

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

**Salt**  
**Economic profile**  
**Annex 3**

**JOINT VENTURE OF COTECNO WITH ABT ALCHEMIA CDG MGA**

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## 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

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Balqa Governorate, which covers an area of 1,076 Km<sup>2</sup>, is located in the middle region of Jordan. Salt city, in Salt Sub-District within the Qasabat Salt District, is the main city in the Governorate and is located around 28 Km to the north-west of Amman. It falls under the jurisdiction of the Greater Salt Municipality.

In the last ten years Salt nearly doubled its population, registering an annual growth rate of 10%, which is almost five times bigger than the Jordanian one, currently at 2.1%. Furthermore, **Salt boasts a young population:** around 45% are below 19 years and as such are school, college, or university students. Thus, youth should be the focus of the revitalisation efforts in the city.

The average annual household income of Salt Sub-District is estimated to be 8,045, which **may be considered as one of the highest incomes in Jordan**; in fact, in Salt only 4.43% of the population is under the poverty line and the **poverty rate has declined by 10.52% since 1997.**

### 1.2. EMPLOYMENT

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Only 39% of the 15+ years old population of Balqa Governorate is economically active, (only 12% 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 almost a half.

Furthermore, 34.4% of the population is employed, only 10% of the females; the three labor-intensive sectors are the public and armed forces sector (16% of the employed), which is up to now the far more attracting for high-skilled young seeking for work, trade (13.4%) and education (11%), which is chosen by 34% of the economically active women.

As well as for the national level, in 2004 employment in the public administration and defence sector has slightly decreased, with job shedding in other and more tourist related sectors such as real estate, personal services, manufacturing and agriculture, and the wholesale and retail trade as well as the construction sector have witnessed a slight increase.

**Unemployment rate in Balqa Governorate has significantly decreased** in the past years, and now stands at **11.8%**, lower than the national one. Nevertheless, lack of employment still remains a problem for Salt residents; surveys realised at Governorate level indicate that 58% of the economically inactive persons believe that there are no jobs around and are tired to seek a job.

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 jobs in the government. By the end of 2003, the Ministry of Labour has permitted 8,345 foreign labourers for work, 71% of them being Egyptians who work overall in the construction sector and unskilled production, as well as in the agricultural sector and in services.

Regarding social development potential, the main problem is to comply with the expressed needs of training workshops that could improve the productivity and capability to compete in the market by strengthening the available skills related to the URP implementation. Such skills are mainly those currently used as a base for the informal business: food processing, handicrafts, embroidery, etc.

### 1.3. PRIVATE SECTOR DEVELOPMENT

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Almost all establishments are small, employing on average 2 or less employees. Manufacturing establishments have the biggest dimension and trade the smallest.

The two main commercial streets that encompass the commercial and service activities are the Yarmouk Street and the Maydan Street but, given growing congestion and traffic problems within the city centre, many shoppers now prefer to scatter their commerce away from the mid-town area, so that avoiding coming down-town.

Besides competition, owners of formal businesses identified the **main obstacles** facing their activity in **customer related problems such as weak demand and lack of proper infrastructure to access and park in the commercial streets.**

As for **the informal sector, in Salt it involves mostly men and women between 25 and 45 years of age.** Half of the informal operators run their operation by themselves, while the rest employs only 1-2 persons; in most cases the home-based activity is not the major income generator for the family and it is considered as a supplementary income averaging around JD 570 per month. The informal sector is **attracting new and young entrepreneurs** who are joining the market especially after attending training courses as beauticians, or in embroidery, handicrafts and food production.

Among the major problems faced by informal operators there are lack of marketing and outreach programs, the absence of a fixed facility from where to display and sell the products in a sustainable manner, and competition from cheap imported products. Besides, **finance** is another need of the informal businesses; currently there are only 4 institutions offering micro-finance to 373 informal businesses, only one of them being private and having started its operations in the second half of 2004.

**NGOs and community based organisations presence is weak**, most of such organisations being oriented towards cultural and educational programs, while only few charity associations actively support the informal businesses and provide them with training and awareness raising. Furthermore, they also provide marketing vehicles to informal businesses products, yet not in an organised manner.

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.

### 1.4. HOUSEHOLDS CONDITION AND ACCESS TO SOCIAL SERVICES

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The results of the Census 2004 indicated the existence of 17,199 dwellings in Salt city.

Almost all households have access to the public electricity network, yet electricity problems were one of the reported problems by respondents in the field survey. Similarly almost 97% of the households are connected to the public water network, yet around 38% suffer from water cut-off. Sewerage public network is not as prevalent, reaching 47% of the households.

Most (96%) households depend on kerosene or gas heaters for warmth in the winter, while only 4% have a central heating system installed.

Proximity to Amman makes Salt and its immediate region **dependent on the services provided by the Capital** and nearby Sweileh city, especially in terms of specialized health services, recreational activities, higher education, shopping, and other services. The city also has high dependency on Amman in terms of employment and job provision.

## **1.5. CULTURAL ASSETS AND MANAGEMENT**

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The old city is a good example of traditional style architecture, method of construction, and early 19th century human settlement: **the buildings in the yellow limestone constitute the main cultural asset of Salt and render it a city worth to be included in the UNESCO world heritage list.** There are about 657 of these structures - public and private houses, streets, stairs, but also churches and mosques - scattered within the old salt areas of AL-Qla'a, AL-Jada'a and As-Salalem. Some were successfully renovated and some has not been yet.

Besides the typical buildings, there are **other cultural assets** related to the city living culture with high potential for tourism valorisation, such as the Salt Municipality Folkloric Group and the Salt Group for Folkloric Art, the Balqa Performing Arts Society, the Salt Cultural Centre, and the Salt Handicraft Centre. Moreover, there are **other potential cultural activities Salt is well known for in Jordan, that may brand Salt**, for example its typical agricultural products, as well as its traditional games and festivals.

However, the most important heritage preservation potential for the community concerns **the adaptive reuse of heritage buildings for training centres, bed-and-breakfast and cultural houses, as well as the development of the city living culture.** Such activities need to be co-ordinated under one umbrella that may be responsible for holding various activities in a scheduled manner.

## **1.6. TOURIST ASSETS AND MANAGEMENT**

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In general, the residents are **aware of their city's importance** in Jordan as well as its distinctive old buildings and streets and they also care very much for the preservation of its heritage and archaeological sites. Given this, there is a widespread feeling of resentment among residents as for the fact that Salt has been left out from the tourist map of Jordan, and blame for this is laid on Ministry of Tourism's shoulders. Thus, currently **there are no tourists coming to Salt, therefore the supply of tourism related facilities is non-existent.**

People are **not used to interaction** or cultural exchange with foreigners, and they have no knowledge on how to dialogue with tourists or how to treat them.

As for tourism as economic activity, there is a prevalent **lack of awareness about its benefits** and some expect that some problems may arise among the residents as results of envy and exclusion from activities seen to be important in the city.

Generally speaking, at present it is expected **a bigger role from the government and municipality** regarding any effort in developing the tourism sector.

## 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 disturbances<sup>1</sup>.

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 1,288<sup>2</sup> at current prices.

The National Disposable Income (NDI), as reported for 2002, was JD 7,661.9 million<sup>3</sup> 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 <sup>ST</sup> Q	2 <sup>ND</sup> 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. POPULATION<sup>4</sup>

Balqa Governorate is located in the middle region of Jordan. During the last ten years, its population has reached 344,985 persons – around 62,109 households with an average size of 5.6 members - at an annual growth rate of around 2.23%; it accounts for almost 6.8% of the total Jordan national population, which is currently standing at 5.1 million.

The area of Balqa Governorate is 1,076 Km<sup>2</sup> forming around 7% of the middle Region area of Jordan. Consequently, the estimated population density of Balqa Governorate is 321 persons per Km<sup>2</sup>, higher than the national density of 57 persons per Km<sup>2</sup>.

Moreover, it is estimated that 64% of Balqa Governorate population live in urban areas, while the remaining 36% reside in rural areas.

The Qasabat Salt District forms around 45% of the whole Governorate with an area of 483 Km<sup>2</sup> and a population density of 222 person/ Km<sup>2</sup>.

Salt city, in Salt Sub-District within the Qasabat Salt District, is the main city in the Governorate and is located around 28 Km to the north-west of Amman. It falls under the jurisdiction of the Greater Salt Municipality. There are other urban concentrations around Salt, mostly including Palestinian refugee camps: the Al-Baqaa camp and Ain Al-Basha, both in Ain-AL-Basha District, encompassing 35% of the governorate population. The largest urban clusters around Salt are as follows:

<sup>1</sup> Ministry of Planning, 2004.

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

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

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

URBAN AREA	POPULATION IN 2003 <sup>5</sup>
Salt	72,421
Baqaa Camp	75,122
Ain Al-Basha	27,369
Fuhais	12,956
Mahes	10,264

TABLE 2 – POPULATION IN THE MAIN URBAN AREAS OF BALQA DISTRICT

In the last ten years the city of Salt nearly doubled its population, since in 1994 it amounted to 26,930 persons and has increased at a growth rate of 9.91% per annum to 72,581 in 2004. Around 15,000 of them inhabit the old Salt city.

	POPULATION IN 2004
Total Balqa Governorate Population <sup>6</sup>	344,985
Qasabat Salt District <sup>7</sup>	107,089
Salt city	72,576
Households in Balqa Governorate	62,109
Households in Salt city	13,067
Average household size in Balqa Governorate as per DoS 2004 Census	5.6 members
Average household size in Jordan as per DoS 2004 Census	5.4 members

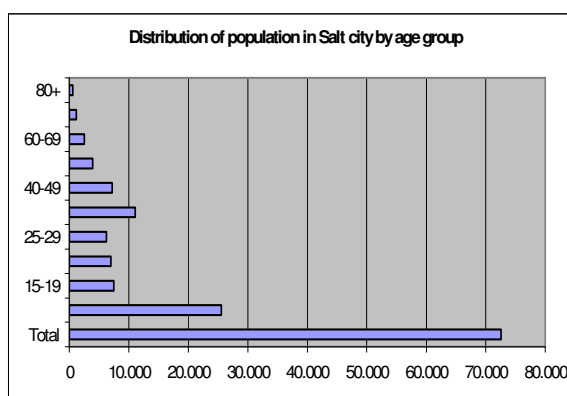
TABLE 3 - POPULATION OF ADMINISTRATIVE DIVISIONS OF SALT GOVERNORATE

	AREA	POPULATION DENSITY
Jordan area in Km <sup>2</sup>	89,329	57.1 persons per Km <sup>2</sup>
Governorate area in Km <sup>2</sup>	1,076 <sup>8</sup>	323 persons per Km <sup>2</sup>
Qasabat Salt District area in Km <sup>2</sup>	483	222 persons per Km <sup>2</sup>
Salt area in Km <sup>29</sup>	38	1,900 persons per Km <sup>2</sup>

TABLE 4 - AREA OF BALQA GOVERNORATE ADMINISTRATIVE DIVISIONS

### 2.2.1. GENDER AND AGE DISTRIBUTION

The population of Salt city is 51% males. Around 45% are below 19 years and as such are school, college, or university students, 6% are above 60 years old, 18% (13,163) are in their twenties, and 15% (11,072) in their thirties. As such, Salt city boasts a young population, where 33% are within the energetic working age of 20-39 years and 15% are within 40-59 years old. Thus, **youth must be the focus of the revitalization efforts** in the city.



<sup>5</sup> According to population census 2004.

<sup>6</sup> Department of Statistics Census 2004 preliminary estimates.

<sup>7</sup> Department of Statistics Census 2004 preliminary estimates, and Population Estimates for 2003 " *Attaqdeert Al-Sukkaniyaah 2003*".

<sup>8</sup> Department of Statistics web site [www.dos.gov.jo](http://www.dos.gov.jo).

<sup>9</sup> Greater Salt Municipality.



### 2.3. INCOME DISTRIBUTION

According to DoS, the average annual household income in the Balqa Governorate is estimated to be around JD 5,674<sup>10</sup>, while for Salt Sub-district it is estimated to be JD 8,045<sup>11</sup>. This **may be considered as one of the highest incomes in Jordan**. Around 47% of this income is generated from employment, 17% from current transfers - mostly in the form of pensions, subsidy transfers from Government and transfers from expatriates -, 13% 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 in Balqa Governorate according to their income level reveals that around 41.5% of the households have a total annual income below JD 3,600 (less than JD 300 per month), while 29.3% have an annual income of more than JD 6,000 (more than JD 500 per month).

When above distribution is applied to the city level of Salt, one may deduce that almost a half of households achieve a monthly income below JD 400, while the 20.3% of them achieve more than JD 650 per month.

From another perspective, 34% of such households spend less than JD 300 per month, 35% spend JD 300 – JD 500 per month - comparable to the national percentage of this category - 24% spend JD 500 – JD 1,000 per month, and only 7.3% spend more than JD 1,000 monthly.

In particular, a person living in Salt Governorate earns on average an annual income of JD 1,013, which is above the national average of JD 900. As for individual expenditure, around 17.4% of the household members spend JD 50 – J D67, while nearly 43% spend less than JD 50 a month, and around 39.5% spend more than JD 67 monthly. Very little (1.7%) of this expenditure is spent on recreational activities.

#### 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 incomes<sup>12</sup>, but have been driven by a greater share of spending and transfers. Assessing poverty<sup>13</sup> in Jordan shows that poverty level in urban areas is about 13%<sup>14</sup>, 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%.

<sup>10</sup> Department of Statistics, Household Income and Expenditure Survey 2002/2003.

<sup>11</sup> Department of Statistics estimates 2003.

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

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

<sup>14</sup> 19% of the rural population is poor.

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 5 - POVERTY RATES OF THE POPULATION, BY ECONOMIC ACTIVITY STATUS ON THE NATIONAL LEVEL, 1997 AND 2002<sup>15</sup>**

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 SALT<sup>16</sup>**

The average total poverty line in Balqa Governorate has been set at JD 365 per capita (compared to the national level of JD 392). According to estimates, in 2002-2003 around 17.8% of Governorate population lay below this line and were therefore considered as poor. Yet, this poverty rate has declined by 10.52% from 1997.

On the level of Salt Sub-district, almost 3,335 persons (**only 4.43%** of the population) **are poor**. Also, the poverty gap is considered to be 0.61% of its population (455 persons coming in and out of poverty), and the poverty severity is 0.14%.

<sup>15</sup> Dos, Household Income and Expenditure Survey, 1997, 2002-2003.

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

### 3. Employment

#### 3.1. EMPLOYMENT AND UNEMPLOYMENT IN SALT

Only 38.9% of the total 15+ years old population of Balqa Governorate are economically active<sup>17</sup>, specifically 64.9% of the males and 11.9% of the females<sup>18</sup>.

Furthermore, **only 34.4% of the economically active population are employed**, in particular 57.3% of the males and only 10.5% of the females. Among them, roughly 15,360 are in Salt, 2,380 being women. Currently, 93.4% of them earn less than JD 300 per month and only 1.5% achieve earnings above this line<sup>19</sup>.

Around 22.9% of the employed people in Balqa Governorate **hold elementary occupations requiring minimal skills**, or work as machine operators. Moreover, 14.6% are involved in crafts and related trades<sup>20</sup>, 13% are professionals, 10.3% technicians and associate professionals, and 6.8% clerks.

On the other hand, around 64.2% of Salt population are economically inactive. This inactive sector includes students (34.9%), housewives (51%), the disabled, persons with other means of income, and others.

Considering that persons available for work are those of age 15-69 years, then the size of the potential labour force in Salt amounts to 45,310 persons (refer to age and gender distribution). Applying the labour 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 are about 17,400 individuals who are economically active compared to 28,000 who are economically inactive. Within the active population, there are about 2,000 persons, mostly males, who are unemployed and looking for work and around 14,800 housewives who may become economically active and join in productive activities.

However, looking at the trend of the economic activity, it becomes apparent that **unemployment has significantly decreased** in the past years, lowering from 15.2% in 2002 to 14.1% in 2003 till **11.8%** in 2004, thus becoming **even lower than the national one**, currently standing at 12.5%<sup>21</sup>. **Unemployment is more prevalent among women**, even if the related rate remains lower than the national one (12% compared to 16.5% at national level).

Anyway, there is a growing employment problem in the city of Salt and a mounting discouragement among the potential workers. In fact more and more people are pulling out from the economically active sector believing that there are no jobs around and becoming tired of seeking work<sup>22</sup>. The percentage of economically inactive persons reporting this feeling increased from 46.3% in 2002 to 58.3% in 2004. **This discouragement is a negative feeling that needs to be tackled in URP projects.**

Focusing on employment and unemployment patterns among the youth, it is evident that more than a half of the youngsters between 20 and 40 years old are not employed; they are actually not contributing to the productivity of their city, and most of them are women who are considered as economically inactive and not looking for work. Therefore, **projects targeting men and women in their thirties 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 for looking for work is visiting establishments and

<sup>17</sup> 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.

<sup>18</sup> Department of Statistics, Employment and Unemployment Survey, May 2004 pg 47,48.

<sup>19</sup> Department of Statistics, Employment and Unemployment Survey, May 2004.

<sup>20</sup> Department of Statistics, Employment and Unemployment Survey, 2001, 2002, 2003, May.

<sup>21</sup> Department of Statistics, Employment and Unemployment Survey, May 2004, pg 142,146,148.

<sup>22</sup> Department of Statistics, Employment and Unemployment Survey 2000,2001,2002,2003, and May 2004, pg 153.

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 males<sup>23</sup>.

Above is true specifically to Qasabat Salt District. According to the Civil Service Bureau, around 2,933 university and college graduates (constituting 92% of the rough estimate of unemployed number for the District – 3,200 persons), applied for work in the government during the first 10 months of 2004. Only 135 persons were hired. This information indicates that **the unemployed in Qasabat Jarash are mostly educated holding diplomas or university degrees**, and looking for the government to provide them with work opportunities.

As for applicants to the Ministry of Labour bureau in Salt city, it has received around 475 job applications during 2003 and 322 job applications by October 2004 from job seekers in Balqa Governorate. Of them, 19.4% were employed in 2003, as well as 57% of the 2004 applicants.

As for the **foreign labor** in Salt by the end of 2003, the Ministry of Labour has permitted around 8,345 foreign laborers for work in the Governorate, 71% of them being Egyptians. As already mentioned, around 32% of the foreigners work in the agricultural sector, 56% work in construction and unskilled production, while 10% 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 growth<sup>24</sup>.

This is particularly true for the Balqa Governorate, where employment in the public administration and defence sector has slightly decreased since 2002, with job shedding in other sectors such as real estate, education, manufacturing and agriculture, and the wholesale and retail trade as well as the construction sector have witnessed a slight increase<sup>25</sup>.

As such, excluding the education and the public sector and army, the commercial activities employ most people in the Governorate, around 13.4%. The transport, storage and communication activities employ around 8.2% while the manufacturing sector employs around 9.5%. Activities in Community, Social & Personal Services involve around 7.4% of the employed persons, and the construction sector employs around 7.2%.

Moreover, 16% of the employed in Balqa Governorate hold jobs in the government or the army, and 11% in the education sector. This sector is preferred by 18% of the economically active men while the education sector is chosen by 34% of the economically active women.

Preliminary estimates of Salt establishments and employment numbers in 2004 indicates the existence of about 1,805 small and medium enterprises (SME) operating in the trade, services and manufacturing sectors and employing around 5,407 persons. In particular, more than a half of these establishments is active in the wholesale and retail trade employing around 27% (1,459) of the SME labour, while 27% is active in the services sector, employing 40% of SME labour, with the educational services as the largest employers in this sector with more than half of the workers (around 1,090 persons). Finally, manufacturing enterprises

<sup>23</sup> Department of Statistics, Employment and Unemployment Survey, May 2004 pg 142,146,148.

<sup>24</sup> Social and Economic Development Group, Middle East and North Africa, 2004, The Hashemite Kingdom of Jordan-Poverty Assessment, June 2004.

<sup>25</sup> Department of Statistics website [www.dos.gov.jo](http://www.dos.gov.jo), Employment and Unemployment Surveys.

employing around 33% of SME labor (1,768 persons) compose 15% of total establishments. Consequently, **the highest impact revitalization projects will be those that will stimulate the educational services and the manufacturing sector**<sup>26</sup>.

In addition, Ministry of Planning studies<sup>27</sup> indicated that there are around 219 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 equipments. Those employ around 546 persons contributing to only 4% employment.

As for the registered contractors, by 2002 Balqa Governorate had around 58 contractors employing 312 persons and offering each around JD 1,904 annually in compensation<sup>28</sup>.

As for real estate services, Salt city has only 7 establishments employing 11 persons in the provision of commission-based services of selling and renting real estate.

As previously mentioned, foreign unskilled labour is mostly employed in construction activities, whether working with registered contractors or within the unorganised complementary construction sector.

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<sup>26</sup> Department of Statistics preliminary 2004 census results.

<sup>27</sup> Enhanced Productivity Project, Ministry of Planning and International Cooperation, ERADA Centers, "The economic survey of small and medium enterprises for 1995-2202, Salt Center". April 2003.

<sup>28</sup> DOS, Construction survey 2001 & 2002, Department of Statistics, the Hashemite Kingdom of Jordan.

## 4. Private sector development

### 4.1. FORMAL SECTOR

The analysis is based on:

- the field research focusing on Salt city;
- preliminary results and estimates based on the Department of Statistics Census of October 2004<sup>29</sup>;
- results of the Ministry of Planning studies<sup>30</sup> that tackled formal sectors in Salt city in 2002;
- the national study<sup>31</sup> conducted by CDG for a USAID funded project in 2002 that assessed demand for micro-finance in Jordan.

From all these contributions, it comes out that almost all establishments in Salt city are small, employing less than 5 persons; the average age of the establishments is around 7 years, while half has been operating for 5 years or less with business assets averaging a market value of JD 4,600<sup>32</sup>.

Their products are almost entirely marketed among neighbours and proximate community and only around 3% sell to private sector intermediaries. More than 30% of these businesses have more than five competitors, while 28% have 3-5 competitors. This indicates a low variety in the offered products as well as location proximity.

The above mentioned studies also calculated the average monthly net revenue of a business in Salt city and its surroundings to be around JD 400 during 2001-2002.

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 6 - SMALL AND MEDIUM ESTABLISHMENTS AND LABOR IN SALT CITY PER SECTOR (2004)

#### COMMERCIAL SECTOR

**Around 64% of businesses in Salt city are in the commercial trade sector<sup>33</sup>.** Most of those stores are retailers in car parts and car maintenance, groceries and foodstuff, clothes, footwear and home appliances. During 2002 they have contributed around JD 5.5 million in value added to the economy.

#### SERVICES SECTOR

**The second largest sector** is the services sector encompassing 545 establishments and constituting 23% of the SMEs. Most of the existing services are in small non-classified res-

<sup>29</sup> Preliminary unpublished results, Department of Statistics, November 2004.

<sup>30</sup> Enhanced Productivity Project, Ministry of Planning and International Cooperation, IRADA Centers, "The economic survey of small and medium enterprises for 1995-2202, Karak Center". April 2003.

<sup>31</sup> 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 . In its due course around 78 formal businesses in Karak Governorate were surveyed, of which 64 were located in Karak city itself.

<sup>32</sup> Ibid.

<sup>33</sup> Preliminary results of DOS census of 2004.

taurants serving sandwiches and coffee, as well as in hairdressing salons, home and personal equipment maintenance, dental services and other professional services. This sector employ around 29% of Jordanians as well as 12% of the foreign labour in Salt. In 2002 it contributed around JD 2.1 million to the economy.

### **MANUFACTURING SECTOR**

The manufacturing sector is **the smallest sector** including 323 small establishments constituting 13% of all SMEs in Salt city. The most prevalent industries are in metal works for construction, textile and clothing, carpentry and furniture, bakeries and pastry making. The manufacturing sector employs unskilled foreign labour, as well as 25% of Jordanian labourers in Salt. In 2002 the sector contributed around JD 1.9 million to the economy.

Salt main factory is in pharmaceutical products; it employs persons from Amman and does not contribute much to local employment.

### **CONSTRUCTION SECTOR**

**The construction sector is small, yet its activities increase annually.** There were 34 private buildings licensed in 2000, 222 in 2001, and 681 in 2002; totalling 937 licenses, out of which 584 were completed by year 2002 providing around 846 dwellings, and a total area of 124,600 m<sup>2</sup>.

As previously mentioned, there are about 58 registered contractors in Balqa Governorate. Those contributed in 2002 around JD 1.5 million to the economy<sup>34</sup>. In 2002 their gross output, amounting to nearly JD 9.3 millions, was mainly generated from main contracting works (vs. sub contracting)<sup>35</sup>. Besides the registered contracting sector, there is the unorganised construction sector that employs most of the unskilled foreign labour.

### **AGRICULTURAL SECTOR<sup>36</sup>**

Since the Balqa lands vary from highlands to areas within the semi-tropical Jordan Valley, their production varies accordingly. As for Salt, it spreads over the slopes of several hills and in the valleys between them. Its land and climate offer the opportunity of cultivating different products such as crops, olives, grapes, summak, citrus trees and vegetables.

In 2003 Balqa Governorate has dedicated around 16,359 dunums of its lands to the production of vegetables, with 13% of the area cultivated with Squash producing 3,348 tons, 13% with cauliflower producing around 5,760 tons, 12% with potatoes producing 7,670 tons and 29% with beans producing 4,700 tons; the rest was planted with cucumber, lettuce, onions, and tomatoes among others.

Around 56,770 dunums of the highlands are fruit and olive trees orchards. Around 2,100 (3%) dunums are planted with grapevines, 1,870 dunums with peaches and 1,774 dunums with apples. In the western side of the Governorate there are the Jordan valley lands which produce bananas (6,500 dunums), citrus (4,000 dunums) and dates (1,400 dunums).

Animal husbandry is the base of almost the entire dairy production of the Governorate, especially among the informal sector working in the rural areas. The animal assets as on 2003 were about 109,340 sheep, 64,790 goats and 7,950 cattle.

As previously mentioned, the agricultural sector depends on foreign labour.

### **TOURISM SECTOR**

As for the tourism sector, please refer to Section 7 below.

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<sup>34</sup> DOS, Construction survey 2001,2002, Department of Statistics.

<sup>35</sup> DOS, Construction survey 2001 &2002, Department of Statistics.

<sup>36</sup> DOS website [www.dos.gov.jo](http://www.dos.gov.jo).

## FORMAL SECTOR DYNAMICS

As mentioned, most of the businesses in Salt city take place within the commercial sector, and as such are small shops that sell low quality product. Some of these shops occupy heritage buildings or are adjacent to them, thus hiding their beauty and adding chaos to the already narrow sidewalks, since their product display extends to the sidewalk in front of the shop.

According to observations from the field research, the two main commercial streets that encompass the commercial and service activities are the Yarmouk Street and the Maydan Street: they are very busy in terms of traffic, stores and people, especially during Ramadan and holidays in general. Along those streets there are the Salt Cultural Center and the two cafes where all of Salt youth gather to meet. However, lack of parking places, congestion, and being the meeting place of most male youths is driving shoppers away from those streets, especially the ladies. Shoppers now prefer to establish their commerce in nearby Sweileh and Amman cities, as well as in shops scattered around Salt away from the mid-town area, so that avoiding coming to down-town.

Therefore, considering the integrated dynamics of those main streets, **any offered solution to traffic and accessibility problems will be an improvement.**

Sidewalk merchants are very few since the municipality is strictly controlling them. As for kiosks, preference is given to those neatly structured. Therefore, besides competition, owners of formal businesses identified the main obstacle facing their work in **weak demand followed by customer related problems.**

## 4.2. INFORMAL SECTOR<sup>37</sup>

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According to the field research and the CDG study mentioned above, **the informal sector in Salt involves mostly men and women between 25 and 45 years of age.** Half of the informal operators run their operation by themselves, while the rest employs only 1-2 persons.

The informal sector is **constantly attracting new and young entrepreneurs** who are joining the market especially after attending training courses as beauticians, or in embroidery, handicrafts and food production. Moreover, most would like to attend training workshops that may add to their knowledge or enhance their product and are even willing 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 the informal income is considered a supplement. Yet income from informal businesses is averaging around JD 570 per month, and may be as large as JD 1,500 monthly.

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

- 1) making traditional food (including pickled vegetables and dairy products);
- 2) embroidery and other handicrafts skills such as mosaics, wood carving, flower arrangements, and paper recycling products;
- 3) garment sewing and knitting;
- 4) services such as hairdressing and beauticians;
- 5) retailers especially in clothes.

Currently most informal players sell their products directly from their homes to their immediate neighbours and members of the proximate community. Some also depend on welfare associations to purchase or market their products during one-day bazaars.

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<sup>37</sup> Socio economic field research conducted in Nov. 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.



The **major problems** that are deterrents to successful informal entrepreneurial activity are lack of marketing and outreach programs, costly finance, absence of a fixed facility from where to display and sell the products in a sustainable manner, and competition from cheap imported 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.

Besides it, **finance** is another need of the informal businesses. There are only 4 institutions currently offering microfinance to 373 informal businesses, only one of them being private and having started operation in the second half of 2004.

SOURCE OF LOANS	NUMBER OF BENEFITING INFORMAL BUSINESS
Housing and Urban Development Corporation	2
DEF	275
Ministry of Social Development	47
Jordan Micro-credit Corporation	49
Estimated Informal Businesses with Loans	373

**TABLE 7 - DISTRIBUTION OF INFORMAL BUSINESSES ESTABLISHED THROUGH LOANS BY SOURCE OF LOAN<sup>38</sup>**

**NGOs and community based organisations presence is weak**, while support to the informal sector is strongly needed. Most of such organisations are oriented towards cultural and educational programs while only few charity associations actively support the informal businesses and provide them with training and awareness raising. Furthermore, they also provide marketing vehicles to informal businesses products, yet not in an organized manner.

Besides such organisations there are as well centres representing national programs such as Enhanced Productivity Projects (IRADA) and the Knowledge Stations, which provides training in ICT and business topics, and services for setting up and financing businesses.

<sup>38</sup> Data acquired from each organization based on their records.

## 5. Household conditions and access to social services

### 5.1. HOUSEHOLD CONDITIONS

According to the Census 2004, in Salt city there are 17,199 dwellings constituting 45% of the dwellings in the Governorate. Available information over 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 83% of households own the house they live in, while 13% rent it<sup>39</sup>. The prevalent (82%) type of dwellings is called “Dar” in Arabic, meaning separate house in English, which is built with bricks and has two bedrooms<sup>40</sup> and is typical for most Governorates except Amman. The rest are flats<sup>41</sup>. The average area of household is around 109 m<sup>2</sup>, wider than the national average.

Almost all households have access to the public electricity network, yet electricity problems were one of the reported problems by respondents in the field survey. Similarly almost 97% of the households are connected to the public water network, yet around 38% suffer from water cut-offs. Sewerage public network is not as prevalent, reaching 47% of the households while 52% of them use cesspools. Most (96%) households depend on kerosene or gas heaters for warmth in the winter, while only 4% have a central heating system installed.

Around 96% of the households own a TV while 33% own a satellite receiver.

### 5.2. SOCIAL SERVICES

The following information is reported on the level of Qasabat Salt District unless otherwise stated.

Proximity to Amman makes Salt and its immediate region **dependent on the services provided by the Capital** and nearby Sweileh city, especially in terms of specialized health services, recreational activities, higher education, shopping, and other services. The city also has high dependency on Amman in terms of employment and job provision.

Besides better traffic management, better transportation service, parking spaces, and decentralization of government related activities, most members of Salt community stressed their **need for social services and recreational activities** such as Internet Cafes, restaurants and coffee shops for the family, public and children parks, recreational games centres and cinemas, as well as sports centres and popular markets to sell local products<sup>42</sup>.

#### SCHOOLS AND TRAINING CENTERS

There are around 36 schools in Salt: 24 are primary schools and 12 are secondary academic; they cater for around 16,577 students. In addition there are 20 nurseries operated by the Ministry of Social Development. Currently the Balqa Applied University and the Amman Private University are the two nearest universities to Salt as well as the Salt Intermediate College.

The Salt Handicrafts Training Centre (SHTC) was established by the Noor Hussein Foundation in April 1987 in cooperation with the Salt Development Corporation (SDC) and the Italian government through COTECNO, which was responsible for its implementation. The centre offers a one-year vocational training programme in weaving, ceramics, silk-screening, deco-

<sup>39</sup> Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 50.

<sup>40</sup> Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 32, 88.

<sup>41</sup> Department of Statistics (2002/2003), Household Income and Expenditure Survey, pg 48.

<sup>42</sup> Information compiled through the field research conducted in Dec. 2004. Research encompassed extensive desk research, in-depth interviews and focus groups with stakeholders, observation, and field survey based on structured interviews with Salt's community members and businesses.

native clay production as well as courses for the public and an in-service programme for vocational trainers. The SHTC also includes fully operational production units for ceramics, weaving and silk screening as well as a clay-making facility that distributes clay for earthenware production to government schools and the private sector. The SHTC in the city offers training to the youth in such traditional handicrafts and has managed to attract the youth and create the market for its services. Recently its ownership and management has been transferred to the Vocational Training Corporation and its premises will be moved to outskirts of Salt, away from the centre where it has become a land mark and housed within the new centre for the VTC. This of course will not have a good impact on its members and may cause it to loose some of its trainees. Furthermore, there are vocational training centres training on secretarial, hairdressing and IT skills including the Knowledge Station residing in the Municipality building and which trains the community on ICDL (IT Certificate) and provides Internet connection<sup>43</sup>. Plans for the sustainability of this Station include its use as an outlet for tourism related products and services incorporating community-based skills<sup>44</sup>.

The community has expressed the wish that a centre for renovation studies and profession will be established in Salt in order to teach the youth the art of heritage preservation and to deliver hotelier and hotel management classes at the new VTC centre<sup>45</sup>.

### COMMUNITY BASED ORGANIZATIONS

There are 31 community based organisations: 14 are welfare organisations, local branches of the General Union of Voluntary Societies (GUVS), which are monitored by the Salt Directorate of Ministry of Social Development. They advocate women's rights, revive traditional crafts, and provide informal sector operators with training and marketing outlets for their products. At present the associations' efforts are still uncoordinated and they vie among each other. Among those associations, the most active are the Salt Welfare Association, the Women's Union, the Salt Ladies Society, the Balqa Sons Association, and the House of Heritage (Turath).

Co-operative associations are not prevalent.

Other existing community based associations, such as the Heritage Preservation Society, the Folkloric Group Society, the King Abdullah the Second Prize Society, and the Cultural Forums of Salt, Zay and Allan are more oriented towards cultural aspects.

Above organisations are very close to the community and **they can be instrumental in offering training in specialized crafts and skills, as well as in raising people awareness in tourism and cultural issues**. Moreover, they are very **willing to co-ordinate their efforts** with the Municipality and any other party.

Other community-based organizations are the associations for the Agricultural engineers and the Friends of Environment as well as Friends of Salt Municipality.

### SPORT AND YOUTH CLUBS

There are 2 sports clubs and 1 sport complex, as well as 3 clubs for teachers, Municipality employees and retired officers, and an alumni club for Salt Secondary School past students.

### THE SALT DEVELOPMENT CORPORATION

This is the most influential corporation in Salt. It is located in the city centre and it includes within its membership almost all the rich and socially powerful families of Salt. It receives its financial backup from them and contributed a lot to the preservation of local heritage.

The basic objectives of the Corporation are to encourage the development of Salt through the implementation of individual projects designed to satisfy the needs of citizens and to preserve the heritage of Salt as well as promote its status. It also provides assistance to Salt

<sup>43</sup> Information compiled from VTC corporation and NHF.

<sup>44</sup> USAID funded AMIR II Workplan.

<sup>45</sup> Recommendation result from Salt consultation workshop, Dec 8, 2004.

Municipality financially and technically in order to enhance its services provision. Since 1982 it has given a variety of grants and interest free loans to the Salt Municipality and has established various educational, cultural and infrastructural projects.

As an organisation it is well established both within and outside Jordan, where it obtains donations from many different donors for its charitable purpose. The establishment of Salt Handicraft Centre, and the Pioneer Program for Gifted Students, which was established in 1984 to encourage Salt's most talented secondary school students to fulfil their intellectual and creative potential, are among the SDC main achievements.

SDC also realised a project for the preservation of architectural heritage which included the preparation of a three-volume report entitled "Salt: A Plan for Action" outlining the implementation plan prepared by RSS and aiming at identifying the parts of the old city that should have been preserved in order to protect the unique architectural heritage as well as revitalize the economy of the city. The Ministry of Tourism and the Japan International Cooperation Agency (JICA) later adopted this study as theirs.

### **THE HOLYLAND INSTITUTE FOR THE DEAF**

The Holy Land Institute for the Deaf (HLID) is a leader in disability education for deaf children and children with other disabilities. HLID assists deaf and disabled students to become mature, self-reliant, well-integrated and meaningful members of society through teaching various crafts (such as carpentry, car mechanics, painting for boys; sewing, typing, computer languages for girls).

Since a large proportion of HLID students live far from the city, to accommodate them the HLID runs a large boarding house which provides accommodations for 120 students.

The institute is well known for its leading role in the community and for the charitable projects it continually seeks and implement.

### **GOVERNMENT ORGANIZATIONS**

Directorates representing most Ministries are located in Salt city. They offer services to the entire District yet they are not completely decentralized from Amman.

The Ministry of Social Development is responsible for National Aid Fund, social welfare support to orphans, widows, old aged and other low-income sections of population.

### **HEALTH SERVICES<sup>46</sup>**

There are 5 hospitals in Balqa Governorate (4 private and only one public) of which only one, Al-Hussein public hospital, is located in Salt City. In total they supply 532 beds, 6 beds per 10,000 persons. There are also 3 comprehensive healthcare centres, 23 mother and child centres, 16 dental clinics, 40 primary healthcare clinics, and 36 pharmacies. All the above mentioned services are provided by the Ministry of Health.

### **FINANCIAL SERVICES**

There are 4 institutions offering micro loans, one of which is a private company while the others are either governmental or NGOs. The major Banks in Jordan also have Branches in Salt city.

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## **5.3. PARTICULARLY DISADVANTAGED GROUPS**

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There is no information available about disadvantaged groups in Salt city except for the Holy Land Institute for the Deaf Catering in Jordan.

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<sup>46</sup> Directorate of Information Studies & Research, Ministry of Health, Annual Statistical Book 2003, English Section, pg 7.

## 6. Cultural assets and management

### 6.1. CULTURAL ASSETS<sup>47</sup>

Salt is one of the cities in Jordan, which still gives a clear demonstration of Jordan's Heritage. It spreads over three mountains closely built in clusters of golden houses that overlook each other, thus creating an architectural amphitheatre and a unique architectural façade for the city. The most characteristic townscape features of the city are the walls of yellow stone buildings, which reinforce the closely spaced contours of the three hills, especially when seen from below.

It was a traditional town composed of a web of footpaths and stairways running across the slopes and limited number of roads following the slopes where the contours allowed. Now, old Salt is a good example of traditional style architecture, method of construction, and early 19th century human settlement.

**The buildings built in the yellow limestone of the area constitute the main cultural asset of Salt.** Their significant architectural heritage gives a notable evidence of the history and importance of the city which remains the only town maintaining the unique historic charms of Jordan and reflects the inter-religious history of Salt in about 657 structures built pre 1950 and scattered within the old salt areas of AL-Qla'a, AL-Jada'a and As-Salalem. Some were successfully renovated and some has not been yet. The most important of those are:

- 1) **The old streets and stairs** - these are staircases leading from main streets up towards the houses on the hills and connecting the alleys. For example, the Al-Hammam Street which is the first commercial street in Salt developed by Nabulsi traders in last quarter of the 19<sup>th</sup> century leading eastwards from the Saha, where the main social activities and center of government were located; the Al-Rummanat Stairways which leads to an old bakery, and the Al-Khader Street are other old streets of Salt that lead a person within a cluster of heritage buildings.

Hammam street as well as its buildings facades and main entrance was renovated by the Salt Development Corporation with funding from the USAID. Currently, JICA is renovating a 22 Km in length of those streets and stairways in Salt as well as building 4 panoramas at the end of staircases and streets, and renovating four squares 'Saha' in the old town.

- 2) The **Roman Catholic Complex** at Deir Street - located in the center of Salt and is one of five churches of historic Salt. A unique building constructed between 1870-1896, which has been the old convent of the Latin Mission in Salt and considered to be the first Latin Church in Jordan and still used as such. Old buildings surround the Church; one of them is the largest private school in Salt built in 1894 in addition to the house of the priest and the nun's monastery.
- 3) **The Anglican Church** - established in Salt in 1849; The complex started through provision of medical services in 1873 with the help of British widows who volunteered to run the dispensary occupying the first floor of the building and built in 1889. In 1904 the dispensary developed into the structure now known as the English Hospital. The building was damaged and rebuilt after the First World War and again after the 1927 earthquake. From 1937 onwards it was no longer used as a hospital.
- 4) **The Small Mosque** - located in Hammam Street and considered as the oldest existing mosque in Salt. It was built in 1906-1907 by the Nabulsi builder and funded by the people of Salt. In mid 1990s the Salt Development Corporation renovated it with funding from the Abu-Ragheb family of Salt.

<sup>47</sup> AS-SALT The Most Important Building in Salt, Greater Slat Municipality, 2003.

- 5) **The Abu-Jaber House** - Located in the center of the old city opposite from the Saha in front of the Latin Church. Its three floors were built within the period of 1887-1905. It is considered to be the most significant landmark overlooking the Saha, which is the main plaza of the city. It also has the most significant frontal façade of buildings in Salt. The building was recommended to be the Heritage Center and Museum in Salt since it is definitely an attraction to all visitors and a great merchant house full of architectural assets and history.  
JICA is currently renovating the house to be the museum it was recommended for.
- 6) **The Toukan Building** - located in Hammam Street and built in the last quarter of the 19<sup>th</sup> century. It one of the most splendid examples of the merchant houses in the street distinguished by its harmonized façade, elaborate doorways and row of domes on the roof. The Toukan family is one of the wealthiest merchant families who moved from Nablus and established the old souk of Salt. Now a financial Jordanian company uses it.
- 7) **The Toukan House** - located in Maydan Street, is one of the most prominent buildings in Salt. The two-floor building was built within the period of 1900-1915. It has been renovated by the Salt Development Corporation and turned to the Municipality. Now it is in excellent shape used as the Salt Archaeological Museum.
- 8) **Falah Al-Hamad House** - located in Wadi Al-Akrad street. It has a very interesting façade containing a magnificent entrance with decorative columns surrounding the main gate. It was constructed during the last quarter of the 19<sup>th</sup> century. Now the two-storey building is empty.
- 9) **The Sakit Compound** - a housing compound in the Saha areas including various types of houses of different periods making a big mass of yellow stone facades.
- 10) **The Mihyar Building** - located in Hamamm Street built in 1880. It has a finely carved façade and doorways displaying Salt golden age in it finer details.
- 11) **The Sukkar House** - located in the Saha area, it is the most beautiful and oldest building in Salt. It is a composed of two buildings and four floors, built in 1879-1884. It has a wooden carved ceiling and known for being a house that offered its hospitality and accommodation to a number of important and historic British and Turkish guests, ending with Amir Abdullah.
- 12) **The Salt Secondary School for Boys** which is the oldest secondary school in the history of Jordan built in 1923. Now stands renovated by the Royal Scientific Society in Jordan. The project included preparation of the documents for the restoration of the main school building and the design of a new multipurpose building and a new 10-classroom building to be added within the site. The whole school site was also upgraded including the courts, playgrounds and boundary walls. Now it also includes a Panorama overlooking Salt.

Above are listed some of the heritage assets of Salt; the Khatib Compound, the Nabulsi House, the Qaqish House, in Khader Area, the Daoud Triangle commercial buildings, and the 'peasant' house among many others, render **Salt a city to be nominated for the UNESCO world heritage list.**

## 6.2. CULTURAL SUPPLY AND DEMAND<sup>48</sup>

Besides the above-mentioned heritage sites, according to the information collected through the field research, in Salt there are **other cultural assets** related to the city living culture with high potential for tourism valorisation:

- the **Salt Municipality Folkloric Group and the Salt Group for Folkloric Art**. Both perform on special occasions traditional songs and dances, yet are not very active;

<sup>48</sup> Information compiled through the field research conducted in December 2004.

- **an embroidered wall** hanging map for the Balqa region forming part of the larger Palestinian Map wall-hanging masterpiece, yet it is not displayed or shown publicly;
- the **Balqa Performing Arts Society** which is composed by artists and youth involved in traditional handicrafts, yet it lacks financing and coordinated efforts in order to become effective in re-creating the living culture of the city;
- the **Salt Cultural Center**, established by the Salt Development Corporation, includes a living culture museum and a library. It has held in 1990 and 1992 the Salt Poetry Festival but since then its activities have been minimal;
- the **Salt Handicraft Center** which teaches and displays traditional handicrafts, yet it is not active in attracting tourism or in making its activities known even in Jordan.

The most recent and interesting cultural supply was the **Balqa Festival** held in August 2004. The Salt Cultural Forum, one of the most active organisations in the city, arranged it. It included horseracing depicting the ones that used to occur in Maydan Street and the Salti-Grapes Festival where 20 farmers displayed their grapes. The same Forum has also arranged in 1996 and in 2001 cultural festivals encompassing the writers and the poets of Salt.

Finally, there are **other potential cultural activities that may brand Salt**, as reported by its residents:

- Salt is famous for some typical agricultural products, such as Za'tar' - thyme mix in English, olive oil and medicinal herbs, as well as for some traditional dishes such as 'Malban' - dried figs and grapes -, 'Khabeesa' and 'Mansaf';
- Salt is known for Salti-Grapes, a carnival where grapes can be sold in the main renovated streets on old horse-carriages;
- operettas reviving the harvest and 'Ghirbal' activities may be presented through the folkloric groups;
- Salt is famous for traditional games such as 'Manqala' and 'Seija' that are still being played by the senior citizens;
- the traditional Dress, which is distinctive in Jordan especially that of the women called the 'Madraqa' and Kharqa'.

Currently there is an association, the 'House of Turath' that has started to offer traditional kitchen cooking as a program for tourist, as well as to display all the traditional and cultural aspects of Salt living culture.

As seen, in Salt there is **great potential cultural supply** as well as ideas roaming amongst the community and the Municipality. The most important heritage preservation potential projects for the community **are the adaptive reuse of heritage buildings for training centers, bed-and-breakfast and cultural houses, as well as the development of the city living culture**. Moreover, such activities need to be coordinated under one umbrella that may be responsible for holding various activities in a scheduled manner.

**Demand** for cultural activities **is great** whether during people free time or holidays and weekends. In general, the free time for the community members in Salt 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 70% 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, and sleeping. Few surf the Internet and others meet their friends at coffee shops. Holidays are spent by most in Salt city also visiting friend and family, while some (40% of respondents) travel to other cities in Jordan for internal tourism. Apparently **lack of cultural facilities** is felt deeply by the community and especially the youth. Salt people actually reported missing cultural venues such as public libraries, internet cafes, women-only cultural clubs as well as recreational places such as public and children parks, sports complexes, 'respectable' restaurants where families can

spend their time, hotels, and shopping centers. In particular, the young men, lacking other cultural and more interesting things to do in their free time, usually gather and loiter in Maydan Street and at the Qammaz and Mughrabi coffee shops. Now, given the strong traditions of Salt, women cannot frequent those places and even the street is becoming prohibitive to them.

Residents expect mostly to find information about any recreational and cultural activities in their city through advertising banners in the streets, daily newspapers, and TV. In general, people spend on average about JD 20 a month on recreational activities for themselves and the family in their city, few may even spend more reaching up to JD 50. But, based on DoS statistics, people of Balqa Governorate spend only 1.7% of their annual household expenditure on culture, recreation and sports activities.

### **6.3. POTENTIAL INVOLVEMENT AND COOPERATION OF THE COMMUNITY**

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The loyalty of Salti families to their city is exemplary and their **willingness to help in revitalization** of their city has been institutionalised in the establishment of the Salt Development Corporation.

In general, the residents are **aware of their city's importance to tourism** in Jordan as well as its distinctive old buildings and streets and they also care very much for the preservation of its heritage and archaeological sites<sup>49</sup>. Most indicated their willingness to cooperate in revitalization programs with financing and training being the two incentives that they may need. In addition, it is a known fact that similar interest in Salt's heritage is even more expressed among the non-residents of Salt who are more exposed to tourists flows and have a clearer vision of success.

In order to share the vision of Salt as the central city of Jordan's cultural heritage awareness, **raising measures** are needed to incorporate its residents into the culture of tourism and heritage preservation.<sup>50</sup> Preparation and awareness raising of the community itself, demonstrating the feasibility and financial benefits to all the involved stakeholders of suggested projects, and providing the marketing mechanisms for the facility, are major incentives for the cooperation of resident population. **Constant communication** of what is being accomplished and planned is another means of citizens' involvement.

Expropriation needs run high for Salt since all building and most land plots are privately owned. Therefore it is not constructive to adopt expropriation of structures for revitalization projects as the only solution for development. **Private sector involvement should be sought after** and feasibility studies of suggested projects should be made available to ensure financial profitability.

From another perspective, cooperation also depends on **gradual introduction of changes**, especially since Salt residents are not used in having visitors, Arabs or foreigners, in their midst.

It must be noted Salt's residents would mostly look for information regarding any revitalization project in their city at the Directorate of Tourism in Salt and at the Municipality.

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<sup>49</sup> Information compiled through the field research conducted in November 2004. In fact 16 out of 20 reported salt to have average to very high importance, and 14 out 20 reported caring very much for its preservation. Also 12 out of 20 indicated their willingness to cooperate in revitalization programs, financing and marketing are two encouraging factors as well as training.

<sup>50</sup> This need was reported by almost all interviewed residents and in the consultation workshop.



## 7. Tourism assets and management

### 7.1. TOURISM ASSETS

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In addition to what mentioned under the previous section, within Salt city there is **the Archaeological Museum**, while a **Cultural Museum** will be located at the Abu-Jaber Building.

Moreover, tourists are attracted to Salt also by its **varied landscape**, that goes from high mountains with beautiful panoramic views over the Jordan Valley, to biblical woods as in Jala'ad, to Wadis with natural springs and greeneries.

Furthermore, Salt is also near to **religious points** as such as the Shrine of Prophets Shu'aib and Yosha' (Joshua) which is being renovated.

Finally, currently JICA is building four **panoramas** with rest houses at the top of the most beautiful panoramic points.

### 7.2. OUTLOOK OF JERASH RESIDENTS TOWARDS TOURISM<sup>51</sup>

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Currently, **there are no tourists coming to Salt**. People are therefore **not used to interaction** or cultural exchange with foreigners, and they have no knowledge on how to dialogue with tourists or how to treat them. Furthermore, as already mentioned, residents are **conservative** as for their traditions, so the general feeling towards tourists is that they will be welcomed and cared for as long as they respect such traditions, even if 65% of the interviewed citizens would even welcome them in their house.

As for tourism as economic activity, there is a prevalent **lack of awareness about its benefits** and some expect that some problems may arise among families as results of envy and exclusion from activities seen to be important in the city.

Consequently **raising awareness in tourist potential benefits as well as enhancing people knowledge on their cultural heritage is a must for any revitalisation program**.

Finally, what has also been observed is a feeling of resentment among residents as for the fact that Salt has been left out from the tourist map of Jordan. As mentioned before, blame for this is laid on Ministry of Tourism's shoulders. Generally speaking, at present it is expected **a bigger role from the government and municipality** regarding any tourism efforts.

### 7.3. TOURISM DEMAND AND SUPPLY

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#### 7.3.1. TOURISM SUPPLY

In general, **supply of tourism related facilities is non-existent in Salt**; there are only car rental agencies and restaurants that are not up to the tourist standards that employ only around 120 persons.

Moreover, there are no accommodation facilities<sup>52</sup>.

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<sup>51</sup> Information compiled through the field research conducted in November 2004.

<sup>52</sup> MOTA statistics 2003.

### **7.3.2. TOURISM DEMAND<sup>53</sup>**

#### **FAMILY TOURISM AND EXPENDITURE<sup>54</sup>**

Holidays are spent by most residents in Salt city visiting friend and family, while some travel to other cities in Jordan for internal tourism. Once travelling to other cities in Jordan, Salt residents usually sleep and stay at their friends and relatives and few at hotels or rent/owned houses. They spend on average around JD 20 per day, with nearly 30-35% spent on food, 30% on recreation, 20% on shopping and 15% on transportation.

The most common city they visit during the year is Amman and usually for business or family visits and recreational activities.

#### **TOURISM QUANTITY**

No tourism exists in Salt. Since the few tourists that go there do this on their own, there is no information available on this issue.

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<sup>53</sup> Source: Ministry of Tourism and Antiquities (MOTA).

<sup>54</sup> Field research, Dec. 2004.

## 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, output 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 SALT	FREQUENCY AND REPORTS	DATA COLLECTION INSTRUMENTS	RESPONSIBILITY FOR DATA COLLECTION
<b>1. INCREASED LOCAL EMPLOYMENT</b>				
Occupied in the city	13,321	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Activity rate	38.9%			
Employment rate	34.4%			
<b>2. INCREASED EMPLOYMENT IN THE ECONOMIC SECTORS INVOLVED</b>				
Commercial sector	1,800	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Services sector	3,000			
Tourism sector	120			
<b>3. INCREASED VALUE ADDED OF THE ECONOMIC SECTORS INVOLVED</b>				
V.A. services sector	2.16 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	5.52 MJD			
<b>4. INCREASED LOCAL EMPLOYMENT OF THE WOMEN</b>				
Women occupancy rate	10.5%	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
Women activity rate	11.9%			
<b>5. INCREASED LOCAL EMPLOYMENT OF THE YOUTH</b>				
Youth occupancy rate	50%	Yearly report issued at national and governorate level	Department of Statistics, <i>Employment and unemployment Yearly Report</i>	Department of Statistics
<b>6. INCREASED INCOMES</b>				
Average individual annual income in the Governorate	857 JD	Periodical survey	Department of Statistics, House Income and Expenditure Surveys, periodically issued	Department of Statistics