

**THIRD TOURISM DEVELOPMENT PROJECT
SECONDARY CITIES REVITALIZATION STUDY**

Madaba

Economic profile

Annex 3

JOINT VENTURE OF COTECNO WITH ABT ALCHEMIA CDG MGA

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Table of contents

1. EXECUTIVE SUMMARY	4
1.1. Economic base.....	4
1.2. Employment	4
1.3. Private sector development	5
1.4. Education facilities	6
1.5. Cultural assets and management	6
1.6. Tourist assets and management.....	7
2. ECONOMIC BASE	8
2.1. Economy of Jordan	8
2.2. Population	8
2.2.1. Gender and age distribution	9
2.3. Income distribution	10
3. EMPLOYMENT	13
3.1. Employment and unemployment in Madaba	13
3.2. Main economic sectors and their contribution to employment.....	14
4. PRIVATE SECTOR DEVELOPMENT	16
4.1. Formal sector	16
4.2. Informal sector	18
5. HOUSEHOLDS CONDITION AND ACCESS TO SOCIAL SERVICES	21
5.1. Households condition.....	21
5.2. Social services	22
5.3. Particularly disadvantaged groups.....	25
6. CULTURAL ASSETS AND MANAGEMENT	26
6.1. Cultural assests.....	26
6.2. Cultural supply and demand	26
6.3. Potential involvement and cooperation of the community	27
7. TOURISM ASSETS AND MANAGEMENT	30
7.1. Tourism assets.....	30
7.2. Outlook of Madaba residents towards tourism	30
7.3. Tourism demand and supply.....	31
7.3.1. Tourism supply	31
7.3.2. Tourism demand.....	32
7.4. Transports for tourists and access to sites	34
8. MONITORING AND PERFORMANCE INDICATORS	35

Abbreviations and acronyms

CAS	Country assistance strategy
CH	Cultural heritage
CBO	Community based organisation
CRP	City revitalisation pact
DOS	Department of Statistics
EIA	Environmental Impact Assessment
GMM	Greater Madaba Municipality
GOJ	Government of Jordan
IBRD	International Bank for Reconstruction and Development
ITFCSD	Italian trust fund for culture and sustainable development
JTB	Jordan Tourist Board
MENA	Middle East and North Africa
MOE	Ministry of Environment
MOMA	Ministry of Municipal Affairs
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
NEAP	National Environmental Action Plan
NGO	Non Government Organization
PA	Public Awareness
PPP	Public-private partnership
STDP	Second Tourism Development Project
TOR	Terms of reference
TTDP	Third Tourism Development Project
UNESCO	United Nations Educational, Scientific and Cultural Organisation
URP	Urban regeneration program
VEC	Valued Environmental Components
WB	The World Bank
WHL	World heritage List
WTO	World Trade Organisation

1. Executive summary

1.1. ECONOMIC BASE

Madaba Governorate, with an area of 2,008 Km², is located in the mid-southern region of Jordan. The Qasabat Madaba District forms around 42% of the whole Governorate and its population is currently around 130 thousand persons, constituting around 22,700 households. The demographic trend is a bit less dynamic than the national one: in the last ten years it experienced a growth of around 21%, compared to the national one of 23%.

Madaba city boasts a **young population**: 48% of its inhabitants are below 19 years and as such are school, college or university students. Thus, youth must be the focus of the revitalisation efforts in the city.

The average household annual income in Madaba Governorate is JD 4,948, still lower than the national one. Considering the distribution of households according to their income level, around 40% of them earns an annual income below JD 3,600; a third has an average annual income between JD 3,600 and JD 6,000, a quarter between JD 6,000 and JD 12,000, and only 4% of households earns more than JD 12,000.

The **poverty rate has declined in the last years** at both the Governorate (from 13.15% in 1997 to 10.8% in 2003) and sub-district level.

1.2. EMPLOYMENT

Only 36% of the 15+ years old population of Madaba Governorate is economically active, (only 10% of the females). This low level of activity is related to the high presence of young and the **lack of work among women**; in fact, students constitute 1/3 of the economically inactive population, and the housewives more than 1/2.

In addition, 31% of the population is employed, only 8% of the females; the three **labour intensive sectors** are public and armed forces (which employs a third of the labourers), the commercial sector (more than 20% of the employed), and the education one. Agriculture, on the other hand, depends mostly on foreign labour, and similarly the construction sector. Moreover, around 45% of the employed people hold elementary occupations, which have experienced growth over the past 3 years (mostly due to clothing and textile factories located in the Qualified Industrial Zones). Regarding the sectors more related to city revitalisation, **construction** employs 5.6% (1,400) while **hotels and restaurants** and real estate employ each 1.5% of the total labour force.

At the national level in 2004 the economic system has been able to create jobs overall in some tourism related sectors such as hotels, restaurants, real estate and personal services. In Madaba, however, the situation has been much less dynamic: the employment in public administration and defence has slightly increased, while other sectors such as real estate, education, manufacturing, and agriculture have distinguished by job shedding.

Unemployment rate in Madaba Governorate is at 15%, and even if it has dropped substantially in the last 2 years, it is still higher than the national one of 13%. Furthermore, looking closer, the percentage of the economic inactivity has increased: people are pulling out from the economically active sector as the unemployed become unwilling to seek work. There is a certain feeling of discouragement among the potential workers, which is obvious when more than 2/3 of the economically inactive persons in Madaba Governorate report to believe that there are no jobs around. This **discouragement** needs to be tackled by the city revitalisation program.

As for women, it must be stressed that they are strongly involved in the informal sector, while education sector is chosen by 42% of the economically active women. The unemployed are **mostly educated** holding diplomas or university degrees, and the trend over the past five

years shows an increasing number of applicants for work in the government.

By the end of 2003, the Ministry of Labour has permitted more than 3 thousand **foreign labourers** for work in Madaba Governorate, most of them being Egyptians who work mainly in the agricultural sector, in the construction sector and in unskilled production.

As for **social development potential**, the main objective should be that of complying with the expressed needs for training workshops that could improve the productivity and capability to compete in the market by strengthening the available skills related to the implementation of the city revitalisation program. Such skills are mainly those currently employed for the **informal business**: mosaic setting, food processing, embroidery, etc.

1.3. PRIVATE SECTOR DEVELOPMENT

In Madaba city, almost all **establishments are small**; around one third of the businesses are solely owned and half employs two or less employees. Manufacturing establishments have the biggest dimension and trade the smallest. Their products are almost entirely marketed among neighbours and proximate community.

In general, **King Talal Street**, the **King Abdullah Street** and the **Petra Street** are the busiest commercial streets in Madaba. Residents and shopkeepers consider lack of parking areas, most especially in front of the larger stores, as a main problem. Any offered solution to traffic has to tackle the three streets together and not separately.

Besides competition, owners of **formal businesses** identified the main obstacles facing their businesses as customer related problems, weak demand, lack of financing sources, government procedures and labour problems.

The **informal sector** in Madaba is mostly **led by women** of 25-45 years old who run their operation by themselves (nearly a third employ 1-2 persons) and is constantly attracting new and young entrepreneurs who are joining the market, especially after attending training courses in handicrafts and food production.

The skills and products of the informal sector players may be divided into five main categories: 1) making traditional food (specifically dairy products), 2) embroidery, and other traditional sewn products, 3) mosaic setting, 4) services such as providing IT related services (e.g. word-processing), tailoring, private teaching, beautician, folklore singing and dancing (dabkeh), 5) other handicrafts skills (wood carving, pottery, flower arrangements, etc.)

A fixed place or a flea market to be set at certain times is highly desired. Informal operators are ready and mobile enough to sell away from their home at such places.

Finance is a strong need of the informal businesses. Currently there are around 1,300 informal businesses that are borrowers. Therefore, the informal sector has a very important role within the economic system of the city and represents around 45% of SME total employment.

NGOs and community-based organisations play a very important role in supporting the informal businesses. Especially when their efforts are co-ordinated, they can be instrumental in offering organised and consolidated training program that will encompass the entrepreneurial efforts of Madaba.

Finally, the economic activities that could be easily “upgraded” to provide tourism or culture related services, jobs and products, and that will benefit from the launch of the city revitalisation process, could be summarised as follows:

- the **construction sector** (small enterprises and craftsmen), that seems to have been growing during the last years, could benefit from a revival of restoration and rehabilitation activities;
- the **handicraft** (formal and informal production) for the typical products of the city (such as traditional food, embroidery, wood carving, etc) and in the mosaic setting training (work opportunity for educators) and production;

- **commercial** (shops in the historic core);
- **tourism-related activities** (restaurants, hotel, other accommodations, tourist guides, tourist transport);
- **services** related to all the above.

Shop owners are more ready to cooperate with the municipality than those who sell their products on the sidewalks. In addition, community based organisations look forward to mutual cooperation.

1.4. EDUCATION FACILITIES

Currently the Governorate **does not have a university**, university college or any junior college, but two new universities are under construction: the German University which will be offering handicraft related subjects, and the Private Madaba University funded by the Vatican Authority. In addition, the Kings College, which is an international military school, is under construction in Manja village, and is planned to attract foreign students to Madaba Governorate.

The **Knowledge Station** in Madaba city offers specialisation in IT training and provides Internet connection. Plans for the sustainability of this Station include its use as an outlet for tourism related products and services incorporating community-based skills.

In addition, the city features the pioneer vocational **Mosaic School**, located near the Church of the Map, and offers proper training in Mosaic setting as well as the public school secondary curriculum. The community of Madaba has expressed the need for a training center that is specialised in handicrafts training only and not as a vocational secondary school as is the case for the Mosaic School.

1.5. CULTURAL ASSETS AND MANAGEMENT

In Madaba urban core there are many **scattered archaeological** sites representing different eras from the Iron Age up to the establishment of modern Jordan. There are around 130 partially or completely intact **pre-modern buildings**, as well as other archaeological remains besides the Church of the Map. In 1991, the Archaeological Park was established in order to present and integrate within the urban fabric all those different layers of city history. Moreover, the *suq* spine remains the city trade centre.

Besides the known heritage and archaeological sites, according to information from the Department of Statistics and field research, there is **no substantive cultural supply** in Madaba city. Information about cultural activities of Madaba City and Governorate is rare and needs to be collected mostly on the spot. The public relations department of the Municipality, the Ministry of Information and Culture, Education, Youth and Sports as well as private, voluntary and religious organizations and community associations are involved in cultural activities and events.

The most important **cultural events** that took place during the last 10 years include folkloristic festivals and performances, dance, theatre, musical events, classical concerts like the annual open air performance of Russian and Belgium symphonic orchestras for one week during March/April. Their target audiences, organisational arrangements and impact on Madaba tourism need to be considered and further investigated.

On the other hand, **the potential cultural supply is great**, as well as the cultural ideas roaming among Madaba's community, the living culture activities and the cultural products with which Madaba can easily be branded with and known for. Madaba have rich traditional culture that is still living among the young and the old members of the community. Those cultural activities range from traditional wedding festivities, folklore songs and dances (Dabkeh), to carpet weaving, traditional cuisine and well made dairy products. Yet, above supply is not well packaged, organized or developed to be offered as branding activities for Madaba. The

efforts are scattered and there are not enough meeting places or performing venues.

Apparently, **lack of cultural facilities** is felt deeply by the community and especially the youth. Madaba people actually reported missing cultural venues such as public libraries, cultural centres, theatre and cinemas, besides facilities such as public parks, children's' recreational facilities, swimming pools as well as coffee shops and restaurants. The free time is usually spent by most in watching TV, reading and visiting friends and families at their homes.

The most important heritage preservation potential projects for the community of Madaba city are those devoted to the **adaptive reuse of the heritage buildings**, (mainly the Saraya Building) and the **development of a traditional handicrafts centre and market place**.

1.6. TOURIST ASSETS AND MANAGEMENT

Tourism has reached its peak during 2000 and **now is at its minimum** as is the case in all Jordan. In 2003, around 39,000 foreign tourists, mostly Europeans, visited the Church of the Map, and only 4,550 foreign tourists visited the Madaba Museum. In comparison, during the year 2000, the tourist presence reached 180,000 and 13,260 tourists visited the Church of the Map and the museum respectively. This is a clear demonstration of the sensitivity of the tourism sector to political conditions, which, due to the Arab-Israeli conflict in Palestine and the Iraqi war, has increased instability during the last four years.

As for the foreign tourists coming to Madaba in 2003, 8% were Americans, 9% Asians, 6% Arabs, while 73% were Europeans, mostly French and Spanish.

In general, supply of **tourism related facilities** is at its minimum in Madaba: there are no car rental agencies, only one tour agent, and six souvenir shops in total. As for restaurant facilities, Madaba city has seven classified restaurants (two 3 stars, two 2 stars and three 1 star).

In terms of **accommodation**, there are only four classified hotels (1 star) offering 190 rooms and 474 beds, 3 unclassified hotels with 32 rooms and 64 beds, and one apartment hotel with 12 bedrooms and 28 beds, totalling 556 beds per night. Recently, a **new hotel project** in Madaba town is underway as a 4-star 80-rooms (160 beds) hotel in the central core of Madaba, financed by the national Social Security funds. The tourism sector in Madaba city employs around 206 persons, all Jordanians.

The residents of Madaba pointed **four main assets** that attract tourists to their area: the Church of the Map, Siyagha-Mount Nebo, Mukawer, and Mae'en hot springs. They are also aware that the recent visit of the Pope to Madaba has raised more interest in Madaba city among the foreign tourists. The history, cultural heritage and the hospitable nature of Madaba people are of course other major tourism assets in their views.

Also the **"Suq"** spine of King Talal Street and Al Hashimi Street attracts most of the tourists since it includes many tourist facilities such as hotels, restaurants, and handicrafts. Commerce there caters for tourists, but is still largely oriented to meet resident's taste and needs.

The local consultations pointed out a number of factors that could improve tourism and tourism-related activities. Among others, **a well planned visit circuit** for the tourists, covering the maximum number of sites in Madaba, was suggested to be put in place also through an **agreement with tour operators** on.

In order to attract tourism for a longer period, **better standards of street cleanliness** and organisation should be achieved. Moreover, the hotels and restaurants should be improved. Finally, cultural events and festivals should be organised.

In terms of the expected role of government and municipality, most believe that **the public sector should have minimal role** in strategizing for Madaba tourism as well as minimal contribution in any tourism-related projects or architectural heritage rehabilitation. City community should have the responsibility of running tourism related affairs through a committee that does not include public representation. The role of the municipality is seen by both the city residents and the Mayor to be a **supervisory role** over the implementation of any public-private heritage rehabilitation project.

2. Economic base

2.1. ECONOMY OF JORDAN

In the last years Jordan has been witnessing a constant increase in its GDP, reaching in 2003 around JD 7,056.2 million at market prices. In particular, during the second quarter of 2004, the GDP registered a 7.6% growth at constant prices compared to the same quarter of 2003; this means that Jordan economy is sound and has not been affected by the Iraqi war or other regional disturbances¹.

Such an increase in GDP is mainly attributed to the growth in a) the manufacturing sector, which has recovered after the Iraqi war; b) the transport and communication sector, due to the continuous increase in communication activity and foreign trade; c) the construction sector, which has witnessed an increase in residential housing. Yet the finance, insurance, real estate and business services contribute to 21% of the GDP at current prices; government services contribute to 19%; transport and communications to 16.8%, and manufacturing to 16.2% of the GDP. The GDP/capita, as it stood by end of 2003, is estimated at JD 1,288² at current prices.

The National Disposable Income (NDI), as reported for 2002, was JD 7,661.9 million³ and the NDI/capita was JD 1,438 at current prices. In 2003 the inflation rate stood at 2.3%.

	2000	2001	2002	2003	2004	
					1 ST Q	2 ND Q
GDP at Market Prices	5,989.1	6,339.0	6,698.8	7,056.2	1741.0	1995.9

TABLE 1 - GROWTH OF GDP IN JORDAN (MILLION OF JDS)

2.2. POPULATION⁴

Madaba Governorate is located in the mid-southern region of Jordan; it hosts around 2.6% of the population of Jordan, which is currently standing at 5.1 million. Over the last 10 years the Governorate **population** has experienced a growth of 21%, increasing from 107,321 to 129,800 persons, at a growth rate of 1.9% per year. These values are quite similar to the national ones, given that during the last decade the overall Jordan population has increased 23.2% at an annual growth rate of 2.1%.

	POPULATION IN 2004
Total Madaba Governorate Population ⁵	129,792
Qasabat Madaba District ⁶	100,195
Madaba Sub-District	82,000
Madaba city	69,925
Households in Madaba Governorate	16,375
Households in Madaba city	12,280
Average household size in Madaba city as per DoS 2004 Census	5.7 members
Average household size in Jordan as per DoS 2004 Census	5.4 members

TABLE 2 - POPULATION OF ADMINISTRATIVE DIVISIONS OF MADABA GOVERNORATE

¹ Ministry of Planning, 2004.

² Central Bank of Jordan, Monthly Statistical Bulletin, August 2004, Vol. 40- No.10, pg. 81.

³ Central Bank of Jordan, Monthly Statistical Bulletin, October 2004, Vol. 40- No.10, pg. 85.

⁴ Department of Statistics Census 2004 preliminary estimates, and Population Estimates for 2003 " *Attaqdeert Al-Sukkaniyaah 2003*".

⁵ Department of Statistics Census 2004 preliminary estimates.

⁶ Department of Statistics Census 2004 preliminary estimates, and Population Estimates for 2003 " *Attaqdeert Al-Sukkaniyaah 2003*".

As shown in table n.3, the **area** of Madaba Governorate is 2,008 Km², with the Qasabat Madaba District forming around 42% of it; consequently, the estimated **population density** of Madaba Governorate is 65 persons/km² and that of the Qasabat Madaba District is 105, higher than the national one.

Moreover, it is estimated that 59% of the Governorate population lives in urban areas, while the 41% reside in rural areas.

Madaba, in Madaba Sub-District within the Qasabat Madaba District, is located in the north-eastern side of the Governorate, being its main city. It falls under the jurisdiction of the Greater Madaba Municipality, which is also responsible for the adjacent areas of Al Fail-saliya, Ma'een, Granada, Juraina and Al- Mureijma.is. According to the preliminary census results for 2004, Madaba city includes around 69,900 persons (12,280 households) constituting 54% of the Governorate's population.

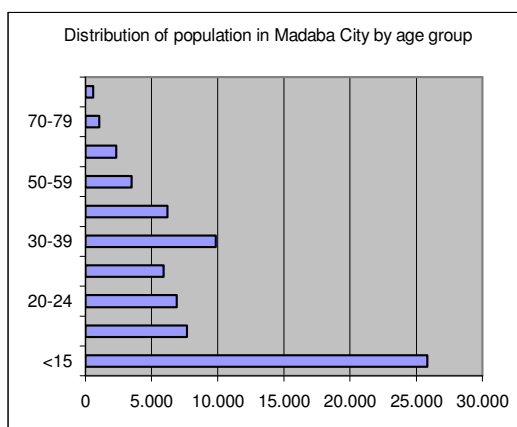
The Master Plan of the City of Madaba, approved revision of 1999 (called sheet 8), indicates a zoned area of 18,223 dunums and a planned area of 16,355 dunums⁷. Consequently, population density of Madaba city is around 3.8 persons per dunum of planned area vs. 4.3 persons per dunum of zoned area.

	AREA	POPULATION DENSITY
Jordan area in Km ²	89,329	57.1 persons per Km2
Governorate area in Km ²	2,008 ⁸	65 persons per Km2
Qasabat Madaba District area in Km ² ⁹	843	105 persons per Km2
Madaba city zoned area in Dunum	18,223	3.8 persons per dunum
Madaba city planned area in Dunum	16,355	4.3 persons per dunum

TABLE 3 - AREA OF MADABA GOVERNORATE ADMINISTRATIVE DIVISIONS

2.2.1. GENDER AND AGE DISTRIBUTION

The population of Madaba city is 51% males. Around 48% of the total population is below 19 years old and it is composed by school, college, or university students, while 6% is above 60 years old, 18% (12,821) is composed by people in their twenties, and 14% (9,865) by people in their thirties. As such, Madaba city boasts a **young population**, where 32% is within the energetic working age of 20-39 years, and 14% is 40-59 years old. Thus, **youth must be the focus** of the revitalization efforts in the city.



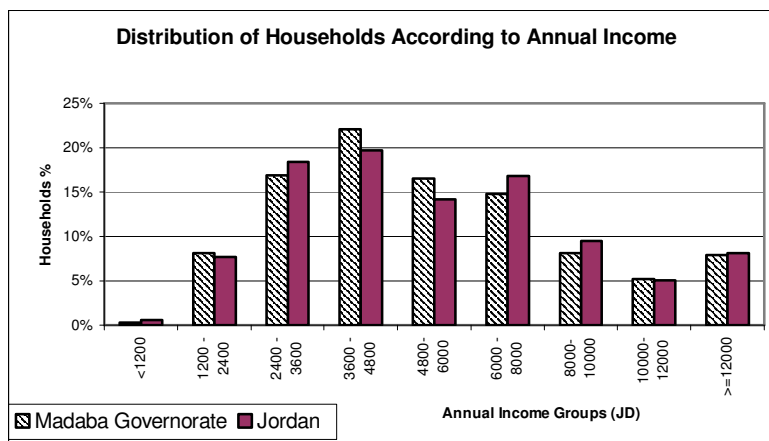
⁷ Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

⁸ Department of Statistics web site www.dos.gov.jo.

⁹ Ministry of Planning and International Cooperation, 2003, Socio-Economic Situation in Madaba Governorate, pg 7.

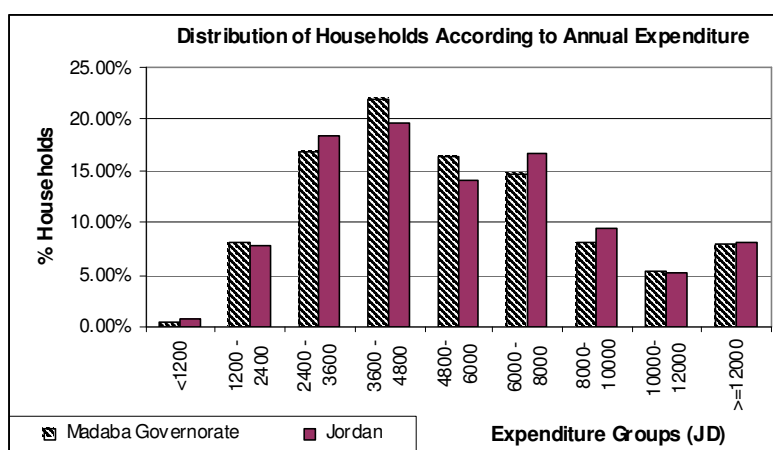
2.3. INCOME DISTRIBUTION

According to DoS, the average annual household income in Madaba Sub-district is estimated to be JD 5,116¹⁰, while it is estimated for the Madaba Governorate to be JD 4,948¹¹. Around 47% of this income is generated from employment, 23% from current transfers - mostly in the form of pensions, subsidy transfers from Government and transfers from expatriates -, 11% from own businesses and 17% from rents (it must be noticed that this includes the amount in lieu of occupying one's own building or if living free of charge).



Considering the distribution of households according to their income level reveals that around 40% of them has a total annual income below JD 3,600, a third has an annual income of JD 3,600-JD 6,000, a quarter of JD 6,000 – JD 12,000, and only 4% of them has a total annual income higher than JD 12,000.

When the above distribution is applied to the city level of Madaba, one may deduce that around 4,800 households achieve a monthly income below JD 300, while 3,600 households achieve JD 300-JD 500 per month, 3,000 get between JD 500-JD 1,000, and only 480 households have a total income of more than JD 1,000 per month. This implies a **low purchasing power** among most of Madaba's households.



As for the individual annual income, a person living in Madaba Governorate earns on average JD 758, below the national average of JD 900. As for expenditure, around 25% of household members spend JD 50-JD 67 per month, while nearly a third spends less than JD 50 and only 36% spends more than JD 67 monthly. **Very little of this expenditure is spent on recreational activities.**

¹⁰ Department of Statistics estimates 2003.

¹¹ Department of Statistics, Household Income and Expenditure Survey 2002/2003, pg 98-99.

POVERTY IN JORDAN

Poverty in Jordan has declined from 21% in 1997 to 14% in 2002 due to growth in GDP. The aggregate inequality measure (Gini) hasn't changed significantly during this period, showing that such a growth has affected in the same way both the poorer and the richer sections of society. This notwithstanding, the gains in consumption of the poor were not due to rising incomes¹², but have been driven by a greater share of spending and transfers. Moreover, consumption growth has been accompanied neither by higher employment - since the poor do not seek work as much as before - nor by better access to credit, since the latter is still limited. Assessing poverty¹³ in Jordan shows that poverty level in urban areas is about 13%¹⁴, lower than the one in the rural areas.

Coping strategies among the poor in urban areas lie on many aspects:

- the poor base their decisions on short-term considerations ignoring long term social disadvantages;
- tribal and family customs play a part in coping methods; such a part is visible especially on social occasions through exchange of gifts;
- urban areas offer market opportunities for selling labour and buying inexpensive goods which can be considered an advantage to better coping.

In Jordan, poverty is influenced both by employment and education. Indeed, the estimates show that the poverty rate among households with unemployed heads is 21.5% compared to 12.8% among households with employed heads. Also, the unemployment rate of the poor in 2002 is estimated at 27%, which is significantly higher than that of the non-poor found at 17%.

ECONOMIC ACTIVITY STATUS	POVERTY RATE 1997	POVERTY RATE 2002	CHANGE IN POVERTY
Total population	21.1%	14.2%	32.8%
Unemployed	35.0%	21.5%	38.6%
Employed	19.3%	12.8%	33.6%
Not economically active	22.7%	15.9%	29.8%

TABLE 4 - POVERTY RATES OF THE POPULATION, BY ECONOMIC ACTIVITY STATUS ON THE NATIONAL LEVEL, 1997 AND 2002¹⁵

Illiteracy too is associated with higher incidence of poverty: acquisition of higher education has tangible effects on the likelihood of being poor. In this case the cause/effects link can be reversed, since the poor have generally less mobility, less knowledge about educational opportunities, less access to credit or student financial support programs, thus easily falling into a continuous dependency cycle.

POVERTY IN MADABA

The average total poverty line in Madaba Governorate has been set at JD 377 per capita¹⁶ (compared to the national level of JD 392 per capita). According to estimates, in 2002-2003 around 10.8%¹⁷ of Governorate population lay below this line and were therefore considered as poor. Yet, this poverty rate has declined by 13.15% from 1997.

As for Madaba Sub-district, 10.82% of the population (around 8,886 persons) is poor. Also, the poverty gap is considered to be 2.37% (this implies 1940 persons coming in and out of

¹² Social and Economic Development Group, Middle East and North Africa, 2004, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004, pg 15.

¹³ The national poverty line has been set at JD392 per capita for 2002-03.

¹⁴ 19% of the rural population is poor.

¹⁵ Dos, Household Income and Expenditure Survey, 1997, 2002-2003.

¹⁶ World Bank, Social and Economic Development Group, Middle East and North Africa, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004, pg 10.

¹⁷ World Bank, Social and Economic Development Group, Middle East and North Africa, 2004, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004, pg 13. Taken from Staff estimates based on the HEIS 2002,2003.

poverty), and the poverty severity index is 0.789%¹⁸.

Moreover, around 10.8% of Madaba Governorate household members receive aid from the National Aid Fund at a monthly rate of JD 26 per family member. This percentage being the same that the Governorate poverty rate, indicates that most of the poor receive such subsidies. In addition, there are around 45 families in Madaba city that receive financial support from the Ministry of Social Development under the Productive Household Project.¹⁹

¹⁸ World Bank, Social and Economic Development Group, Middle East and North Africa, 2004, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004, pg 13, 32.

¹⁹ Ministry of Social Development, 2004.

3. Employment

3.1. EMPLOYMENT AND UNEMPLOYMENT IN MADABA

Only **35.8%** of the total 15+ years old population of Madaba Governorate is **economically active**²⁰, specifically 61% of the males and 10.3% of the females²¹.

Furthermore, only **30.6%** of the economically active population are **employed**, in particular 53% of the males and only 7.7% of the females. Among them, roughly 12,000 are in Madaba city with only 1,500 being women. Currently, most of them (94%) earn less than JD 300 per month and only 0.8% achieves earnings above JD 500²². However, the employed in Madaba Governorate, compared to workers from other Jordanian Governorates, are generally satisfied with their work: only 1.3%²³ of all the Jordanian workers who reported wanting another or additional job resides in Madaba.

Almost half of the employed people in Madaba **holds elementary occupation requiring minimal skills**, or works as machine operator²⁴. On the other hand, 13% of Madaba labor force is involved in crafts and related trade, while 12.7% is composed by professionals, 10% by clerks and 9% by technicians and associate professionals.

The three most labor intensive sectors are the public and armed forces, the commercial sector, and the education one. Instead, the agricultural sector depends mostly on foreign labor, as well as the construction one.

On the other hand, around 64.2% of Madaba population are economically inactive. This inactive sector includes students (31.6%), housewives (52%), the disabled, persons with other means of income, and others.

Considering that persons available for work in Madaba city are those of age 15-69 years, then the size of the potential labor force in the city amounts to 42,000 persons. Applying the labor statistics reported for the Governorate to this estimate population gives insights about human resources that are capable of being producers in the community. As such, there should be about 15,000 individuals who are economically active compared to 27,000 who are economically inactive. Within the active population, there are about 2,200 persons, mostly males, who are unemployed and looking for work and around 14,000 housewives who may become economically active and join in productive activities.

Even if **unemployment rates in Madaba have dropped** from 21.2% in 2002 to 14.6% in 2004, it still remains higher than the national one (12.5%²⁵). Yet, looking closer on employment trends, it becomes evident that the percentage of economic inactivity have increased from 61.7% to 64.2% between 2002 and 2004, while the percentage of the employed did not increase, especially among the women²⁶. This indicates that people are pulling out from the economically active sector as the unemployed become unwilling to seek work. A feeling of discouragement among potential workers is obvious considering that more than 68% of the economically inactive persons in Madaba Governorate believe that there are no jobs around and are tired of seeking work²⁷. This discouragement is a **negative feeling that needs to be tackled** in URP projects.

As for women, their participation in employment fluctuates, as they decide to join or pull out

²⁰ The unemployed according to DOS definition is a person who is 15 years of age or older, who is capable of work, and looking for work and who hasn't practiced any work during a specified period.

²¹ Department of Statistics, Employment and Unemployment Survey, May 2004 pg 47,48.

²² Department of Statistics, Employment and Unemployment Survey, May 2004, pg 124.

²³ Department of Statistics, Employment and Unemployment Survey, May 2004, pg 136.

²⁴ Those two occupations have experienced growth the past 3 years, mostly due to clothing and textile factories located in the Qualified Industrial Zones.

²⁵ Department of Statistics, Employment and Unemployment Survey, May 2004, pg 142,146,148.

²⁶ Department of Statistics, Employment and Unemployment Survey May 2004, and website www.dos.gov.jo for surveys of 2003,2002,2001,2000.

²⁷ Department of Statistics, Employment and Unemployment Survey 2000,2001,2002,2003, and May 2004, pg 153.

of businesses depending on the general economic situation²⁸: as for example, it must be noticed that in 2002, while Madaba witnessed its unemployment peak, employed women in crafts and related trade increased from 7% to 17% only to drop later to 9% in 2003/2004. This may indicate that given the lack of jobs at that time, women were willing to start looking for work themselves. Nevertheless, nowadays unemployment among women stands at a rate as high as 24.6% compared to the national one of 16.5%.

Moreover, **around 58% of the youth between 20-40 years old are not employed**. Specifically there are around 3,000 persons between 20-25 years, 9,000 between 25-39 years, and 9,000 between 40-69 years old who are not contributing to the productivity of their city, most of them being women. Therefore, **projects targeting men above 25 years old and women of all ages** but especially those above 35 years old who are more likely to have older independent children will **have highest impact on employment**.

As for job hunting strategies, according to national statistics, a third of the unemployed in Jordan stay unemployed for a duration of 7 to 12 months, and 22% for 4-6 months. During that time, the most common approach to looking for job is visiting establishments and work sites (almost 87.5%). The second most prevalent method among the unemployed males, reported by 46.8% of them, is seeking the assistance of relatives, friends, and current or previous officials. On the contrary, among the females the second most prevalent method, reported by 33% of the interviewed (compared to only 4.2% of the males), is to apply for a job in the government through the Civil Service Bureau.

Other job seeking methods are applying to the Ministry of Labour Bureaux, adopted by 10.5% of females vs. 6.4% of males, and reading, watching and responding to ads in newspapers and TV, adopted by 19.8% of females vs. 12.5% of males²⁹.

The above is true specifically to Qasabat Madaba District. According to the Civil Service Bureau, around 2,700 university and college graduates (constituting 80% of the rough estimate of unemployed number for the District – 3,400 persons), applied for work in the government during the first 10 months of 2004. Only 127 persons were hired. This information indicates that **the unemployed in Qasabat Madaba are mostly educated holding diplomas or university degrees**, and that the trend over the past five years shows an increasing number of such applicants despite the fact that hiring percentages into the government has been constantly dropping.

As for applicants to the Ministry of Labour Bureau in Madaba city, it has received around 211 job applications during 2003 and 153 by October 2004 from job seekers within the Governorate. More than a half of them was employed in 2003, as well as 86% of the 2004 applicants.

As for the **foreign labor**, by the end of 2003 the Ministry of Labour has permitted around 3,423 foreign laborers for work in the Governorate, 91% of them being Egyptians. As already mentioned, around 46% of the foreigners work in the agricultural sector, 41% work in construction and unskilled production, while 12% work in the services sector.

3.2. MAIN ECONOMIC SECTORS AND THEIR CONTRIBUTION TO EMPLOYMENT

According to the Hashemite Kingdom of Jordan Poverty Assessment of June 2004, several sectors of the economy (such as hotels, restaurants, real estate and personal services) have shown dynamic job growth at national level. On the other side, high-employment sectors as public administration, defence and education, experienced either weak or negative employment growth³⁰.

This was not the case for the Madaba Governorate, where employment in the public administration and defence sectors has slightly increased, while overall employment growth has

²⁸ Department of Statistics, Employment and Unemployment Survey, 2001, 2002, 2003, May 2004 pg 68.

²⁹ Department of Statistics, Employment and Unemployment Survey, May 2004 pg 142,146,148.

³⁰ Social and Economic Development Group, Middle East and North Africa, 2004, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004, pg 22.

remained constant, if not becoming weaker, with job shedding in other sectors such as real estate, education, manufacturing, and agriculture³¹.

More particularly, in 2004 the wholesale and retail trade sector employed around 11% of the workforce (2,800 persons) as well as the education sector, while transport, storage & communications sector encompassed 9.6% (2,400), manufacturing sector 8.4% (2,100), the construction sector 5.6% (1,400), and hotels and restaurants and real estate sector employed each 1.5% of the economically active population of Madaba Governorate.

Moreover, a third of the employed (5,880 persons) held jobs in the government or the army. This sector is favoured by 32% of the economically active men while the education sector was chosen by 42% of the economically active women.

Preliminary estimates on establishments and employment numbers in 2004 indicates the existence of about 2,421 small and medium enterprises (SME) in Madaba city operating in the trade, services, and manufacturing sectors and employing around 4,569 persons. In particular, around 1,553 (64%) establishments are active in the wholesale and retail trade employing around 46% (2,081 persons) of the SME labor, while about 323 (13%) manufacturing establishments are employing around 25% of SME labor, and 545 establishments active in the services sector are employing 29% of the employed.

In addition, Ministry of Planning studies³² indicated that there are around 185 establishments involved in the construction sector, whether in terms of trade or manufacturing of construction related materials and goods, such as gypsum, stones, glass fitting, metal works, furniture and wood and equipment, or in terms of provision of services such as architecture, engineering, surveying, or renting of equipment. Those employ around 480 persons.

As for the registered contractors, Madaba governorate counts for around 31 contractors employing 115 persons and offering each around JD 1,400 annually in compensation³³. As for real estate services, in Madaba there are only 7 establishments employing 9 persons in the provision of commission-based services related to real estate selling and renting.

As previously mentioned, foreign unskilled labor is mostly employed in the building sector, whether working with registered contractors or within the unorganized complementary sector.

³¹ Department of Statistics website www.dos.gov.jo, Employment and Unemployment Surveys.

³² Enhanced Productivity Project, Ministry of Planning and International Cooperation, ERADA Centers, "The economic survey of small and medium enterprises for 1995-2202, Jarash Center". April 2003.

³³ DOS, Construction survey 2001 & 2002, Department of Statistics, the Hashemite Kingdom of Jordan, pg 33.

4. Private sector development

4.1. FORMAL SECTOR

The analysis is based on:

- the field research focusing on Madaba city;
- preliminary results and estimates based on the Department of Statistics Census of October 2004³⁴;
- results from the Ministry of Planning studies ³⁵ that tackled formal sectors in Madaba city in 2002;
- the national study³⁶ “ Update of Micro loan demand in Jordan” conducted by Community Development Group (CDG) for a USAID funded project in 2002.

From all these contributions, it comes out that establishments in Madaba city are small, employing less than 5 persons; manufacturing establishments have the biggest dimension with 3.6 employees per establishment and trade the smallest with 1.3. The average age of businesses is around 8 years, while half has been operating for 5 years or less with business assets averaging a market value of JD 3,000³⁷.

SECTOR	ESTABLISHMENTS	% OF SMES	EMPLOYEES	EMPLOYEES PER ESTABLISHMENT	% OF SME LABOR
Manufacturing	323	13%	1160	3.59	25%
Trade	1553	64%	2081	1.34	46%
Services	545	23%	1328	2.44	29%
Total in 2004	2421	100%	4569	1.89	100%

TABLE 5 - SMALL AND MEDIUM ESTABLISHMENTS AND LABOR IN MADABA CITY PER SECTOR (2004)

COMMERCIAL SECTOR

64% of businesses in Madaba city takes place in the commercial trade sector³⁸. Most of those stores are retailers in groceries and foodstuff and clothes and footwear. Also, many sell home appliances, accessories, handicrafts, souvenirs and antiquities. Such shops employ Jordanians from Madaba itself and during 2002 have contributed around JD 5.7 million to the economy.

SERVICES SECTOR

The **second largest sector** is the services one, encompassing 545 establishments and constituting 23% of the SMEs. Most of the existing services are car as well as home and personal equipment maintenance services, hairdressing salons, small non-classified restaurants serving sandwiches and coffee, dental services and law services. The services sector employs around 12% of the foreign labor in Madaba, and in 2002 it contributed around JD 2.3 million to the economy.

MANUFACTURING SECTOR

The manufacturing sector is **the smallest**, including 320 small establishments constituting

³⁴ Preliminary unpublished results, Department of Statistics, November 2004.

³⁵ Enhanced Productivity Project, Ministry of Planning and International Cooperation, IRADA Centers, “The economic survey of small and medium enterprises for 1995-2002, Madaba Center”, April 2003.

³⁶ In its due course around 78 formal businesses in Madaba Governorate were surveyed, of which 64 were located in Madaba city itself.

³⁷ Ibid.

³⁸ Preliminary results of DOS census of 2004.

13% of all SMEs in Madaba city. The most prevalent industries are in textile such as carpet weaving and clothing, metal works, carpentry and furniture, cement blocks and gypsum, bakeries and pastry making. The manufacturing sector also employs unskilled foreign labor, especially in traditional carpet weaving where Egyptian laborers are employed. In 2002 the sector contributed around JD 1.4 million to the economy.

CONSTRUCTION SECTOR

Construction sector in Madaba Governorate is **small, yet its activities increase annually**. There were 52 private buildings licensed in 2000, 65 in 2001, and 256 in 2002, 373 licenses in total, out of whom 258 were completed by 2002 providing around 270 dwellings on an area of 48,340 m². As observed during the field research conducted in order to design Madaba³⁹ urban regeneration study, it is rather a trend to build new houses than to restore old ones, and this not only concerned the outer city areas, but also the central core of the city centre.

As previously mentioned, there are about **31 registered contractors** in Madaba Governorate. Those contributed in 2002 around JD 640 thousand to the economy of the Governorate⁴⁰. Their gross output in 2002, amounting to nearly JD 5 million, was mainly generated from main contracting works (vs. sub contracting)⁴¹.

Furthermore, besides the registered contracting sector lies the unorganised one which is also active in Madaba and, as already mentioned, employs most of the unskilled foreign labor.

AGRICULTURAL SECTOR

Agricultural production, which has been for a long time regarded as the base of Jordan economy, **has steadily declined in importance** as a percentage of total product at the national level. This decline was due to a faster growth in other sectors, mainly related to the undergoing transformation from traditionally rural to a more urbanized society.

70% of the total area of Madaba Governorate is constituted by cultivable land, but only 14% of it are actually cultivated. 49.2% of the total Governorate area is rain-fed, while 2.7% needs irrigation, 27.1% is cultivable at a high cost and 21% is uncultivable. Rainfall fluctuation in addition to scarcity of irrigation water is among the major factors that hinder development of the farming business in this Governorate as well as in the Kingdom. High cost of production, weak marketing functions, land fragmentation, competition of foreign products in local and export markets are some other factors. These problems are chronic and can be solved only over the medium or long term and require intensive efforts for improving administration and policies at the national level.

Animal husbandry is also found in Madaba and it is the base for its entire dairy product, especially among the informal sector working in the rural areas. The animal assets as on 1/11/2003⁴² were about 64,500 sheep, 39,710 goats, and 1,000 cattle.

FORMAL SECTOR DYNAMICS

As already mentioned above, speaking about formal sector dynamics in Madaba means to refer to the trade sector that has developed during the last twenty years, increasingly differentiating and specializing itself. The increase in city population and, above all, its strengthened role as regional center with all the related functions, can explain the rise in importance of the trade sector in Madaba. This dynamism is demonstrated, among others, by the growing number of newly opened commercial activities, by the increase in prices and tariffs for renting or buying rooms and spaces for commercial purpose - particularly if these are settled along the tree main commercial streets -, and by the flourishing of shops and stores along the northern sector of King Abdullah Street (most of all furniture and electronic devices stores).

³⁹Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

⁴⁰DOS, Construction survey 2001,2002, Department of Statistics, Jordan pg 35.

⁴¹DOS, Construction survey 2001 &2002, Department of Statistics, Jordan pg 53-56.

⁴²Department of Statistics (2003) Issue No. 54 *Statistical Year Book*, 2.4 pg. 55.

According to observations from the field research, **the three main streets in Madaba city that encompass the commercial and service activities** are the King Talal Street, the King Abdullah Street and the Petra Street. According to many interviews, King Abdullah Street stores have specialised in selling higher quality clothes and other merchandise to upper and middle class customers, largely increasing their activities during the last recent years. Namely, after a first phase of transition, this top quality trade has spread faster than it was expected, including among its customers also people coming from the villages and the residential areas settled around Madaba town, in particular from the new settlements along the way to Ma'in in the South and to Chemsani in the North. As for King Talal Street, it has few handicrafts shops at its top, while along the street there are stores offering lower quality clothes, shoe ware, accessories, and nuts; by its end, meat and vegetable stores are found. People of Madaba usually cross the street either to buy their meat and vegetables or to access the offshoot that leads to the "Hamaideh" market, a common market selling all bizarre type of products as well as traditional items and clothes.

The products are almost entirely marketed among neighbours and proximate community and only around 11% sells to private intermediaries. More than half of the businesses has more than eleven competitors, which indicates **low variety in their offered products**. The study also calculated the average monthly net revenue of a business in Madaba city and its surroundings to be only JD 144 during 2001-2002.

Besides competition, owners of formal businesses identified the main obstacles facing their businesses as customer related problems followed by weak demand, lack of financing sources, government procedures and labour problems.

As such Madaba is in **need of better regulation of professional licensing** in order to control proper distribution of activities⁴³, as well as finding a solution to the problem of street merchants in terms of their relocation and making available permanent places to house them.

4.2. INFORMAL SECTOR⁴⁴

Based on the field research and the CDG study mentioned above, the informal sector in Madaba is mostly led by women between 25 and 45 years old. The women of Madaba are resourceful, entrepreneurial and ready to utilize every skill they have gained through training, living heritage, or **through their traditional way of life**. More than 75% of them runs its operation by herself and nearly a third employs 1-2 persons. The informal sector in Madaba is constantly attracting new and young entrepreneurs who are joining the market especially after attending training courses in handicrafts and food production. Mounting interest in increasing income is prevalent among the young in particular. Moreover, **most would like to attend training workshops** that may add to their knowledge or enhance their product but few are able to pay for it.

In most cases the home-based activity is not the major income generator for the family or the individual. Another source of income usually exists and income from the informal operation is considered as a supplement. This income is less than JD 100 per month and in most cases is around JD 40. Yet, there are success stories where informal businesses have flourished and monthly income exceeded JD 450, as such becoming the main income generator for the family.

The skills and products of the informal sector may be divided into five main categories:

- making **traditional food** (including pickled vegetables, jams, olive and oil products, traditional bread - e.g. *shrak* -, sweets - e.g. *halqoum* - and pastries and dairy products, specifically Jameed - dried *yoghurt*);
- **embroidery** and other traditional sewn products;

⁴³ Recommendation result from Madaba consultation workshop, Dec 6, 2004.

⁴⁴ Socio economic field research conducted in Dec. 2004 for the purpose of this study and information compiled by Community Development Group, June 2002, Update of Micro loan demand in Jordan, conducted under contract to USAID-funded Access to Market Friendly Initiatives and Policy Reform Project.

- **mosaic** setting;
- **other handicrafts** such as wood carving, pottery, flower arrangements, braiding straw products, bottling sand souvenirs;
- **services** such as providing IT related services (e.g. word-processing), tailoring, private teaching, beautician, folklore singing and dancing (*dabkeh*), etc.

In most cases an individual has more than one skill and can produce more than one type of product or offer more than one service. Never the less, **the most prevalent skills employed in informal home-based businesses are mosaics setting, food processing - specifically dairy products - and embroidery.** It should be noticed that carpet weaving among Madaba city residents is usually done under employment basis and not informally.

Currently informal players sell their products directly from their homes to their immediate neighbours and members of the proximate community. Few also sell to middlemen, while many depend on welfare associations to purchase their food products as per catering orders or to arrange one-day bazaars to sell their products.

The **major problems** that prevent informal entrepreneurial activity from success are: a) competition, b) lack of marketing and outreach programs, c) finance, and d) absence of a fixed facility from where to display and sell the products in a sustainable manner.

Informal operators suffer from competition mainly because they produce similar products and share the same market, and because they lack the creativity to develop new products.

A fixed place or a flea market to be set at certain times is highly desired. Informal operators are ready and mobile enough to sell away from their home at such places. To be effective, the place would have to be well organized and should enforce specializations of booths thus preventing having the same products displayed at all booths and controlling unnecessary competition. This organization will encourage cooperation and booth sharing among the community.

Besides a sustainable marketing and sales effort, finance is another need of the informal businesses. There are 8 institutions currently offering microfinance to around 1,311 individuals with informal businesses. In general micro-loans are expensive and collateral is required. Therefore, many potential entrepreneurs who are not eligible for such loans, turn to the active NGOs in Madaba or to MoP EPP (IRADA) for help in obtaining grants or finance with easier terms, specialized training, as well as support in establishing the business. Yet, when possible Madaba residents are willing to obtain such loans, and currently there are around 1,300 informal businesses who are current borrowers and managing to achieve income from their businesses to cover their needs and pay back their loans. Therefore **the informal sector plays a very important role within the economic system of the city;** estimating the total employment in around 2,000 persons, (less than 1.5 employees per establishment) the informal sector could represent around 45% of SME total employment.

SOURCE OF LOANS	NUMBER OF BENEFITING INFORMAL BUSINESS
Micro fund for Women	534
National Aid Foundation	232
CHF	217
DEF	170
JUHD/Princess Basma Center	85
Ministry of Social Development	45
General Union of Volunteer Societies	28
Estimated Informal Businesses with Loans	1,311

TABLE 6 - DISTRIBUTION OF INFORMAL BUSINESSES ESTABLISHED THROUGH LOANS BY SOURCE OF LOAN⁴⁵

⁴⁵ Data acquired from each organization based on their records.

NGOs and community based organizations play a very important role in supporting the informal businesses and providing training and awareness raising. Such organizations are either charity associations or national NGOs like JUHD and YWCA that have branches in the city, as well as centres representing national programs such as Enhanced Productivity Projects (IRADA) and the Knowledge Stations. All are effective in offering specialized training to the entrepreneurs in topics such as IT, mosaics and sand bottling, food production techniques, how-to-start-your business courses, and political awareness raising. They also provide informal businesses with marketing vehicles: usually the association buys the products of their members to resell them in national and local fairs, exhibitions, and bazaars, or to satisfy purchasing orders.

Those community-based organizations constitute an existing vehicle to reach the community, yet co-ordination between their efforts is highly needed to avoid redundancy and competition in resources. Especially when their efforts are coordinated, they can be instrumental in offering organized and consolidated training that will advance the activities of the informal sector, such as courses in marketing and quality packaging techniques, creativity in producing tourism related products based on their skills, and exposure to tourism environment and tourist offerings and services in other cities. Also, their marketing efforts and one-day affairs cannot be considered as sustainable marketing programs that informal sector players may depend on. What is needed is an overall and coordinated program that will encompass the entrepreneurial efforts of Madaba, especially those of the women, and allow for a joint supporting mechanism that may incubate new entrepreneurs wishing to begin a business and facilitate their start up.

5. Households condition and access to social services

The main problems that affect the standard of living in Madaba are **unemployment**, especially among the educated youth, **poverty** and **unfavourable economic situation**. This depressed state combined with the **change in the social structure** and culture of the community and the introduction of habits and values that are viewed as unethical by the people changed the way of life of many in Madaba.

In addition, Madaba residents reported specific problems that are not helping their standard of living in their city. The most prevalent being traffic problems exemplified in unorganised one-way streets and traffic jams, as well as lack of parking spaces, narrow hole-filled sidewalks, and badly lit and paved streets. Also, residents complained from infrastructure problems, specifically weak electricity and water supply and irregular billing (since bills are generated from authorities in Amman). Lack of sufficient internal city transportation service at affordable prices is another problem. Inefficient municipal services such as solid waste collection, street cleanliness and insect and pest control, are frequently reported as issues affecting the people. Moreover, improper and uncontrolled business licensing, the prevalent chaos in the shopping streets caused by signage, street merchants, and unregulated licensing of shops are all attributed to bureaucracy and faults in municipal management⁴⁶.

5.1. HOUSEHOLDS CONDITION

The results of the Census 2004 indicated the existence of 15,262 dwellings in Madaba city constituting 54% of the dwellings in the Governorate. Available information about the general conditions of those dwellings is detailed in the Household Income and Expenditure Survey of 2002/2003 at Governorate level. The survey indicates that around 78% of households own the house they live in, while 14% rent it⁴⁷. The prevalent (85%) type of dwellings is called "Dar" in Arabic, meaning separate house in English, which is built with bricks and has two bedrooms⁴⁸ and is typical for most Governorates except Amman. The rest are flats⁴⁹.

Almost all households in Madaba Governorate and Madaba city have access to the public electricity and water networks⁵⁰, yet around 60% suffer from water cut-offs.⁵¹ Moreover water scarcity and weak electricity were two of the problems reported by respondents in the field survey.

Sewerage public network is not as prevalent reaching 42% of the Governorate households while 58% still uses cesspools⁵².

Most (78%) households depend on kerosene heaters for warmth in the winter, 18% adopt a gas heater while only 3% have a central heating system installed.⁵³

Around 95% of the households in Madaba Governorate own a TV while 25% own a satellite receiver⁵⁴.

Telephone services cover all planned residential areas through one main exchange line. The number of operating lines has exceeded 12,343 out of a total capacity of 15,530 lines, i.e. with a percentage of operation of 79.4%.

⁴⁶ Information compiled through the field research conducted in November 2004. Research encompassed extensive desk research, in-depth interviews and focus groups with stakeholders, observation, and field survey based on structured interviews with Madaba's community members and businesses.

⁴⁷ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 50.

⁴⁸ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 32, 88.

⁴⁹ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 48.

⁵⁰ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 51.

⁵¹ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 52.

⁵² Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 56.

⁵³ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 54.

⁵⁴ Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 35-36.

5.2. SOCIAL SERVICES

Besides better municipal services, traffic management and parking spaces, and decentralization of government related activities, most members of Madaba community stressed their **need for social services and recreational activities** such as children and public parks, public libraries, post offices, and more organized and **modern transportation service** and bus stations. Many expressed the simple need of having an affordable restaurant or coffee shops where spend the time with the family, and more specifically were women will not feel uncomfortable.

Proximity to Amman makes Madaba and its immediate region dependent on the services provided by the Capital, especially in terms of specialized health services, higher education, shopping, and other services. The city also has **high dependency on Amman** in terms of employment and provision of jobs. Yet, most of the necessary social services in terms of education, health, and communication are provided in Madaba city but may not be comparable to the standards of similar services in Amman. The following information is reported on the level of Qasabat Madaba District unless otherwise stated.

SCHOOLS AND TRAINING CENTRES

In total there are around 109 schools in Qasabat Madaba District: 22 kindergarten, 25 secondary academic schools, 8 secondary vocational schools teaching hotel management and traditional crafts among other specializations, 2 vocational training centres teaching IT and related topics.

In Madaba City there are 47 schools and 20 kindergartens, while the training centres are out of the city. In terms of nurseries, there are 9 nurseries operated by the Ministry of Social Development, 4 of which are located in Madaba city.

There are also 14 officially licensed private educational centres providing courses in business, secretarial skills, computer skills, etc.; 13 are in Madaba City and one in Dthiban.⁵⁵

Currently the Governorate does not have a university, university college or any junior college, but **two new universities** are under construction in Madaba Governorate: one is the German University which will be offering handicraft related subjects, while the other is the Private Madaba University funded by the Vatican Authority. In addition, the Kings College, which is an international military school, is under construction in Manja village, and is planned to attract foreign students to Madaba Governorate.

Furthermore in Madaba the Knowledge Station offers specialisation in IT training and provides Internet connection. Plans for the sustainability of this Station includes its use as an outlet for tourism related products and services incorporating community-based skills⁵⁶.

In addition, Madaba city features the **pioneer vocational Mosaic School**, located near the Church of the Map, which offers proper training in Mosaic setting as well as the public school secondary curriculum. This school has somewhat failed in maintaining interest of students and is currently **suffering from low student numbers** as well as management problems. Its role in Mosaic training is being taken over by other NGOs in Madaba who are more active in marketing the skills of their students. The community of Madaba has expressed the wish that the Mosaics school be part of the above-mentioned German University. They also expressed their need for a training centre that is specialized in handicrafts training only and not as a vocational secondary school as is the case for the Mosaic School.⁵⁷

Statistics on the educational sector in Madaba city for the school years of 2003/2004 indicates that there are about 3,538 students in academic secondary schooling⁵⁸, around 1,000 students in the vocational secondary schooling⁵⁹ (where 31% are in the industrial stream, 8%

⁵⁵ Ibid.

⁵⁶ USAID funded AMIR II Workplan.

⁵⁷ Recommendation result from Madaba consultation workshop, Dec 6, 2004.

⁵⁸ Ministry of Education Directorate- Madaba, Preliminary Statistical Indicators for School Year 2004/2005.

⁵⁹ Ministry of Education Directorate- Madaba, Preliminary Statistical Indicators for School Year 2004/2005.

in hotel management, and 3% in traditional crafts). Moreover, 90 students/ graduates are attending vocational training at the Madaba Vocational Training Centre acquiring secretarial and web design skills, and around 960 attend the Knowledge Station⁶⁰ courses on ICT related topics. Most will continue their studies after high school at intermediate colleges or universities, as education is becoming the important issue to families.

In addition, the Civil Service Bureau statistics shed light on the existing specialisation of the population of Qasabat Madaba; in particular, and during 2000-2004, around 8,122 holders of university degrees and 6,560 holders of intermediate college diploma have applied for work to the Civil Service Bureau⁶¹. Among those are about 860 persons who specialised in English and foreign languages, 455 in marketing and business administration, 210 in fine arts, 450 in engineering studies and architecture, 415 in archaeology and history, 15 in hotel management, and 48 in tourism studies, among other many specialisation.

COMMUNITY BASED ORGANIZATIONS

There are 15 Charity Organization in Madaba Governorate, 12 of which are located in Madaba city. All these organisations are local branches of the General Union of Voluntary Societies (GUVS), and are monitored by the Madaba Directorate of Ministry of Social Development. Cooperative associations are not prevalent.

In most cases those welfare associations operate on voluntary members basis and their success depends on the individual efforts and on the political/economical connections of the administrative committee members. These associations and NGOs play a major role in amassing groups of informal sector players under the umbrella of the association and provide them with training and marketing outlets for their products. Yet, the associations' efforts are uncoordinated and they themselves often compete in similar projects; they lack a common vision, and they should reach a certain degree of specialization so that to optimize their limited resources and to avoid the replication of projects. Moreover, the charity associations **do not offer sustainable marketing efforts that serve the informal sector** of Madaba city and they also lack financing.

Yet, as mentioned under the informal sector section, those associations are very close to the people and community and they can be instrumental in offering training in specialized crafts and skills, as well as raising awareness of their immediate community in tourism and cultural issues. Moreover, they are very **willing to coordinate efforts with the Municipality** and any other party.

One of the most successful NGOs in Madaba city is the Princess Basma Center, a branch of the Jordan Hashemite Fund (JUHD). It offers Madaba's community a small children park, never-the-less run-down, a successful women-only sports centre, family planning and IT education, mosaics and sand bottling training among other handicrafts. It also promotes entrepreneurial projects and offers assistance for such businesses whether in providing financing or helping in establishing the connection to the needed governmental organizations and the municipality. Thanks to its entrepreneurial local management, the Center has managed to offer the services that are in tune with the needs of the community and has become financially self-sufficient. It also owns the infrastructure that facilitates its work such as transportation buses, PCs and data show, etc.

In addition, Princess Basma Center has obtained funding from the Ministry of Planning and is building a Traditional Market place within the vicinity of Mount Nebo. It has helped in establishing The Faisaliyeh Traditional Heritage Local Committee, and trained its members in tourism issues in order for them to own and manage the market properly. This committee may be looked at as the first tangible endeavour to involve the community in managing their resources and should be supported wherever possible. In fact, lessons learnt by Princess Basma Center may be valuable for any similar projects.

⁶⁰ Ministry of Planning and International Cooperation, 2003, Socio-Economic Situation in Madaba Governorate, pg 15

⁶¹ Civil Service Bureau statistics 2000-2004.

MINISTRY OF SOCIAL DEVELOPMENT

Responsible for National Aid Fund, social welfare support to orphans, widows, old aged and other low-income sections of population.

SPORTS AND YOUTH CLUBS

In Madaba Governorate there are 10 sports clubs, 1 sports complex, and 3 youth centers.

GOVERNMENT ORGANIZATIONS⁶²

Directorates representing most Ministries are located in Madaba city. They offer services to the entire District yet they are **not completely decentralized from Amman**. In addition, the Water Authority and the Electricity Company have branches in Madaba city yet they are not responsible for the billing procedures and are strongly tied to Amman headquarters.

The following 13 central government agencies have branches working presently in Madaba Governorate:

- 1) Ministry of Tourism and Antiquities;
- 2) Ministry of Agriculture;
- 3) Ministry of Municipalities;
- 4) Ministry of Public Works;
- 5) Ministry of Education;
- 6) Ministry of Health;
- 7) Ministry of Interior;
- 8) Ministry of Justice;
- 9) Ministry of Social Affairs;
- 10) Ministry of Labour;
- 11) Lands and Survey Department;
- 12) General Security (Police) Department;
- 13) Civil Defence Department.

Other organizations serving Madaba are:

- 1) Madaba Chamber of Commerce;
- 2) Madaba Tourism Office;
- 3) Greater Madaba Municipality;
- 4) Religious Authorities, e.g. Greek Orthodox Church and Franciscan Church;
- 5) Ministry of Trade and Industries (economic sectors, services for businesses);
- 6) Higher Council of Youth.

HEALTH SERVICES

Most of the available health service facilities in Madaba Governorate are public provided by the Ministry of Health. Specifically there are two public hospitals with 123 beds and one private hospital with only 30 beds. Two of the 3 hospitals are in Madaba city. Hospital beds per

⁶² Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

population are low in Madaba Governorate amounting to 11 beds per 10,000 persons.⁶³ There is also 1 comprehensive healthcare centre and 12 Mother and Child centres, 9 dental clinics, 11 primary healthcare clinics, and 29 pharmacies serving the population of Madaba Governorate.

POST OFFICES

The significance of post offices for Jordan in general and Madaba in specific, is that in addition to providing mail services, they offer intermediary services for universities and other government organizations like National Aid Fund, and postal saving fund. The number of post offices in the Governorate is 15, of which 8 are in Qasabat Madaba district.⁶⁴ As previously mentioned more post offices are needed in Madaba city.

FINANCIAL SERVICES

In Madaba City there are 7 institutions offering micro loans, two of which are private sector companies and the rest are either governmental or NGOs. The major Banks in Jordan also have local branches in Madaba city.

TRANSPORTATION SERVICES⁶⁵

Public transport can be divided into taxi, service taxi and public bus transport. As in other Jordan towns the use of taxis seems to be widely applied and the number of taxis operating in Madaba is fairly high. The service taxi and public busses are operated by private operators and serve reportedly along the main roads. Public city busses are only 4. So it must be assumed that the local public transport is more dependent on the service taxi operators.

Within the city centre the stops for service taxi (one in front of the municipality building) cause some problems since service taxis have to wait on the road until they are ready to start their trip. Service taxis offer services within the city of Madaba and to the Madaba camp. Within Madaba 11 private taxi offices offer their services with a total number 120 taxis (standard fixed fee for a taxi ride is 0.5 JD).

5.3. PARTICULARLY DISADVANTAGED GROUPS

There is no information available about disadvantaged groups in Madaba.

Women in Madaba city are put at a disadvantage in view of traditions and cultural beliefs that stereotype the role of women in the society. They suffer from the same societal confining problems that Jordanian women do in general. One of these disadvantages is the lack of mobility, which affects their ability to work - specifically Madaba city's head of households have voiced their apprehension of allowing their daughters to work outside Madaba. The other is cultural habit towards the female, which restricts her movement in the street, and her access to the few recreational facilities in Madaba such as Internet cafes.

Concerning **people with disabilities**, there are 5 centres caring for those with special needs. Two of which are in Madaba city caring for 23 mentally retarded persons and 48 deaf persons, 90 cerebral paralysis case, and 149 multi-handicapped persons.

There is only one organization that cares for the **elderly** in Madaba city, and two **orphans** that are run by charity organizations.

⁶³ Directorate of Information Studies & Research, Ministry of Health, Annual Statistical Book 2003, English Section, pg 7.

⁶⁴ Ministry of Planning and International Cooperation, 2003, Socio-Economic Situation in Madaba Governorate, pg 18.

⁶⁵ Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

6. Cultural assets and management

6.1. CULTURAL ASSETS

The history of modern Madaba reflects the social context of the Christian families who moved from Karak at the end of the 19th century. The main features of the traditional fabric of the core are reflected in:

- the organization of linear *suq* patterns, including the main mosque;
- churches and other ecclesiastical complexes rising at different locations within the city;
- the Archaeological sites.

The current situation is characterised by many **scattered archaeological** sites within the urban core, representing different eras from the Iron Age up to the establishment of the modern Jordan. There are around 130 partially or completely intact **pre-modern buildings**, as well as other archaeological remains in Madaba besides the Church of the Map⁶⁶. In 1991, the Archaeological Park was established in the attempt to integrate and present the different layers of the ancient history of Madaba within the urban fabric. However, the *suq* spine remains the centre of trades and is still largely oriented to meet residents' needs.

Furthermore, there are small shops, handicraft and tourism related activities in the central traditional core, between the Church of the Map and the Acropolis, with the traditional *suq*, along King Talal Street, Al Hashimi Street and Prince Hasan Street. The new mosque will reinforce the function of this "core" which is under construction with a commercial gallery underneath along Al-Hashimi Street.

6.2. CULTURAL SUPPLY AND DEMAND

Besides the known heritage and archaeological sites, and based on information from the Department of Statistics and the field research, there is no substantive cultural supply in Madaba city. Information about cultural activities of Madaba City and Governorate is rare and needs to be collected mostly on the spot. The public relations department of the Municipality, the Ministry of Information and Culture, Education, Youth and Sports as well as private, voluntary and religious organizations and community associations are involved in cultural activities and events. The most important **cultural events** that took place during the last 10 years include folkloristic festivals and performances, dance, theatre, musical events, classical concerts like the annual open air performance of Russian and Belgium symphonic orchestras for one week during March/April. Their target audiences, organisational arrangements and impact on Madaba tourism need to be considered and further investigated.

On the other hand, **the potential cultural supply is great**, as well as the cultural ideas roaming among Madaba's community, the living culture activities and the cultural products with which Madaba can easily be branded with and known for. Madaba have rich traditional culture that is still living among the young and the old members of the community. Those cultural activities range from traditional wedding festivities, henna parties, folklore songs and dances (Dabkeh), to carpet weaving, traditional cuisines and hand-made dairy products.

Such activities are common and natural in Madaba. The families are often involved in preparing large quantities of food and dairy products and pickles, which are usually distributed to relatives in Amman. The young people get together and form folkloric groups and perform in special affairs, a cultural club is their meeting place for lectures and debates while the older generation gather at 'tribal saloons' to discuss current issues and family affairs.

⁶⁶ American Centre of Oriental Research, 'Madaba Cultural Heritage', 1996.

Also, when people were asked to identify the product Madaba can be identified with, mosaics was the first product mentioned, followed by woven carpets, and lastly 'Jameed' or dried yoghurt.

Yet, above supply is not well packaged, organized or developed to be offered as branding activities for Madaba. The efforts are scattered and there are not enough meeting places or performing venues.

Demand by the people for cultural activities in Madaba is great whether during their free time or holidays and weekends. In general, the free time for the community members in Madaba city during weekdays is usually in the evenings from 6:00-12:00 at night. Also, almost all heads of households consider Friday as day of rest and free time for themselves and their families, Saturday is considered as such by around 50% for them and their families, while official holidays are considered free time by 75%.

This **free time** is usually spent by most in watching TV, reading, sleeping and visiting friends and families at their homes. Holidays are spent by most in Madaba city also visiting friend and family, while some travel to other cities in Jordan for internal tourism. Apparently, lack of cultural facilities is felt deeply by the community and especially the youth. Madaba people actually reported **missing cultural venues** such as public libraries, cultural centres, theatre and cinemas, besides the previously mentioned facilities such as public parks, children recreational facilities, luna parks, swimming pools as well as shopping malls, coffee shops and restaurants.

In particular, the **young men**, lacking other cultural and more interesting things to do in their free time, usually gather and loiter in King Abdullah Street and around the Municipality roundabout. Ten years back, the same street, commonly known as the "lovers street" used to be a traditionally acceptable place where young men and women meet and got to know of each other's existence in Madaba. Now, given the new culture of its visitors, it became prohibitive to the young women and only the young men of Madaba walk it.

This **gender segregation** and keeping the quality of the product and experience is becoming an issue for almost any new recreational place in Madaba unless its prices are high enough to exclude the majority of the Madaba lower income residents. This is the case with Harat Jdoudna restaurant, which mostly depends on Amman visitors for its sustainability.

Madaba's residents expect mostly to find information about any recreational and cultural activities in their city at the municipality, followed by the Visitors' Centre, and lastly by advertising banners in the streets. They **look for affordable activities** given their income are low. In general, most of the people of Madaba spend nothing on recreational activities in their city, and the few who do, do not afford more than JD20 per month for themselves and the family⁶⁷. Actually, based on DoS statistics, people of Madaba Governorate spend only 1.9% of their annual household expenditure on culture, recreation and sports activities. Similarly, the case is for the individual.

6.3. POTENTIAL INVOLVEMENT AND COOPERATION OF THE COMMUNITY

In general, the residents of Madaba city **are very aware** of their city's importance to tourism in Jordan, and care very much for the preservation of its heritage and archaeological sites⁶⁸. The families of Madaba have institutionalised this interest in **Madaba Heritage Society**, which is mandated to look after the heritage assets, and the living culture of Madaba.

In addition, it is a known fact that similar interest in Madaba's heritage is less among those residing in other parts of Madaba Governorate and who are now main users of the city. Therefore, to ensure future homogeneity, **awareness-raising measures are needed** to incorporate this **new society** into the culture of tourism and heritage preservation.

⁶⁷ Information compiled through the field research conducted in November 2004.

⁶⁸ Information compiled through the field research conducted in November 2004. In fact 12 out of 19 indicated their willingness to cooperate in revitalization programs, financing and marketing are two encouraging factors as well as training.

One of the main problems that affect the renovation and preservation of the heritage assets is **multiple ownership** of the facility caused by the inheritance processes in Jordan. As such, in order to renovate a heritage facility all owners should come to an agreement as to the adaptive reuse of the facility they own, its management, and/or the expected financial benefit. Such problems increase with time as the inheritors increase in numbers, therefore speedy solutions to renovation of heritage facilities is required. The solutions could be expropriation by the Municipality, or proposing a mechanism where **all owners may be shareholders** in the management of the facility after it is renovated and used in a profit generating project, or the creation of a holding company responsible for the renovation and adaptive reuse of several heritage buildings and in which the owners have shares equal in value to the value of their buildings.⁶⁹

The major issue for ensuring potential participation of the city communities and businesses in the revitalization program and cooperation with the Municipality, is not expropriation of land or building, rather preparation and **awareness raising** of the community itself, demonstrating the financial benefit and feasibility study of suggested projects to its owners and stakeholders, and providing the management of the facility. Expropriation of any heritage building should be avoided, but if unavoidable, requests for any **expropriation** or relocation measures should be accompanied by the alternative physical and financial solution to the concerned party. Financial compensation is the number one issue to consider in such cases, this may be direct compensation to owner or a project utilizing the facility under concern with guaranteed financial profitability.

As such, the status of the traditional heritage needs to be properly assessed and a study should be conducted to estimate the financial requirements for renovating heritage buildings in Madaba. Based on this study a fund maybe created to finance such endeavours.⁷⁰

It should be noted that owners of heritage buildings in Madaba feel strongly about keeping the facility under their family name to be always known as "house of the xx family". It is also safe to say that present urban rehabilitation practices have been greatly associated with tourism, but lack of an **effective legislative framework** for an integrated conservation programme remains to be a threat to the architectural heritage⁷¹.

Moreover, since the municipality collects fees in lieu of "facility upgrading" the people feel that they are paying their dues and it is the municipality's responsibility to carry out any upgrading and/or enhancement of their facility or surroundings. Still, cooperation is not ruled out. Shop owners are ready to cooperate with the municipality more than those who sell their products on the sidewalks. In addition, community based organizations look forward to mutual cooperation.

Therefore, the need for awareness raising, and planned communication strategies, as well as budgeting for direct financial compensations and/or proper financial studies of potential projects must be taken into consideration to secure cooperation of the community. No cooperation will be readily available by the community otherwise. Consultation and communication with the community should take place prior to any project in order to inform and prepare the community towards gaining their support.

From another perspective, cooperation also depends on gradual introduction of change. For example, before transforming King Talal Street into a pedestrian street, parking space should first be provided for the community; next, parking violations must be strictly exercised; then, the Street is declared pedestrian. This gradually prepares the community members and changes their way of using their street while shopping or crossing it to another place.

It must be noted that Madaba's residents would mostly look for information regarding any revitalization project in their city at the Directorate of Tourism in Madaba and at the Visitors' Center, followed by the Municipality.

⁶⁹ Information compiled from Madaba consultation workshop, Dec. 6, 2004 and through the field research conducted in November 2004.

⁷⁰ Information compiled from Madaba consultation workshop, Dec. 6, 2004 and through the field research conducted in November 2004.

⁷¹ A temporary Heritage Law for Jordan exists and awaits its passing by the Parliament, 2004.

The **most important heritage preservation potential projects** for the community of Madaba city are the adaptive reuse of the heritage buildings into a cultural centre, and the development of a traditional handicrafts centre and market place. The vision for the first is a centre for the City Memory aiming to cement the feeling of pride in Madaba's history by providing information of the City's Memory represented in pictures of old Madaba streets and families, portraying living heritage activities and traditional clothes and tattoos. It will target the school children as well as the tourist. Already, community members interested in the project are compiling the needed material and photos. Oral history compilation may be part of such an endeavour. Its suggested location is within several heritage buildings: the Saraya Building to house the old documents and photos; the Halasa House to house the traditional clothes and tattoos; the Housh Twal to house traditional food restaurants; and two stores in King Talal Street (one near Abu-Zuluf to house grain and plant based products of the community and the other – near Harat Jdoudna – to be a nature's house and produce and display products of recycled material). The vision for the second is to use the potential skills of the community in income generating projects.

7. Tourism assets and management

7.1. TOURISM ASSETS

The residents of Madaba pointed four **main assets** that attract tourists to their area; the Church of the Map; Siyagha-Mount Nebo; Mukawer, and Mae'en hot springs. They are also aware that the recent visit of the Pope to Madaba has raised more interest in Madaba city among the foreign tourists. The history, cultural heritage, and the hospitable nature of Madaba people are of course other major tourism assets in their views⁷².

As for **Mount Nebo**, the visits of tourists and local visitors to the area are limited to the Siyagha hill, which has become an area for family outings, in the forest around the road to Oyoum Mousa. Other types of visits are of small groups of tourists who walk the distance from Madaba to Mount Nebo and at some occasions tend to stay the night in the wilderness. By doing so, they raise the concerns of the authorities for their safety. Yet, some locations in the Mount Nebo area do not have the same level of visits simply because those sites are either not excavated or developed, or no interest is created for these sites in the national tourism packages.

A private investment, turning a heritage complex into a restaurant (Harat Jdoudna), has become another tourism assets attracting tourists and Jordanians alike.

Also the **suq spine** of King Talal Street and Al Hashimi Street attracts most of the tourist and includes most tourist facilities of existing hotels, restaurants, and handicrafts. This is the main axis of the historic core, connecting the northern and the eastern parts of the city centre and encompass the main tourist attractions, namely the "church of the Map", the "visitor's centre and the Archaeological Park. Commerce in this part caters for the presence of the tourists but still is largely oriented to meet the resident's needs. In addition, this area includes the recently created Madaba Visitor Centre that serves as tourism information points and is directly subordinated to the MOTA Madaba site office.

7.2. OUTLOOK OF MADABA RESIDENTS TOWARDS TOURISM⁷³

As previously mentioned, the residents of Madaba generally are welcoming people. Almost all interviewed citizens indicate that they would welcome tourists in their city, neighbourhood, and businesses and 75% of them would even welcome them in their house. They also have positive views of tourism and generally expect no problems as results of it.

Yet, there is currently **no interaction** or cultural exchange between the tourist and the city residents. This is attributed to the new closed communities of Madaba city, which are currently the majority. These lack awareness of the need to inform the tourist of the prevalent safety and security in the city, and of Madaba's living heritage and culture; keeping in mind that this cultural exchange will in turn attract more tourism.

This knowledge of how to dialogue with the tourist and how to treat tourists in general and not take advantage of them, as well as better language skills are few issues that the residents themselves indicate as **missing skills** among them.

Raising **awareness** in tourism is a must as well as enhancing the **knowledge** of the people in Madaba's heritage and archaeological sites. Results of the field research conducted during the preparation of urban regeneration and tourism development plans for Madaba in mid 2003 confirm this need. Improvement of the human resources in tourist sector in Madaba was classified as the first priority by 21% of the 80 respondents. Additionally, some respondents suggested further priorities that may have a vital role in tourism development in Madaba such as change in the mentality of people towards tourism by implementing awareness

⁷² Field research, November 2004.

⁷³ Information compiled through the field research conducted in November 2004.

campaigns and by highlighting the importance of tourism in the economy and in all other aspects of life. Around 57% of the 80 respondents expressed this priority. The respondents suggested these campaigns by proposing different activities such as media, schooling courses, seminars, awareness programs, and developing the citizenship responsibility among the residents of Madaba. Proposals were also made for establishing tourist schools⁷⁴.

What has also been pointed out as needed regarding tourism is a **well planned visit** for the tourist covering maximum sites in Madaba, as well as reaching agreement with tour operators on such an itinerary versus leaving such plans to be organized at their whims.

For Madaba to attract tourism for a longer period of time, better standards of street cleanliness and organization should be achieved, more hotels and restaurants, nice festivals, and above all stronger and more targeted **promotion** of Madaba in tourist brochures, pamphlets and at travel agencies around the world.

According to the results of the field research conducted during the preparation of urban regeneration and tourism development plans for Madaba, 23% of the 80 respondents classified **improvement of existing tourism facilities** (such as hotels, restaurants, coffee shops) as the first priority, while it was given the second priority by 26% of the respondents, and the third and fourth priorities by 25% and 19% of the respondents respectively. This means that in total 93% of the respondents evaluated the improvement of existing tourism facilities as most important. In addition, improvement of tourist marketing of Madaba was rated as the most important priority to the community by 23% of the respondents (18 out of 80), while this was the second priority for 24% of the respondents. Whereas the improvement of archaeological sites, arts and crafts in Madaba was the third priority to 35% of the respondents, and was classified by 18% and 24% of the respondents as the first and second priorities respectively. It is interesting to note that the **creation of new tourist activities** was rated as the least important priority to the community because Madaba, according to them, already comprises a large number of archaeological and historical sites⁷⁵.

In terms of the expected role of government and municipality in Madaba tourism efforts; most believe that the public sector should have minimal role in strategizing for Madaba tourism as well as minimal contribution in any tourism-related projects or efforts of historical or architectural heritage rehabilitation. The city community should have the responsibility of running tourism-related affairs through a committee that does not include public representation. This lesson was learnt from the prior experience of the "Tourism Committee for Madaba" which included governmental representation; this committee did not succeed and was disbanded. Madaba city stakeholders attribute this failure to the government bodies represented on the committee and to the non-existence of a mechanism to reach consensus in decision-making.

The role of the municipality is seen by the city residents and Mayor to be a supervisory role over the implementation of any public-private heritage rehabilitation project. The private sector parties are to be responsible for providing the expert contractors and/or consultants to work with the owner of the facility, and the municipality will ensure its proper execution. This resonates with the fact that the municipality does not have the expertise to perform such works and needs a lot of capacity building.

7.3. TOURISM DEMAND AND SUPPLY

7.3.1. TOURISM SUPPLY

In general, supply of tourism related facilities is at its **minimum** in Madaba. For example, there are no car rental agencies, only one tour agent in Madaba city, and six souvenir shops in total. As for restaurant facilities, Madaba city has seven classified restaurants (two of 3 stars, two of 2 stars, and three of 1 star) with a total seating capacity exceeding 2,030 persons.

⁷⁴ Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

⁷⁵ Ibid.

In terms of accommodation⁷⁶, there are only 4 classified hotels (one star) offering 190 rooms and 474 beds, 3 unclassified hotels with 32 rooms and 64 beds, and one apartment hotel with 12 bedrooms and 28 beds, totalling 556 beds per night⁷⁷.

Recently, a **new hotel project** in Madaba town is underway as a 4-star 80-rooms (160 beds) hotel in central core of Madaba, financed by the national Social Security funds. The tourism sector in Madaba city employs around 206 persons, all Jordanians, constituting 1% of the total national Jordanian labour in tourism, which amounts to 21,015 and .8% of the labourers.

7.3.2. TOURISM DEMAND⁷⁸

FAMILY TOURISM AND EXPENDITURE⁷⁹

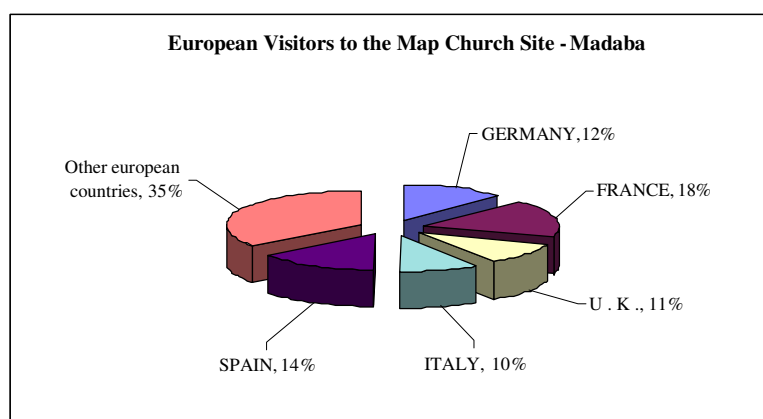
Most of Madaba's residents spend their holidays in Madaba city visiting friends and family, while some travel to other cities in Jordan for internal tourism. Once travelling to other cities in Jordan, Madaba residents usually sleep and stay at their friends and relatives and they spend on average around JD20 per day, with 30-40% spent on food, 30% on recreation, and 15-20% on shopping.

The most common city they visit during the year is Amman and usually for business or family visits and recreational activities, next is Jerash for one-day recreational trips followed by Ajloun for same reason.

TOURISM QUANTITY

Tourism has reached its peak during 2000 and **now is at its minimum** as is the case in all Jordan. In 2003, around 39,000 foreign tourists, mostly Europeans, visited the Church of the Map, and only 4,550 foreign tourists visited the Madaba Museum generating revenue of around JD 4,670 only for the Ministry of Tourism and more than JD 39,000 for the Roman Orthodox Church. In comparison during year 2000, the tourist numbers reached 180,000 and 13,260 tourists visiting the Church of the Map and the museum respectively. This is a clear demonstration of the sensitivity of the tourism sector to political conditions, which, due to the Arab-Israeli conflict in Palestine and the Iraqi war, has witnessed increased instability during the last four years.

Last year 2003, the Jordanian visitors to the Church of the Map have increased registering around 2% of the total visitors compared to 1% in 2002. As for the foreign tourists coming to Madaba in 2003, statistics show that 8% were Americans, 9% Asians, 6% Arabs, while 73% were Europeans mostly French, and Spanish. The pie chart below shows the distribution of the European Nationalities.



⁷⁶ MOTA statistics 2003.

⁷⁷ There are 300 beds in 3-star category (Ma'in Spa).

⁷⁸ Source: Ministry of Tourism and Antiquities (MOTA).

⁷⁹ Field research, November 2004.

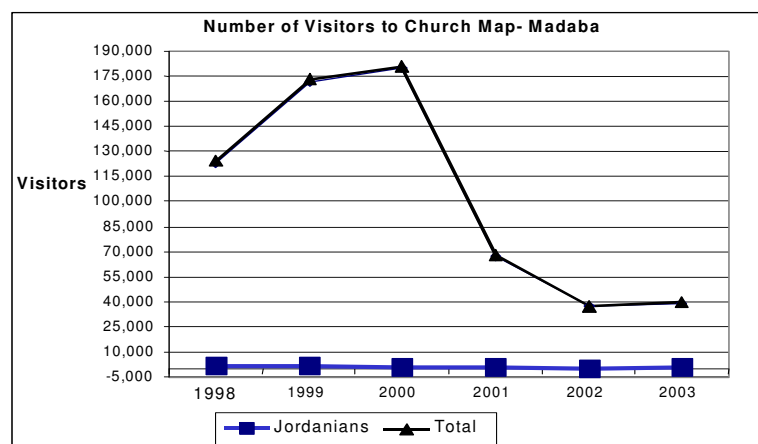
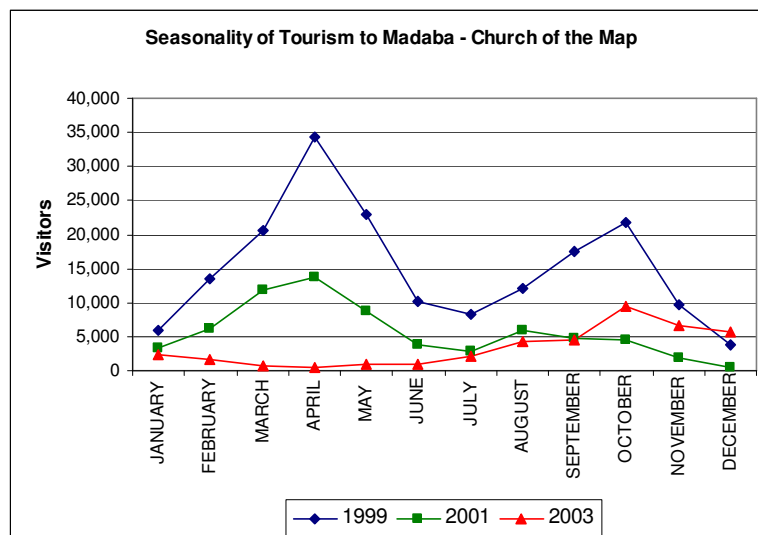
The seasonality of tourism in Madaba has also changed during the past three years. While it was at its maximum during spring specifically April in 1999 to 2001, in year 2003 most visitors came to Madaba during the fall or September-October. Most probably, this can be attributed to the political situation of the area.

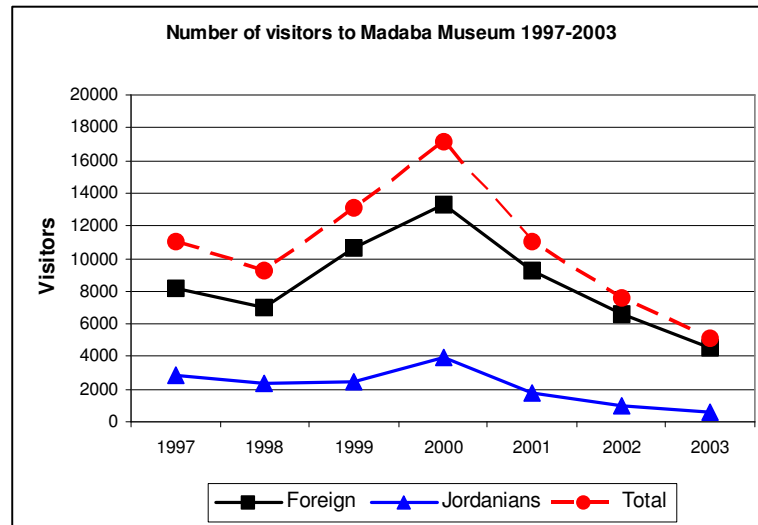
STAY DURATION

In 2001, the **average length of stay in Madaba was between 1.5 and 2.0 days** per visitor, compared to over 4 days for Jordan as a whole. During January-September 2002, the average length of stay in Madaba in classified hotels was 1.6 nights, compared to 1.7 in Ma'in spa resort and to 2.6 nights in the Dead Sea facilities, while the average for the country was 2.3 nights.

In 2003, foreign tourists tended to stay 2 nights on average in Madaba, except for the European who spent 1 night at maximum, Arab tourists, where Palestinians tended to stay for 15 nights in Madaba, Saudis and Egyptians for 6 nights, and Kuwaitis and Iraqis stayed for 3-4 nights in Madaba.

Total tourist-nights spent in the classified hotels increased from 29,317 in 1998 to 33,980 in 1999 and then dropped to 25,043 and 17,325 in 2000 and 2001 respectively and to only 4,943 in 2003. In addition, in 2003, the room occupancy rate stood at 9.4% and the bed occupancy rate at 9% compared to the national statistics of 33.8% and 30.7% respectively. Room and bed occupancy rates have dropped down tremendously from 22.6% and 16.4% in 2002 respectively.





7.4. TRANSPORTS FOR TOURISTS AND ACCESS TO SITES⁸⁰

The city of Madaba itself falls on the ancient King's Highway connecting Amman to Karak and Petra. A modern dual carriageway also connects Madaba to Amman via the Desert Highway. Good road connection is also available to the villages and to the Dead Sea through Mount Nebo. However, despite the good road connections it was observed that the connection to Queen Alia International Airport and to the industrial developments along the Desert Highway is poor and indirect.

The main portions of tourists visiting Madaba arrive by group busses bringing the visitors close to the St. George Church. A larger area for tourist busses was recently built close to the Madaba visitors' centre allowing visitors to walk to all points of interest within the old city. **Orientation for pedestrians** not familiar with the road network is regarded to be a bit difficult and for that reason some signpost are scattered throughout the old city.

MOUNT NEBO

A good road is connecting the Siyagha church, Al-Mukhayyat and the villages of Al-Faysaliyah to Madaba and the Dead Sea. Lesser quality roads link the site of Oyoun Mousa, Wadi Al-Kaneesah areas, and the other locations are accessible with reasonably maintained dirt roads.

⁸⁰ Preparation of Urban Regeneration and Tourism Development Plans, Programs, and Action Projects for the City of Madaba, Phase I Report, revised version, Vol. 1, July 2003.

8. Monitoring and performance indicators

Monitoring and evaluation activities - according to the program logical framework - must be developed at a double level; in order to evaluate the achievement of the development objectives, appropriated impact indicators will be calculated and analyzed, while to monitor the realization level of the specific activities related to the various program actions, outcome and results indicators will be used.

As long as the city revitalization process is concerned, the key monitoring focus will be, on one hand, on the level of revitalization related to economic activities and, on the other hand, on the appreciation of the quality of life into the city by both residents and tourists. Impact indicators of the city revitalization process could be identified, inter alia, as shown in the following table.

IMPACT INDICATORS	BASELINE MADABA	FREQUENCY AND REPORTS	DATA COLLECTION INSTRUMENTS	RESPONSIBILITY FOR DATA COLLECTION
1. INCREASED LOCAL EMPLOYMENT				
Occupied in the city	13,725	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Activity rate	35.8%			
Employment rate	30.6%			
2. INCREASED EMPLOYMENT IN THE ECONOMIC SECTORS INVOLVED				
Commercial sector	2,800	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Services sector	5,800			
Tourism sector	206			
3. INCREASED VALUE ADDED OF THE ECONOMIC SECTORS INVOLVED				
V.A. services sector	2.34 MJD	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
V.A. commercial sector	5.83 MJD			
4. INCREASED LOCAL EMPLOYMENT OF THE WOMEN				
Women occupancy rate	7.7%	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Women activity rate	10.3%			
5. INCREASED LOCAL EMPLOYMENT OF THE YOUTH				
Youth occupancy rate	42%	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
6. INCREASED INCOMES				
Average individual annual income in the Governorate	757 JD	Periodical survey	Department of Statistics, House Income and Expenditure Surveys, periodically issued	Department of Statistics