-10:45	13:00-14:30	15:45-16:00
Sat	8:30-12:30	10:00-10:15	12:00	15:45-16:00

All meals are served in the dining hall. You are welcome to attend all meals if you desire. We ask that you please arrive on time for all meals, thus setting a good example to other work colleagues and students.

We kindly ask you not to bring your own food for the meals. Neither can you take food from the kitchen / dining room to your rooms.

During school holidays it is up to the management whether regular meals are served. Please inform Mrs. Fadua of your attendance during these times.

See the table below for normal meal times.

Days	Breakfast	Lunch	Supper
Mon – Thu	7:30	12:00	18:00
Fri & Sun	8:00	13:00	18:00
Feast Days & Holidays	8:00	13:00	18:00
Sat	7:30	12:00	18:00

## Finances

The financial status of volunteers varies. Some have funding from churches, organizations and other sources, while others have funding from family, relatives or no funding at all. The desire of the Institute is that all volunteers, whether they receive outside funding or not, should be relatively comfortable and treated fairly. This means that all volunteers have sufficient basic financial means. The hope is that volunteers should not feel “set apart” socially due to inadequate finances.

Outside funding may cover the costs of the volunteer whilst at the Institute. The volunteer may need some proportion of those funds to provide for items like the cost of postage, telephone calls, email service, touring, leisure activities and the purchase of everyday items.

## Getting to the Institute

All volunteers are expected to pay their travel costs. If agreed beforehand, the Institute may contribute to the cost of the airfare. Costs of freight for items required for the volunteer's work at the Institute will be paid by the Institute, subject to prior agreement having been made. Costs of freight for personal items are not included. Normally the Institute will pay for the costs of getting to and from the airport and the costs of residency permits, unless other arrangements apply.



## Accommodation

As the means of the Institute are limited, note that volunteers have little, if any, choice in where they will be living. Although the Institute would like volunteers to have a choice of accommodation, the practicalities are such that this is not possible. The costs of different types of accommodation vary.

Generally, the Institute will provide accommodation and meals for volunteers who live at or around the Institute unless volunteers have outside funding. If this kind of funding exceeds their direct personal needs they will be expected to make a contribution towards the Board and Lodging (45 JD per month).

## Volunteers living in furnished flats

The Institute will pay for the rent of furnished flats, as well as any legal costs associated with the rental. The cost to the volunteer will be 60 JD per month for a shared flat and 90 JD per month for a single occupancy flat. Gas, heating fuel and telephone line rental (for flats with private telephone lines) will be the volunteer's responsibility, whilst the Institute will pay for electricity and water.

## Other costs

Volunteers are responsible for the costs of private telephone calls and postage for private mail posted on their behalf.

## Volunteer Support Fund

All volunteers are entitled to receive 25 JD per month. If a volunteer is financially secure they can forfeit this payment. It is the responsibility of the volunteer to collect their pocket money at the end of the month from the Accountant.

A volunteer support fund may provide a little extra help to those volunteers who have limited financial means. The intention of this fund is to try to ensure that all volunteers are treated fairly and that no-one should feel excluded due to financial circumstances.

Any volunteer who feels financially secure and able, can contribute to this fund and so help their fellow volunteers. There is no guideline for this. The funds will be distributed according to need.

With a mixture of volunteers who have sufficient financial means and who do not, it should thus be possible to maintain some equilibrium.



## Currency

The basic unit of money in Jordan is called a dinar (JD), and it is broken down into 1000 fils (or 100 qirsh). Currently, a dinar is worth about US\$ 1.40 (Euro 1.00).

## Getting cash

There are many cash machines in Amman, as well as some in Salt, which accept VISA and MasterCard. Various banks take other cards as well: for example Arab Bank accepts cards which include the symbols CIRRUS or MAESTRO. The best experience has been made at the ATM of the Jordan Kuwait Bank. If you bring travellers' cheques and wish to change them in the banks, they require the Sales Advice slip you get when you purchase your cheques.

If you do not have this slip, you will not be able to change travellers' cheques in the banks, although there are many moneychangers in downtown Amman who will take them without questions.

We would advise that you always check the calculations and the rate of exchange when changing money or travellers' cheques. Mistakes can occur easily and are usually not in your favour!

If you are staying at the Institute for a long period, you may wish to open a bank account in Salt. We recommend using the Ahli Bank, as it is reliable for international money transfers as well as more mundane matters. You will only be able to open a bank account once you have your Residence Permit, and the bank will require your permit, your passport and some passport photographs for the opening procedures.



# Local Customs and Behaviour

## Foreigners

For many people working at this school this is their first exposure to another culture. The following is some advice to take into account when settling into this community, to avoid any problems.

Salt is a very conservative city. People are not used to seeing foreigners around, and are not used to Western, generally more liberal, behaviour. Many things that foreigners can get away with in Amman are not possible in Salt.

Most Jordanians view and compare Westerners with those they see in films and on the television, which do not always give a good impression. This means that you are fighting a bad impression and will have to build up your own reputation. It may also help to tell your neighbours and people you meet that not everyone behaves in the same way as people they see in the media.

## Social structure

As foreigners living in Jordan, we are privileged guests, and we want to honour our hosts and respect their sensitivities. Arabs are open to honest, sincere friendships, and will come to trust you more as time goes by. But it is good to hold back opinions and even facts that may offend. Two sensitive issues here as elsewhere are politics and religion. It is best not to discuss such things, unless you know what you are doing.

Everyone in Salt is part of a tribe. No one here is an individual – “welcome to our tribe”. Over the last 37 years HLID has worked hard to develop a strong relationship and good reputation in the local community and beyond. Unfortunately in this culture it is easy to lose this reputation and we would appreciate your consideration and respect for local customs and behaviour.

## General rules

- Clothes: Men commonly wear trousers and a shirt. Men do not wear shorts in the street and never go without shirts.
- Women: Even though Jordan is a Muslim country, women do not need to cover their heads or wear any special type of clothing. However people will doubt your morals if you wear tightly fitted clothing. It is also appropriate to wear a top which covers your backside. Revealing your shoulders, knees or stomach is unacceptable.
- Feet: You should never show people the soles of your feet or shoes. It is extremely offensive.
- Alcohol: Never drink alcohol in public. Women should not go to the shops and buy it. It is acceptable for men to buy alcohol but not too much. Please remember that in the Institute we do not drink alcohol, unless on special occasions.
- Ramadan: During Ramadan, the Muslim holy month, Muslims have to abstain from eating, drinking and smoking during daylight hours. It will cause offence if you intentionally or unintentionally eat, drink or smoke in front of people who are fasting without asking for their permission, and in public places (where it is actually forbidden). These activities should be confined to private places.

During Ramadan the pace of life slows, government and other offices are open for shorter hours, and it is generally harder to get things done. This should be borne in mind if you have important business that needs attending to.

In Jordan it is forbidden to sell alcohol during Ramadan.

- Other: Do not sit on tables. When eating with your hands, a common practice, you should never use your left hand. Arabs regard the left hand as associated with toilet duties and therefore unclean.



## Dress Code

To all office staff employees and Volunteers  
Staff and drivers on official missions for the Institute

We receive many visitors from abroad and from within Jordan. Their first impression of the Institute is most likely through the offices and a member of the office staff. In order to express respect for them and for our Institute, we gladly conform to a general Jordanian dress code during HLID office hours and in the chapel.

### *For the women:*

Appropriate and conservative dress at all times. Please avoid explicit clothing.

If you are not sure, ask the senior staff for advice.

### *For the men:*

No caps.

Shoes – and socks (no flip-flops or similar slippers).

Long trousers (no shorts or Bermuda shorts, no torn jeans)

Woolen vest or jersey, jacket etc.

Buttoned shirt – long or short sleeved (T-shirt only when covered with vest, jersey or jacket).

If you are not sure, ask the Gen. Manager for advice.

Please also note that in the dining room and kitchen areas we always wear clean and appropriate clothing. We do not wear workshop clothing, overalls, work aprons or boots.

## Visitors and visiting

It is important to keep in regular contact with the neighbours. Good relations help to build up trust and respect. When your neighbours know you, they will be more likely to trust your reputation. If they think you have done something wrong, give them the opportunity to discuss or ask, otherwise it may lead to bad relations between you, and the good reputation you have built up will disappear.

Local people are used to just walking into people's houses unannounced. People just ring the doorbell (or not) and walk in, announcing their arrival with loudly spoken traditional greetings. This is a custom that is sometimes difficult for Westerners to understand, but is perfectly acceptable behaviour in the Arab world. This means you can visit your neighbours unannounced, but you should prepare for the same to happen to you. If it is known that women are in the house, a man will not enter. A woman alone will not ask a man to come in. Such

an invitation will, at the least, cause raised eyebrows. If a man walks in regardless, it is perfectly correct for the women to ask him to leave.

If you are offered tea or coffee by a local person, they may deem it rude if you refuse their hospitality. It is normal but not a must to drink more than one cup if offered. To signal you have had enough coffee, shake your cup as you put it down, or cover it with your hand.

When eating at someone's house as a visitor, leaving some food on your plate means you are full. If your plate is totally empty of food it usually gets filled up again by the host, even if you don't want more. Having a plate that is cleaned off is taken to mean that you were not offered enough and the host/hostess is not doing their job properly. This is one of the rules of hospitality.

Don't tell your neighbours sensitive news or things you would like to be kept secret. They will probably discuss it amongst themselves and with your other neighbours. In fact, if you have information you want everyone to know, it may be a good idea to tell the neighbours, to save yourself the trouble of telling everyone else. It will probably be done for you.

When visiting: the more people, the more innocent the impression. The Arab culture doesn't understand that men and women can be friends and friends alone.

If possible, keep the numbers odd. i.e. 2 girls and 2 boys visiting the house of one boy is better than 2 girls and 1 boy visiting the same house.

A married couple, or one of the group being visibly older, will leave a better impression. The married couple/older person acts as a kind of chaperone for the younger ones and less suspicion (and material for gossip) is raised.



Regularity is another thing to bear in mind when visiting. If members of the opposite sex visit each other regularly, the neighbours will assume immoral activity. If visits happen infrequently, there is much less likelihood of that.

When you have mixed gender visitors, keep the windows and/or doors open. It is better not to visit late at night, from about 9 pm. onwards. All the above applies to visits inside someone's house. If visitors and hosts sit outside, in full view of neighbours or the town, there is little people can be suspicious about.

## Going out at night

In Jordan, it is very rare for women to go out alone at night after dark or after 7 p.m., without a male relative or husband. It is not only the reputation that is at stake, it is asking for trouble and harassment, though serious problems are extremely rare. There is no problem for men, or for mixed groups, but for single women it is not a good idea. Therefore, under no circumstances should women walk home at night without a male "relative" (remember we are also a tribe. In the case of the Institute, volunteers and staff would count as "brothers"). Women should always be accompanied to the door of their house by a man (where the man does not enter). If not, there is a distinct possibility that the neighbours will notice and ask questions about where you have been and what you have been doing. Even if there is a perfectly innocent reason, suspicions will be raised.

## Dealing with hassle

It is more usual for women to get hassle than for men, because Arab men see western women as being far freer than Arab women. You are fighting a bad impression that is left by the media and by insensitive visitors and tourists.

This may mean you get unlimited numbers of proposals, awkward questions, and even more serious verbal or sometimes physical abuse. The big subject is marriage. If you are pestered with questions about whether you would marry an Arab, or more personal questions, it is perfectly acceptable to tell them to shut up. They may put rudeness down to you being foreign. Women always have a right to defend their reputation and you are perfectly entitled to slap men who have been rude to you, though men should NEVER do this.

It is usually not a good idea to accept what is wrong.

If you can speak Arabic, shout at them, telling them to go away. If you shout "haram" (meaning forbidden) or "Aib" (meaning shame) people may become ashamed of what they are doing and stop it. You should always be able to ask local men to help you if you are being hassled.

People will be very embarrassed if local men are called upon to deal with them.

## Shame Culture

Jordan, along with most of the Middle East, has a culture whose idea of wrongdoing is centred on shame. This is very different to the West, which has evolved a culture much more centred on guilt. In the West, if people do something they think is wrong, they feel guilty and may resolve not to do the same thing again.

Most people are caught, the shame of being caught and of people knowing what they have been up to, is experienced as much worse than the fact of being guilty and leaves a deep impression.

This also means that if people think you have done something wrong, this is as bad as if you actually have, as rumours are enough to bring shame on the whole tribe. Unfortunately, this sometimes leads to “honour killings” where a man kills his female relative to “cleanse his family (or the tribe’s) honour”. This implies that anybody that brings shame is seen as bad, whether guilt is involved or not. Thus also rumours which may bring shame are very serious.

In Salt, the Institute is seen as a tribe of foreigners. If someone acts or is thought to act in a shameful way, it brings shame not only on them, but also on their (our) tribe and may affect the way people deal with the Institute in the future.

## Perceptions

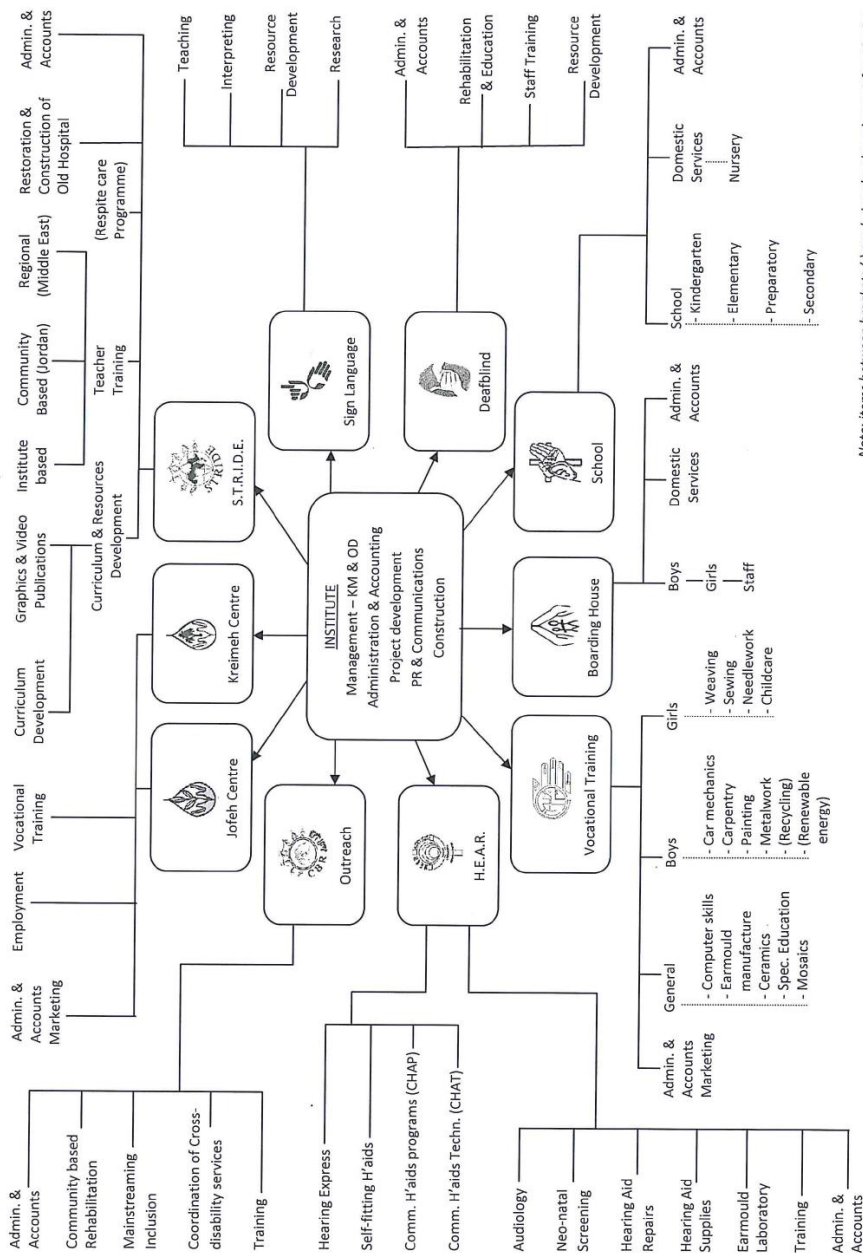
Shame cultures are based more on society’s rather than the individual’s perception of right and wrong. In contrast, in western countries people’s own ideas and perceptions of what they have done are very important.

In this part of the world people’s perceptions are also more important than the actual reality of the situation. If people have reason to think you have done something wrong, you may hear about it from your neighbours or from local staff. Sometimes it will be unfounded rumour, sometimes not. If a man goes into the house of a woman late in the evening, there is only one way this will be explained, however innocent the reality. Any kind of behaviour that leads people to think you are acting in a shameful way may not only give offence and lead to bad relations with the local population, but may also lead to undesired situations.





## Organisational Structure of the Holy Land Institute for Deaf and Deaf Children

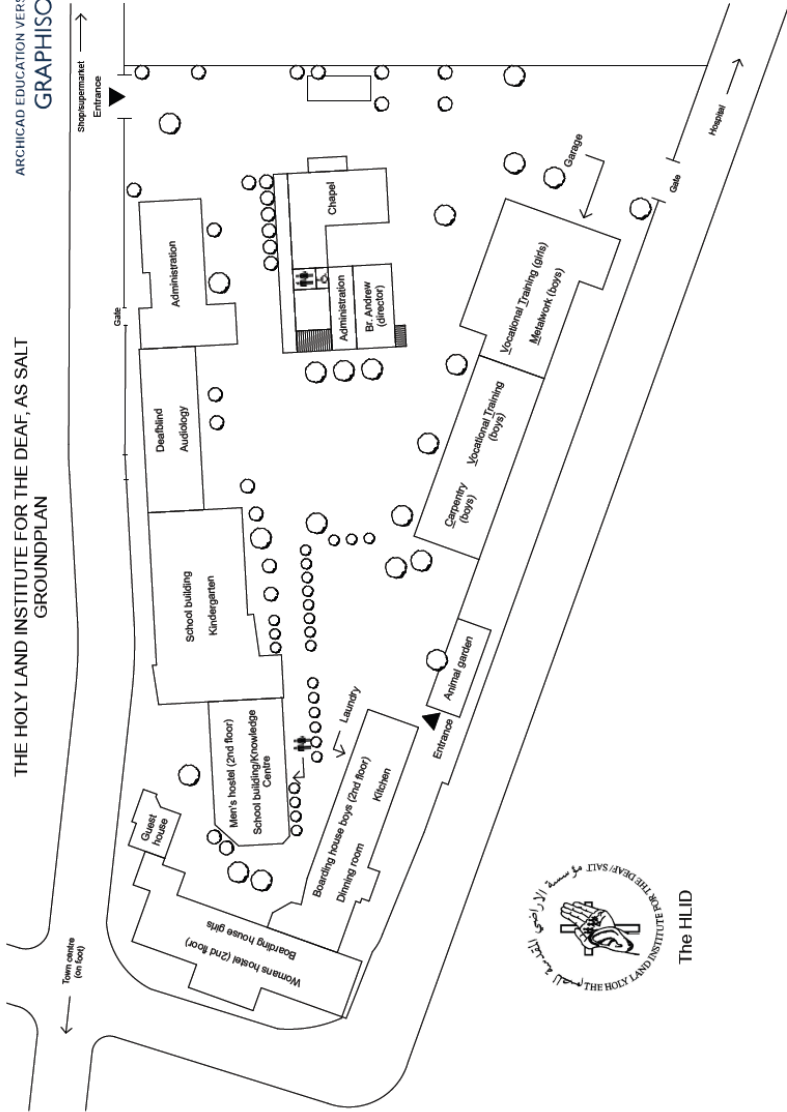


Note: Items between brackets ( ) are being developed or not functioning

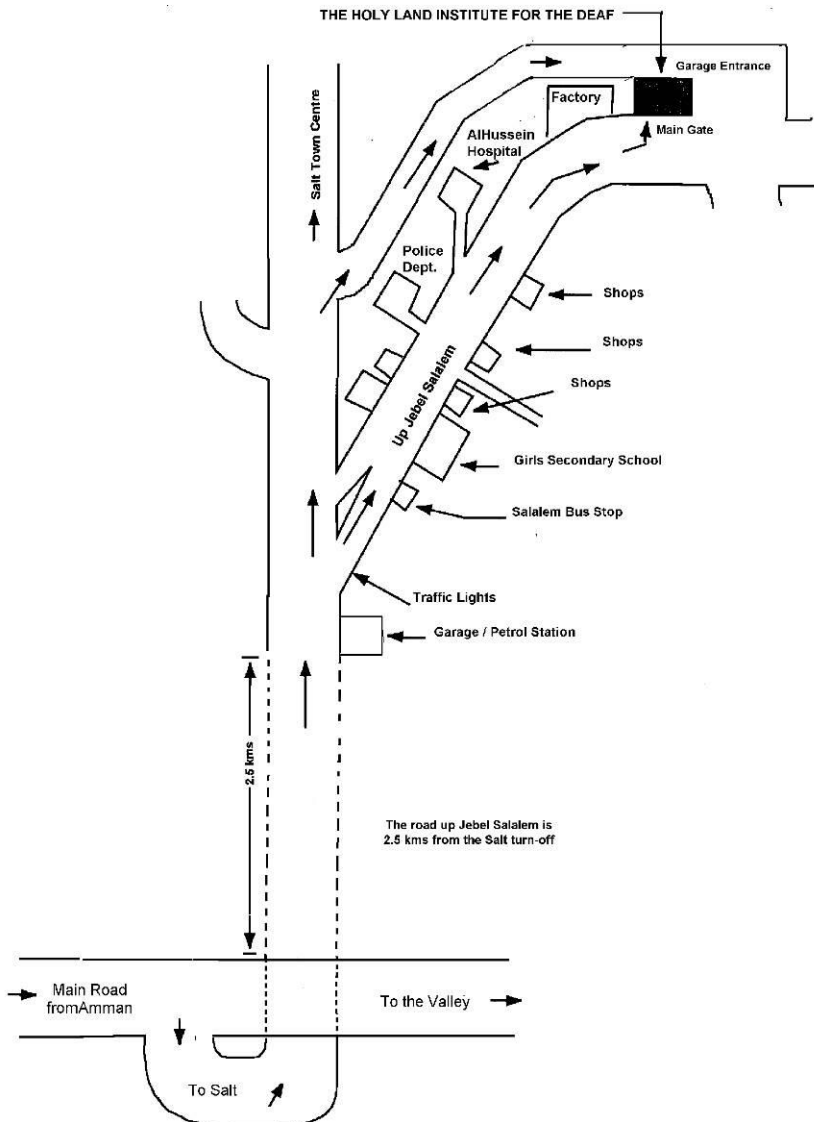
The organizational chart for the National Council for the Deaf (NCD) is structured as follows:

- Board of Directors** (purple box) and **Church** (green circle) are at the top level.
- Executive Director** (pink box) reports to the Board of Directors.
- Pastor / Chaplain** (green box) reports to the Church.
- SLT (Supervisory Level Team)** is a central horizontal band containing:
  - Assistant Executive Director Education & Training** (blue box)
  - Deputy Executive Director** (pink box)
  - Assistant Executive Director Finance & Management** (blue box)
- ELT (Executive Level Team)** is a central horizontal band containing:
  - Manager/Coordinator for Projects, Training & Development** (teal box)
  - Manager STRIDE Programme** (teal box)
  - Manager Valley Outreach Community Centres** (pink box)
  - School Principal** (orange box)
  - Office Manager Administration Services** (green box)
  - Head Keeping House Keeping** (purple box)
- Regional Level (Pink background):**
  - Manager/Coordinator for Projects, Training & Development** oversees:
    - STRIDE Training and Educational Resources** (teal box)
    - STRIDE Old Hospital Management & Construction** (teal box)
    - Training for Sign Language and Deaf personnel** (teal box)
  - Manager STRIDE Programme** oversees:
    - Satellites Outreach / CBR Centres** (pink box)
    - Refugee Programmes** (pink box)
  - Manager Valley Outreach Community Centres** oversees:
    - Head Boarding Houses** (orange box)
    - Head Deafblind Unit** (orange box)
    - Manager Vocational Training** (orange box)
- National Level (Light Pink background):**
  - Manager HEAR** (yellow box) oversees:
    - Audiology Hearing Express** (yellow box)
- Local/Salt Level (Light Green background):**
  - Internal Auditor Quality Assurance** (purple box)
  - Human Resources** (purple box)
  - Financial Operations** (purple box)
  - IT Services** (purple box)
  - Management & Construction Facilities & Premises** (purple box)
  - KM Department** (green box) oversees:
    - Project Development** (green box)
    - Sign Language Interpreting** (green box)
    - Fundraising Sponsorship Marketing** (green box)
    - Public Relations & Media** (green box)
  - KM & OD (Expert) Monitoring / Reporting** (green box)
- External entities:**
  - External auditor** (pink box) and **Lawyer** (pink box) are at the top right.

THE HOLY LAND INSTITUTE FOR THE DEAF, AS SALT  
GROUNDPLAN



## Location of The Institute in Salt



## Handbook for Visitors and Volunteers HLID

