

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

Salt
Social assessment
Annex 2

JOINT VENTURE OF COTECNO WITH ABT ALCHEMIA CDG MGA

Prepared by: **MAS**
Checked by: **RG**

Rev: **A**
Date: **24/05/2005**

Table of contents

1.	EXECUTIVE SUMMARY	4
2.	SOCIAL PROFILE	5
2.1	The secondary cities in Jordan	5
2.1.1	The local socio-economic development	5
2.1.2	The challenges of urban mutation and social re-composition	5
2.1.3	Municipalities: territorial collectivities or administrative entities?	6
2.1.4	The reconstruction of urban centrality and the question of urban integration	8
2.1.5	Public space as a federator place of social integration and communication	8
2.1.6	The construction of social cohesion	8
2.2	Salt social profile	9
2.2.1	Social context	9
2.2.2	Main social cultural issues and development perspectives	9
2.2.3	Major problems affecting the living standards of Salt residents	10
2.2.4	Human potential/skills set	10
2.2.5	Access to social Services	11
3.	SOCIAL DEVELOPMENT OBJECTIVES	13
4.	STAKEHOLDERS ANALYSIS	15
4.1	National level	15
4.2	Local level	18
4.2.1	Public sector	18
4.2.2	Private sector	19
5.	CONSULTATIONS UNDERTAKEN	21
5.1	The city consultation workshops	21
5.2	The workshop in Salt	22
5.2.1	Organisation	22
5.2.2	Workshop part I	23
5.2.3	Workshop part II	25
5.3	The socio-economic survey	26
5.3.1	General Notes on the Socio economic Research	26
5.3.2	Methodology of research	27

Abbreviations and acronyms

CAS	Country assistance strategy
CH	Cultural heritage
CBO	Community based organization
CRP	City revitalization program
DOS	Department of Statistics
EA	Environmental Assessment
GSM	Greater Salt 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 Organization
URP	Urban regeneration program
VEC	Valued Environmental Components
WB	The World Bank
WHL	World heritage List
WTO	World Trade Organization

1. Executive summary

The movement of accelerated urbanization that Jordan knew since the beginning of the 1970, combined with the demographic growth and the migratory waves of the populations, deeply transformed the socio-spatial structures of the country. In all of the Jordanian localities, the spatial and urban morphology, the way of life and consumption, the socio-economic structures, the social and collective forms of organization have been strongly affected and transformed. In this context, it is not exaggerated to say that all the Jordanian towns are, to some extent, new cities, which are formed by the assembly of various, more or less uprooted, groups, or "parts" brought back and juxtaposed. Urban development, demographic growth, massive arrival of populations of Palestinian and/or rural origin, as well as the socio-economic evolutions and socio-policies of the Jordanian society: all these phenomena have transformed the socio-spatial structures of these cities and have put under question the various components of their socio-urban traditions, to a point that makes it possible to speak today about "cities in mutation and transition" and "local communities in the course of re-composition and reorganization".

In this context, Salt has to face a number of key issues affecting its social and economic development. These key issues include the fragmentation of socio-urban fabric, the exclusion of the city from the economic benefits of tourism, the lack of socialization spaces and the decay and crisis of public spaces. In fact, after the demographic transformation and the institutional reorganization, Salt has become a mosaic of disparate, juxtaposed territories. It is a major challenge to establish a new connecting bond amongst these otherwise disconnected realities.

Nowadays, due to its social and physical decay, the historic core is a centrifugal space. The challenge is to restore the core as a centripetal place of attraction, connection, link and communication amongst the different territories of the city. In other words, the right of access to the city is to be returned to the inhabitant, namely to the young people and to disadvantaged groups. This will happen, if the program succeeds in reinforcing the urban integration in a federating space, a space of urban and economic centrality.

The project development objective is to improve urban integration, social cohesion and local economy in Salt by creating conditions for a process of sustainable revitalization of the historic core and tourism development.

In other words, the main challenge that the historic core of Salt is facing, is to recover its urban centrality and be revived with a new "social and economic mission" within its regional context. The historic core, restored as public space of social encounter and communication, will create the conditions for a mutual knowledge and acknowledgement amongst the different communities and amongst the different ages and genders. Furthermore, this will answer at the specific needs of the youth that, in the current situation, is locked into the bipolarity between the space of the family and the space of the education, while creating a third space for the communication and the leisure.

The improved quality and livability of the historic core will benefit all city residents, occasional visitors and tourists, to recover centrality, reconstruct social cohesion and revert the decay of the socio-urban fabric;

From a social point of view, the revived historic core will contribute to reconstruct social cohesion amongst the different social groups providing a common federating space for the entire population, where the cultural heritage is preserved and enhanced in both its symbolic and economic role, and urban space is improved for the benefit of residents and visitors.

From an urban point of view, the focus is on the improvement of the socio-urban fabric, the recovery of commercial and urban centrality and the improvement of the urban environment as a high quality civil space. And also (again) the question of reconstruction of the public space

2. Social profile

2.1 THE SECONDARY CITIES IN JORDAN

2.1.1 THE LOCAL SOCIO-ECONOMIC DEVELOPMENT

Jordan is characterized by a very strong concentration of economic activities in the conurbation of Amman. With the exception of Irbid and Aqaba, almost all of the fifty urban, including the historical cities although to a lesser degree, are characterized by the weakness of their functions and their economic activities and by their dependence on the Capital city. During the last decades, the population of these cities and surrounding regions found a solution to the question of the access to activity and resources through the emigration towards the countries of the Gulf, employment in the Administration and the army, or employment in the Capital city.

The closing up of the immigration countries and the expulsion of several hundreds of thousands of Jordanians by these countries following the war of the Gulf, the saturation of the administration, the economic recession during the Nineties affected these cities and their provinces harshly. The rate of poverty and unemployment (in particular the unemployment of young people) during the last 15 years knew a very sharp increase and is much higher today than that in the area of Amman (Cf Jordan Poverty Assessment, World Bank, 2004).

In this context, local development constitutes for these cities and regions and for their population a major stake. Such a perspective supposes the mobilization of institutions, populations and local resources. However, the quasi totality of the municipalities does not play any part in the fight against poverty and in the social and economic development of their cities. Several municipalities are strongly challenged by associations and by the local populations who reproach them for not being interested in the social condition of their constituency, and question even the legitimacy and the representativity of the Town councils.

2.1.2 THE CHALLENGES OF URBAN MUTATION AND SOCIAL RE-COMPOSITION

The movement of accelerated urbanization that Jordan knew since the beginning of the 1970, combined with the demographic growth and the migratory waves of the populations, deeply transformed the socio-spatial structures of the country and often made null and void the definitions and administrative categorizations of the "cities" and the "villages". The villages saw the considerable growth of their population, many new cities were born, small cities extended to include the surrounding villages, which also became urbanized, etc.

This transformation is not only the result of an "endogenous" demographic growth, which would have affected each locality as a result of the increase in its own population. It is also the effect of migratory movements of great amplitude which, far from being reduced to only the exodus towards Amman, had affected all the Jordanian localities: migrations from small villages towards bigger villages; migrations towards the small cities; migrations towards the few large cities; migrations from Palestinian camps towards the surrounding localities and to the large cities; sedentarization of tribes and pastoralists, nomads or semi-nomads. Moreover the State itself, in an effort to hold its influence on the territory, was at the origin of the creation of many small cities: towns of sedentarization such as Jafr and Hussainiyah; mining cities for phosphates and potash such as Hasa, El-Abyad, Shidiya, Ghor and Safi; road towns or railway crossroads such as Jiza, Qatrana or Qwira, etc.

The upheaval of the socio-spatial structures is also related to the swarming and the diffusion of the urban reality to the smallest rural localities. The massive emigration towards the oil countries and the important transfer of resources which benefited the families and the localities of origin; the uprooting and the urban culture of the population of Palestinian origin (which constitutes more than half of the Jordanian population) of which a great part came from the cities and urban areas; investments of the State and the transfers which it affected towards the "rural" localities with an aim of reinforcing their social base and of securing the loyalty of the population of trans-Jordanian origin; the transformation of economic activities and the prevalence of urban

activities of services on the expense of agricultural activities, even in the small rural villages, etc, are many phenomena which strongly contributed to this process of diffusion of urbanization.

In short, in all of the Jordanian localities, the spatial and urban morphology, the way of life and consumption, the socio-economic structures, the social and collective forms of organization were strongly affected and transformed.

In this context, it is not exaggerated to say that all the Jordanian localities are, to some extent, new cities, which are formed by the assembly of various, more or less uprooted, groups, or "parts" brought back and juxtaposed. The local collectivities and communities, as collective structures having their formal and informal standards of organization, operation and regulation are far from being already accomplished or from being given realities in advance.

Even in the case of the "historical cities" such as Madaba, Ajloun, Jerash, and to a lesser degree, Karak and Salt, Irbid and Aqaba, these local communities are rather realities in the course of construction and achievement through processes, which, still today, are far from being completed.

Admittedly, and contrary to the cities which resulted from the urbanization of rural villages or those which were created ex-nihilo by the State to respond to a precise function (town of sedentarization, mines city, garrisons cities, etc), the historical cities have a relatively old urban tradition and patrimony:

- An urban structure marked by the existence of historic cores which have an architectural and patrimonial value and which, despite everything, still keep to a certain degree a function of public federator spaces, and their function of economic, social and urban centrality;
- A collective identity and memory strongly rooted and attached to the city and its patrimony; an old commercial and artisanal tradition which was built through multiple networks of exchange and communication with Palestine and even Syrian towns;
- A middle-class and liberal professionals who, although often carrying out their activities in the capital city, continue to occupy an important position in the local social structure; and have a relatively advanced level of education;
- A culture and an identity which affirm their urbanity and which dissociate themselves from a "Bedouin" culture locked up in a tribal order;
- A tradition of intercommunity, inter-confessional and interethnic coexistence, communication and "live-together"
- Collective authorities and mechanisms of self-dependence and self-regulation, which although being based on familial hierarchies and linkages, built a community framework which went beyond the tribal framework and "family business";
- A political culture which made of these cities the cradles for political parties and nationalistic and left wing movements;
- A tradition of collective municipal management, which goes back to the Ottoman period.

However, all of the phenomena evoked previously (urban development, demographic growth, massive arrival of populations of Palestinian and/or rural origin, etc.) as well as the socio-economic evolutions and socio-policies of the Jordanian society have upset and transformed the socio-spatial structures of these cities and have put under question the various components of their socio-urban traditions, to a point that makes it possible to speak today about "cities in mutation and transition" and "local communities in the course of re-composition and re-organization".

2.1.3 MUNICIPALITIES: TERRITORIAL COLLECTIVITIES OR ADMINISTRATIVE ENTITIES?

In spite of the principle of autonomy of the municipal institution and in spite of the will for decentralization affirmed by the Government from the end of the Eighties, the Municipalities are today deprived of their political and institutional autonomy and are still under the authority and

the control of the Government.

The designation of the Mayors and half of the town councilors is undoubtedly the most salient aspect of this loss of autonomy. However, the authority of the Ministry is also exerted through the appointment of the "zone directors" who are given the responsibility of managing, under the authority of the Mayor and the Town council, the communal territories which had, before merging, the status of municipality or village councils. This authority is also exerted through the appointment of the members of the "municipal committees" – nomination, which appears, in a way or another, like an administrative designation carried out under the control of the ministerial departments. Finally, it is to this Ministry that this personnel is accountable rather than to the local population, which is deprived of any formal authority of control and influence.

This loss of autonomy was justified by the multidimensional crisis of the municipalities and the will to staff the municipalities with qualified people having the capacity to rectify this situation.

However, as several analysts and observers highlight, the passage from election to appointment of the mayors and town councilors, as well as the amendment of the provisions of the Law of Municipalities, were also especially motivated by the concern of the Government of keeping the political scene under control, particularly in a context marked by an upraise in the popularity of the Islamic party which gained control of several municipalities during the last local elections. It was also a question of keeping a certain "balance" threatened in certain cities by the demographic weight and political growth of the populations of Palestinian origin. It is this same concern for political and demographic "balance" which underlies the principle of "management" based on the territorial delimitation of municipalities and the amendment of the Law which authorizes the Government to subdivide the communal territories in zones and to determine for each one of them the number of councilors to elect.

Whatever the motives were, it is clear that these measures and provisions lead to a situation where the municipal institution is put under some kind of supervision, and to an administrative construction and delimitation of the communal territory, on the expense of the social relations and practices which structure it. At the same time, this contributes to the weakening of the cohesion of the local communities and to digging a hiatus between the municipal institution and the local community.

Moreover, the distance between the Municipality and the local population is reinforced by the almost-general absence of instituted mechanisms of dialogue, participation and accountability. Indeed, rare are the municipalities, which set up district committees of consultation as stated by the Law of Municipalities.

Few municipalities make the effort to inform the local population of their projects and their decisions by organizing, for example, public meetings, by publishing a newsletter, or by making the meetings of the Town Council accessible to the public as envisaged by Law. For some "engineers", this defect of not involving the public is even combined sometimes, with certain contempt of the local "illiterate" population, and of the municipal councilors elected by them. Thus, one of these "engineers, zone director" does not hesitate to declare his contempt even in the presence of the mayor and the majority of the members of the Town Council: *"These people should be managed! They are not apt to be self-managed. It would have been necessary to designate even all of the Town council!"* With such attitudes, should not we consider that there is a cause and effect relationship, at least partially, between the defect of not soliciting the participation of the population and the negative attitude which sometimes the population declares, and which one of the Mayors describes when he says: *"people consider the municipality as their enemy who is there only to control them and make them pay infringements"*? Could such a feeling be only explained by the fact that *"the requests of people relate more to their particular interests than to the general interest"*?

The way in which the local populations and certain associations sometimes try to force their way onto the municipal policy and management is in this respect particularly significant: sometimes rather than addressing the Town Hall, they prefer to directly challenge the Minister ("the employer of the Mayor" as a president of a local association put it), the Governor or the deputies to complain or to make their voices heard. Thus, the Municipality is sometimes perceived as a decentralized administration rather than an institution representative of the local commu-

nity. This situation creates a "feeling of illegitimacy" and weakens the Town Councils and their local authority. It is what undoubtedly explains the insistence of certain mayors, who had been elected before being designated, on the fact that, they unlike the "other mayors", had been chosen by the population and not by the Administration. One can also note that some of these "elected" Mayors use and highlight this "legitimacy" to affirm their local authority as well as to safeguard or keep a certain autonomy vis-à-vis the Official Authorities.

2.1.4 THE RECONSTRUCTION OF URBAN CENTRALITY AND THE QUESTION OF URBAN INTEGRATION

After the demographic transformation and the institutional reorganization, the secondary cities in Jordan have become mosaics of disparate, juxtaposed territories. It is a major challenge to establish a new connecting bond amongst these otherwise disconnected realities. Historic cores are centrifugal spaces, due to social and physical decay. The challenge is to re-establish the cores as centripetal hubs of attraction, connection, link and communication amongst the different territories of the city. In other words, the right of access to the city is to be returned to the inhabitant, namely to the young people and to disadvantaged groups.

2.1.5 PUBLIC SPACE AS A FEDERATOR PLACE OF SOCIAL INTEGRATION AND COMMUNICATION

Nowadays, the historic core is a centrifugal space, due to its social and physical decay. The challenge is to re-establish the core as a centripetal place of attraction, connection, link and communication amongst the different territories of the city. In other words, the right of access to the city is to be returned to the inhabitant, namely to the young people and to disadvantaged groups. This will happen, if the program succeeds in reinforcing the urban integration in a federating space, a space of urban and economic centrality. The historic core, restored as public space of social encounter and communication, will create the conditions for a mutual knowledge and acknowledgement amongst the different communities and amongst the different ages and genders.

2.1.6 THE CONSTRUCTION OF SOCIAL COHESION

Facing the prevalence of community and neo-tribal logics and the increased risks of social fragmentation between the various groups, which constitute the cities, the role of the city, its community and its institutions in the reinforcement of social cohesion is determining. It should be indeed the vocation of the municipalities to be independent authorities that represent the collective interests and construct a shared vision for the common good. In this vision, the city should be the space for dialogue and participation of the groups and the population in the local policy. Furthermore, the municipality could constitute the indispensable framework where the relationship between the various groups are negotiated, and even more, where these groups go beyond their particular interests to be organized as collective actors able to assume their responsibilities and to face their common problems. This question is all the more crucial today that the municipalities, since their merging, group several local localities and communities.

However, a fast examination of the recent history of the institutions and local political economy in the "historical cities" shows that the majority of the Municipalities, instead of working for the reinforcement of social cohesion, are often contributing to the aggravation of divisions and cleavages between the various local groups.

The type of relationship established by the State with the local and tribal groups and the prevalence of the logic of "rent" and clientelism as means of social mobility, and of access to power and richness, etc., had very negative effects on the local institutions. They strongly contributed to the transformation of the municipalities and the municipal institutions from an autonomous and independent entities, where the various groups negotiate and build a consensus around the collective interest, to an exclusive object for appropriation allowing such or such a group to affirm its authority and to draw some material and symbolic profits on the expense of other groups and, obviously, on the expense of the general interest and the common good. (cf the example of Madaba).

2.2 SALT SOCIAL PROFILE

2.2.1 SOCIAL CONTEXT¹

By 1812, Salt was the only inhabited area in the Balqa region. It prospered in the last 20 years of the 19th century, when, thanks to its mild climate and to its relevant position as trading centre on the east bank of the river Jordan, it attracted settlers, both Muslims and Christians, mostly working in agriculture, animal husbandry and clothes and textile weaving, and became the destination of many Palestinians - especially from Nablus, Syrian, and Lebanese families. Those immigrants introduced new cultures and built restaurants and cafes, baths, pastry shops and bakeries, mills, jewellery shops, and tailoring houses.

After the Great Arab Revolution, in 1921 Salt served as the capital of the new Trans-Jordan government until the capital was moved to Amman in 1922. At that time the most prosperous families moved to the newly established Capital and Salt began to lose its influential position in Jordan. However, the city retained its prosperity for a while, and in 1923 the prestigious Salt Secondary School was built as on the main knowledge centre in Jordan; the school boasts students who became and still are among the leaders of Jordan.

In 1948 migration of Palestinian families increased Salt population and the city had again to acclimatize to new cultures and traditions. This population boom was repeated in the sixties when Salt witnessed its first urban expansion at the expenses of its orchards and some architectural heritage buildings. This urban sprawl continued into the 1980's and 1990's when many expatriates returned to Salt and built their modern houses and farms expanding Salt outwards towards the mountains.

"Salt is the nucleus of Jordan, it is not a Secondary city!" was the first reaction of the participants in any focus group session or consultation held by our work team. This sentence reflects people's reverence for their city: the community stands united in its sense of belonging to a city that has always been the centre of education, knowledge and culture in Jordan. Nowhere in Jordan there is a feeling of proud belonging to a family coming from a certain city as strong as it is for Salt. Neither would one find cooperation, ties, and support as solid as they are among Salti people whether they are living in Salt or outside it. In brief, the cooperative and cultural history of Salt is very evident in its people, their habits, culture and tradition. Although they differ for religion and cultural roots, residents' families are strongly tied together beyond any religious or economic segregation for having been part of the development, building and rebuilding of Salt and thus having been instrumental in the coming to being and development of the Jordanian nation.

When asked to define what makes them special, the most common answers among Salt residents were: generosity, pride, gallantry and readiness to extend their support especially to a Salti, followed by the love for their city, the strong family ties and traditions, and the high level culture and education².

2.2.2 MAIN SOCIAL CULTURAL ISSUES AND DEVELOPMENT PERSPECTIVES

On one hand, the strong feeling of belonging to their city shared by almost all residents plays a significant role in committing them towards heritage preservation and involvement in various community based organizations in order to collaborate with the Municipality in the city management. As for example, this attitude is evident in the Salt Development Corporation that is instrumental in the financing and decision-making of many projects affecting the city. Such a corporation is composed by the wealthiest and most influential families of Salti origin who have moved to Amman in previous years but still keep strong links to their city.

On the other hand, this feeling of pride and superiority, prevalent among the youths, is a major deterrent to any change in attitude, as well as the catalyst for the 'shame-culture' that prevents

¹ Information compiled through the 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.

² Information compiled through the research conducted in Dec. 2004.

the youngsters from taking up jobs in the services or manufacturing sectors and limits their choices about their involvement in the development of the city. Their attitude towards work is also framed with pride and as such subordinates are rather sensitive and do not react very well to work-related orders.

The community of Salt is a very traditional one and respect for such traditions and cultural habits is hardly required from the residents themselves as well as from the visitors, whatever their nationality may be. Any disrespect is not tolerated and will not be taken lightly. This strong sense of traditions also contribute to confining the youth, and male protectiveness only adds to the confinement of women, inhibiting their full participation in city development whether acting as entrepreneurs or professionals.

However, what is worth mentioning is the fact that the Greater Salt Municipality is strongly committed to the development of the city and also has financial support from residents as well as outreach to Royal Court and other influential connections; it is an active Municipality in terms of promoting Salt in Jordan and among the cultural and tourism arena.

2.2.3 MAJOR PROBLEMS AFFECTING THE LIVING STANDARDS OF SALT RESIDENTS

Unemployment is one of the major problems affecting residents living standard³. Low income and high prices are other two issues that reflect the worsening economic situation. Those problems are intensified by the widespread opinion that Salt, undeservingly, is being put low on the development priority lists of the government. Feeling of resentment is mounting among the youth as well as disinterest in future development projects.

The prevalent feeling among the residents is that Salt, in their opinion the cultural base of Jordan, is discriminated and neglected by the central government in all social, cultural and economic aspects. As a consequence, they blame the government, especially the Ministry of Tourism, for excluding Salt from any tourism related developmental project and from totally obliterating it from Jordan's tourism map.

Another issue that affects residents is the lack of cultural and sport venues as well as of activities encouraging entrepreneurship among the youth. No social mechanism exists that may absorb the unemployed youth and provide them with alternative thinking schemes, consequently some drift into the protective extreme religious communities and others, especially the men, just hang around the streets unproductively passing their time. This, combined with the fact that most of the wealthiest families have left the city centre and took homes at the outskirts, has contributed to the degradation of the old city, turning it into an undesirable place, especially for women, to visit and shop in except when it is unavoidable.

In addition to above-mentioned issues, there are many other problems that affect the daily standard of living in Salt, the most important of them being the insufficient internal transportation service. Another issue is the continuous traffic jams on the main streets. Both problems get worse during Ramadan and the Eid holidays affecting the daily activities of many. Low standards of cleanliness in the city and at the bus terminal in particular, unorganised streets, lack of parking, improperly paved side streets and absence of taxi service stops are other related issues.

Also, residents complained about the government centralization in Amman and the consequent lack of communication channels with the Municipality and the governmental institutions in Salt.

2.2.4 HUMAN POTENTIAL/SKILLS SET

Although there is a positive attitude towards education and most people consider it as the main vehicle for finding a job, yet education level of the youth does not exceed the national average level⁴.

Insight gathered from observation and the conducted research confirms a medium education

³ Field research – 18 out of 20 respondents reported unemployment as the major problem affecting the community of Salt.

⁴ Field survey Dec 2004: 14 out of the 41 respondents reported having a primary school education level, 13 secondary level, 10 intermediate diploma level and only 4 have a university degree

level among the residents: most respondents said they have an intermediate college diploma (30%) or secondary school certificates (22%). Yet the statistics from the Civil Service bureau indicate abundance of university degree holders in many fields of specialisation such as foreign languages, marketing and business administration, archaeology and history, engineering and architecture studies⁵. In general, the educated youth look for job opportunities in Amman due to lack of projects in which to invest their skills.

Besides formal academic training that youth attend at the nearby Balqa and Amman Private Universities, the young also have the opportunity to train in traditional handicrafts at the Salt Handicraft Center, and soon at the newly established Vocational Training Center of Salt, as well as in ICT related topics at the Knowledge Station in Salt⁶ and other such IT training centers.

As mentioned above, the residents, especially the women, have also skills based on traditional handicrafts such as embroidery and sewing, cooking traditional dishes and producing dairy products. Unfortunately, the building skills once adopted for traditional houses no longer exist and currently there are no training courses covering the appropriate skills such as Salt stone carving, tile making or woodwork.

Finally, interest in tourism related activities is average also, and lack of skills, traditions, and initiative are the major blocks for such interest. Mentioned tourism related jobs were tourists' guidance and handicraft production. Knowledge level about city culture and history is also moderate (13 out of 20 indicated very good to excellent knowledge). Moreover, ability to converse in a foreign language exists yet at a weak to an average proficiency.

Alternative skill sets among the residents are also limited, since few reported having skills other than what they have studied or are practicing.

2.2.5 ACCESS TO 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 centers and cinemas, as well as sports centers and popular markets to sell local products⁷.

SCHOOLS AND TRAINING CENTRES

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.

⁵ Civil Service Bureau statistics shed light on the existing specializations of the population of Qasabat Salt; in particular, and during 2000-2004, around 14,600 holders of university degrees and 8,700 holders of intermediate college diploma have applied for work to the Civil Service Bureau. Among those are about 1,200 persons who specialized in English and foreign languages, 4,400 in marketing and business administration, 790 in fine arts, 1300 in engineering and architecture studies among other many specializations.

⁶ Knowledge Stations website www.ks.gov.jo

⁷ 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.

HEALTH SERVICES⁸

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 centers, 23 mother and child centers, 16 dental clinics, 40 primary healthcare clinics, and 36 pharmacies. All the above mentioned services are provided by the Ministry of Health.

⁸ Directorate of Information Studies & Research, Ministry of Health, Annual Statistical Book 2003, English Section, pg 7.

3. Social development objectives

Nowadays, Salt has to face a number of key issues affecting its social and economic development. These key issues include:

- 1) Fragmentation of socio-urban fabric. Salt is made of separated residential compounds highly characterized for tribal belonging. The core does not succeed in playing the role of federating place and pole of economic, social and urban centrality.
- 2) Exclusion of the city from the economic benefits of tourism. While people from Salt have been strong actors in the Country's modern history, yet the city is excluded from tourist flows. The cultural heritage as an economic asset remains totally underdeveloped. The potential assets in terms of human resources, skills and culture, remain largely under-utilized.
- 3) Lack of socialization spaces namely for the youth that form the majority of the population and that are lacking in cultural, educational and leisure activities.
- 4) Decay and crisis of public spaces. The main factors that affect the urban environment of Salt contribute to decrease the quality of the urban space and of the experience of the city for residents, visitors and tourists.

After the demographic transformation and the institutional reorganization, Salt has become a mosaic of disparate, juxtaposed territories. It is a major challenge to establish a new connecting bond amongst these otherwise disconnected realities.

Nowadays, the historic core is a centrifugal space, due to its social and physical decay. The challenge is to re-establish the core as a centripetal place of attraction, connection, link and communication amongst the different territories of the city. In other words, the right of access to the city is to be returned to the inhabitant, namely to the young people and to disadvantaged groups. This will happen, if the program succeeds in reinforcing the urban integration in a federating space, a space of urban and economic centrality.

The project development objective is to improve urban integration, social cohesion and local economy in Salt by creating conditions for a process of sustainable revitalization of the historic core and tourism development.

In other words, the main challenge that the historic core of Salt is facing, is to recover its urban centrality and be revived with a new "social and economic mission" within its regional context. The historic core, restored as public space of social encounter and communication, will create the conditions for a mutual knowledge and acknowledgement amongst the different communities and amongst the different ages and genders. Furthermore, this will answer at the specific needs of the youth that, in the current situation, is locked into the bipolarity between the space of the family and the space of the education, while creating a third space for the communication and the leisure.

The improved quality and livability of the historic core will benefit all city residents, occasional visitors and tourists, to recover centrality, reconstruct social cohesion and revert the decay of the socio-urban fabric;

From a social point of view, the revived historic core will contribute to reconstruct social cohesion amongst the different social groups providing a common federating space for the entire population, where the cultural heritage is preserved and enhanced in both its symbolic and economic role, and urban space is improved for the benefit of residents and visitors.

From an urban point of view, the focus is on the improvement of the socio-urban fabric, the recovery of commercial and urban centrality, the improvement of the urban environment as a high quality civil space and the reconstruction of the role of the public space as a socially unifying factor.

The project aims at achieving this vision through a structured city revitalization program. . The target area of the CRP is the historic core of Salt.

The main focus of the program in Salt is on the realization of a new central urban space. This will be achieved by the use of the area freed by the demolition of three existing modern intrusive governmental constructions. The new public space will expand the traditional space of the Saaha, and enhance the urban centrality functions, including also small scale commercial development. This new “central place” that will help to build social cohesion amongst the different social groups providing a common federating space for the entire population.

Within this inner core, the upgrading of the street network will complement the on-going project from other international donors and mark the territory of the historic core as a quality urban space. This action will be limited to the “horizontal” part of the space (public property). The actions will concentrate on Al-Dair Street, Oqba Ben Nafe’ Street and Sa’eed Slebie Street.

The new Salt Historic Core regulation will ensure: (a) the preservation of cultural heritage; (b) the continuous improvement of the urban environment; and (c) a baseline continuation over time of the city revitalization process. The new building regulations are designed to regulate the land use and the building activities to ensure that these respect and are compatible with the character of the city and to provide for the protection of cultural heritage. It has been recognized that the preservation of historical continuity in the environment is essential for the maintenance or creation of living conditions that enable humankind to discover its identity, to find its bearings both in the historical context and in its geographical setting in the broadest sense (physical, ethnical, etc.) and to acquire a sense of security amid social upheaval through having fully understood the changes occurring and thus being better equipped to control their effects.

4. Stakeholders analysis

4.1 NATIONAL LEVEL

MINISTRY OF TOURISM AND ANTIQUITIES

The Ministry of Tourism and Antiquities (MOTA) carries the mission of the *sustainable tourism development towards economic prosperity*, that is described as follows:

Activating the role of the tourism industry to highlight Jordan's attractions and to distinguish Jordan as a unique tourism destination, and in appreciation of the role of tourism to national income by generating foreign exchange earnings, and, in recognition of the important role of the private sector in investment and development, this Ministry will work towards developing tourism in a comprehensive and integrated approach to express the nation's legacy, culture, history, heritage, inheritance, successive civilizations and economic prosperity as well as enhancing the noble human values based on peace and mutual respect among nations

MINISTRY OF CULTURE

The Ministry of Culture has the mission of the cultural humanistic development of the Jordanian citizens, the Jordanian culture, and the Jordanian identity.

Its main objectives are to guide and educate the citizens especially youngsters, construct public cultural infrastructures and facilities such as libraries, cultural centres, museums, exhibitions, and theatres; create the opportunities for cultural dialogues and exchange and provide the infrastructure for hosting cultural activities; youngsters and help them to properly use their leisure time of the Jordanian nationals.

The Ministry is also responsible for setting the policies for cultural contributions by public and private institutions, and carries out actions to raise awareness of Jordanian archaeological and heritage sites, and to follow up on their maintenance, cleanliness, and protection, as well as their proper registration and survey.

DIRECTORATE OF CULTURE AT EACH CITY

Extension of the Ministry of Culture in the city. It is responsible for the introduction and management of Cultural Festivals and Forums in the Governorate, assisting Folkloric groups and providing the infrastructure for hosting cultural activities, constructing of public cultural infrastructures and facilities such as libraries, cultural centres, museums, exhibitions, and theatres, and creating the opportunities for cultural dialogues and exchange.

As such, it has a role to play in city revitalization projects in terms of all mentioned services as well as co-financing museum projects and other projects' exhibits and development of cultural material.

MINISTRY OF AWQAF AND ISLAMIC AFFAIRS

The Ministry of Awqaf and Islamic Affairs and Holy Places is responsible for furthering Islamic culture and religious activities and education, and development of socio-economic projects and investments among local communities.

The Ministry is also responsible for the administration of holy places in Jordan and the construction, and maintenance of mosques, as well as preservation, renovation, restoration and development of religious tourist and archaeological sites.

The Ministry carries actions that enhance the administration of investments and use of awqaf lands; and builds on and develops the religious sites and centers and their surrounding infrastructure to attract tourism.

MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

The Ministry of Planning and International Cooperation (MOPIC) carries the mission of guiding and coordinating governmental socio-economic policies, programs and priorities as well as enhancing international cooperation for addressing these goals.

It is responsible for the ambitious Socio-Economic Transformation Project in Jordan. Part of this program is the Enhanced Productivity Program that has as one of its component, IRADA, a project that aims at enhancing and helping entrepreneurial businesses in all municipalities including training and feasibility studies as well as help in securing funding. IRADA centers are located in all cities.

The MoPIC under the SETP funds infrastructure and development projects dealing with Education, Institutional capacity building and community development.

MINISTRY OF MUNICIPAL AFFAIRS

The Ministry of Municipal Affairs (MOMA) carries the mission of providing all assistance to municipalities to build their institutional capacities and to support them in their provision of the infrastructure needed for sustainable development and better services for local communities. It aims at carrying out actions that enhance the municipalities' abilities to provide better services, and enable them to finance their major productive projects and collection of their dues. Computerization of municipalities, introduction of GIS and development of databases are some of those actions that will raise local authorities' administrative capacities and enable better informed decision making. The Ministry also aims at encouraging participation of the private sector in municipal projects, and enhancing the inclusion of the local communities.

MINISTRY OF PUBLIC WORKS AND HOUSING

The Ministry of Public Works and Housing is responsible for the construction, maintenance and development of public roads network in Jordan. It is also responsible for the construction of governmental buildings and the development of the construction sector as well as of its technical manpower.

The Ministry's main tasks are

- To develop plans and studies required to construct public village and agricultural road networks, and the government building project as well as to supervise their construction and maintenance;
- To carry out the quality control works, preparing and updating the legislation related to the roads and building as well as developing their specification;
- To participate with other governments, departments and specialized organization in preparing and drafting of legislation related to transportation and roads maintenance sectors, to prepare Jordan building codes, distribution and use of the required rules to implement them through Jordanian National Building Council,
- to update and develop all the legislations of the construction sector in cooperation with the engineers and contractors' associations;
- to train and carry out other tasks as required by prime ministry or national building council.

JORDAN TOURISM BOARD

Being an independent public – private partnership, the Jordan Tourism Board, represents a recent (it was launched in 1998) experience of collaboration between the private and the public sectors in the framework of the Jordan tourism strategy.

It is directed by a 13- member Board of Directors, headed by H.E. the Minister of Tourism and including 9 private sector members (hotels, incoming tour operators and tourism transport companies).

It aims at branding, positioning and promoting Jordan as “tourism product” at international level.

Through marketing strategies, it plans and executes an integrated program of international promotional activities, including representations, trade fairs, workshops and road shows, familiarization trips, brochure production and distribution and media relations.

Moreover, headquartered in Amman, it has an office in the USA and several overseas representations, including one in Italy (Turin), which works for promoting Jordan as a “meet and experience” tourism destination.

MINISTRY OF SOCIAL DEVELOPMENT

The Ministry of Social Development (MOSD) is responsible for the implementation of community development programs that aim to improve the economic and social status of communities, development of local communities capacity through providing of vocational training, awareness and educational programs through local development centers and charitable societies, and suggestion of programs, work strategies and implementation methods to tackle poverty phenomena (individual and group cases) and follow up the implementation of these programs in coordination with relevant bodies.

MOSD is also responsible for providing the educational, vocational, rehabilitation, care, accommodation and curative services for the disabled through institutions, schools, centers and special classes belonging to the Ministry and supervising the institutions and centers belong to other bodies, as well as implementing a disabled employment program in the open employment market.

The Ministry has the infrastructure in terms of centers in every city. Those may be responsible for the establishment of local youth committees that may share in the implementation of revitalization.

HIGHER COUNCIL FOR YOUTH

The Higher Council for Youth has branch offices for male and female youths at each city. The council's objective is to involve the youth in communal work and train them in reproductive health and family planning issues as well as human rights.

It leads programs such as Promising Leadership to develop leadership and communication skills for youths and facilitates meetings between Jordanian leaders, policy makers and youths, the Identifying Youth Problems program which presents youth problems to officials, and carries out conversation forum among youth, parents and officials.

The council also establishes and manages the Hussein youth Camps for cultural and recreational activities and youth interaction, as well as conducting workshops for youths in cooperation with other organizations.

Private sports clubs are registered at the Higher Council for Youth. Currently the Council is in need of institutional strengthening and major rehabilitation of its offices in terms of services and capacity building, yet the council may play a significant role in tourism awareness raising.

THE GOVERNORATES

The Governorate at each city is responsible for maintaining security and public safety, coordinating the work done by the various government departments and institutions in the Governorate and making available the requirements for the economic and social development of the Governorate. The Governor is the senior government officer and the representative of the King in the Governorate. He is the facilitator and initiator of projects as well as having a role in securing their funding from the Government. Yet currently, decision making is still centralized in Amman' various ministries and the Governor has to obtain their approval of budgets and of any technical issues.

In all cities, support was forthcoming from the Governors as well as the rest of the staff for projects that will revitalize their city.

JORDAN SOCIETY OF TOURIST AND TRAVEL AGENTS AND JORDAN TOUR GUIDES ASSOCIATION

Both of those associations should support and include in their tourist offerings the new projects suggested for each city revitalization and move to encourage longer stays of the tourist. They should also support the use of the local communities for tour guides, transport facilities, restaurants, community products etc.. as well as promote the cities in their efforts.

4.2 LOCAL LEVEL

4.2.1 PUBLIC SECTOR

THE ROYAL COURT

His Majesty King Abdullah the Second has started an initiative to address the needs of Salt at two levels: at the Greater Salt Municipality, and the central core level. The aim is to develop Salt and preserve its heritage. The Royal court has assigned a representative to carry out the initiative and determine the needs and requirements of Salt. It has also asked for the involvement of MAWARDED to provide input and expertise it has derived from its work on the development of the Abdali Area in Amman.

GREATER SALT MUNICIPALITY

The Greater Salt Municipality (GSM) has a vision for Salt as the city that demonstrates the finest heritage of Jordan. It has built its internal management of heritage preservation capabilities, city planning, and control of business activities, but most of all it has succeeded in developing its connections to the influential families of Salt and also ensured their financial support as well as developed its outreach to Royal Court and other influential connections.

It is an active Municipality in terms of promoting Salt in Jordan and among the cultural and tourism arena. The Municipality has its own Agenda for developing Salt and has planned it well including adaptive reuse suggestions for Salt's heritage buildings, the needed expropriation budget as well as estimated construction budget. It has considered Greater Salt in its plans.

To cover this ambitious plan, the Municipality is approaching all the potentially interested parties ranging from the Royal Court, the Dar Al-Handasa, JICA, MoE, Ministry of Awqaf as well as concerned Salt families. The Municipality would like to see different areas of Greater Salt developed by different parties and avoid overlap of efforts. As such, it is more than willing to hand over the Old Salt to the WB third tourism projects to develop with all the support that it can provide to revitalization projects.

It also plans to establish a specialized unit for managing the city centre funded by the Ministry of Planning and International Cooperation, whereby the unit's work is coordinated with the MOTA, MOP, and the Salt Municipality.

More detailed information about the Salt Municipality is found in the main report.

MINISTRY OF AWQAF AND RELIGIOUS AFFAIRS

The Ministry of Awqaf in Salt is responsible for heritage buildings such as the Small Mosque of Salt as well as the Greater Mosque and the various prophet shrines within GSM boundaries and beyond. As such, it would be responsible for any needed rehabilitation of Salt's great mosque or its rebuilding it in its original style, rehabilitation of Ain Hareez site, and the religious shrines (Prophet Ayoub shrine, Prophet Jadour shrine and Prophet Shua'yb Shrine) in Wadi Salt. It is also required to establish the needed sanitary facilities and general services for the small Salt mosque. The Ministry is also responsible for assigning the guarding facilities for the religious sites.

MINISTRY OF EDUCATION

The Salt Directorate of Education is now occupying a building overlooking the Saha under renovation by JICA. In order to allow for more space in the Saha, lessen the traffic jam and

provide better view of the yellow heritage buildings of Salt the Education Directorate building should be removed. As such, the Directorate has to relocate to the former municipality building. In addition, the Ukba Bin Nafe school currently occupying a big area around the Saha has to be renovated and included in the larger scheme for the Saha. As such the MoE has a central role in the rehabilitation of older Salt

PUBLIC POLICE DEPARTMENT

The Police Department in Salt is responsible for traffic and its organization. It is currently not having enough human resources assigned to control the traffic, but if this is done better traffic management in Salt may be achieved.

MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

Given the interest of the Royal Court in the renovation of Salt, the Ministry has been requested by the Municipality to aid the effort. The expected interventions of the Ministry will mainly be in financing projects in Salt such as preparation of studies for the development of the downtown, a Master Plan, the construction of a new slaughterhouse, the construction of a central vegetable market, the expansion for the craft district in the northern part of the city, the construction of a craft district in the southern part and the construction of the bus terminal serving the North.

The Ministry is willing to help, finance projects and cooperate with the MOTA and the Municipality.

4.2.2 PRIVATE SECTOR

COMMUNITY BASED ORGANIZATIONS

Community Based Organization in Salt city are mostly welfare organizations that are members with the General Union of Voluntary Societies (GUVS), which also has a branch in Salt city, and are monitored by the Salt Directorate of Ministry of Social Development.

Cooperative associations are not prevalent in Salt. The organizations advocate women's rights, revive traditional crafts, and play a role in amassing groups of informal sector players under the umbrella of the association and providing them with training and marketing outlets for their products. However, the associations' efforts are uncoordinated and they vie among each other. The most active are the Salt Welfare Association, the Women's Union, Salt Ladies Society, Balqa Sons Association, and House of Heritage (Turath).

Other CBOs are more oriented towards cultural aspects such as Heritage Preservation Society, Folkloric Group Society, King Abdullah the Second Prize Society, and the Cultural Forums of Salt, Zay and Allan. Other community based organizations are the associations for the Agricultural engineers, and the friends of environment as well as Friends of Salt Municipality

The organizations above are very close to the people and to the community; 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.

THE SALT HANDICRAFTS TRAINING CENTRE

The Salt Handicrafts Training Centre (SHTC) was established in the city by the Noor Hussein Foundation in April 1987 in cooperation with the Salt Development Corporation (SDC) and the Italian government through COTECNO, the Italian firm responsible for its implementation.

The centre offers a one-year vocational training programme in weaving, ceramics, silk-screening, decorative clay production as well as courses for the public and an in-service programme for vocational trainers. It has become a success story since it succeeded to create interest in heritage and managed to attract the youth and create the market for its services. Similar centres can be established for renovation studies and training in renovation profession and the SHTC experience is valuable in setting up such centres to teach the youth the art of heritage preservation.

THE SALT DEVELOPMENT CORPORATION

The Salt Development Corporation, is the most influential corporation in Salt. It has its centre in midtown Salt and it includes within its membership almost all of the rich and socially powerful families of Salt. It receives its financial backup from them and has been capable of providing a lot to the preservation of the cultural 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, to preserve the heritage of Salt and to promote its status. It also provides assistance to Salt Municipality financially and technically in order to enhance its service provision.

Since 1982, this organisation 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, they are well established both within and outside Jordan, where they obtain donations for their charitable purpose.

Of the principal achievements of the corporation is the establishment of Salt Handicraft Centre, the Pioneer Program for Gifted Students which was established by the Salt Development Corporation in 1984 to encourage Salt's most talented secondary school students to fulfil their intellectual and creative potential. Students receive additional instruction after class hours in their fields of respective interest, using well-equipped classrooms, language laboratories and computer workshops.

Moreover, the corporation funded the study of the Plan of Action for Salt. This project, that related to the preservation of architectural heritage of Salt, included the preparation of a three-volume report entitled "Salt: A Plan for Action" outlining the implementation plan prepared by RSS for the Salt Development Corporation.

The study aimed at defining the old city centre of Salt that should be preserved in order to protect the unique architectural heritage as well as revitalize the economy of the city. This study was later adopted by the Ministry of Tourism and the Japan International Cooperation Agency (JICA) project in Salt.

THE HOLY LAND 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. It has become an acclaimed centre of excellence in such facility in the region. Now, under the STRIDE project the HLID has acquired and is currently renovating the English Hospital building, to be a centre for training of trainers for educating deaf and mute persons.

This project is one of its kind in the region where an NGO got involved in renovating an architectural heritage building for adaptive reuse as a centre for helping the disabled. The HLID is very well connected on the international scale where it has direct contact with HE Prince Charles as well as other international NGOs and Royalty.

Its Director, Br. Andrew Decarpentier, is a internationally known for his achievements in helping the disabled, and through HLID, has helped put Salt on the map in terms of training and educational centre for the disabled whether deaf, mute or blind; and consequently is potentially capable of attracting funding for rehabilitation of older Salt buildings and use them for similar activities for the disabled or other extension of services.

JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)

Currently, the Japan International Cooperation Agency (JICA) is renovating the Abu-Jaber House into Heritage Centre and Museum in Salt, 22 Km in length of old streets and stairways in Salt as well as renovating four squares 'Saha' in the old town. It is also building 4 panoramas at the end of staircases in Salt. Consequently JICA has started the renovation of Salt and would be complete the core of similar projects in the future.

5. Consultations undertaken

5.1 THE CITY CONSULTATION WORKSHOPS

In the framework of the Jordan/Third tourism development project/Secondary cities revitalization study, a first set of consultation actions at the city level has taken place from December 5th to 9th, 2004.

The action took the form of a City Consultation Workshop, divided in two sections (morning and afternoon). The calendar of the workshops was the following:

- Jerash December 5th
- Madaba December 6th
- Ajlun December 7th
- Salt December 8th
- Karak December 9th

The MOTA actively participated in the organization of the workshops. The World Bank Team was represented by Raffaele Gorjux (team leader); Ramzi Kawar (local coordinator); Linda Faris (socio-economic team); David Sabatello (urban planner); Marwan Abi-Samra (institutional management specialist).

MORNING SESSION

The first part of the workshop was attended by MOTA, Governors, Mayors and other key stakeholders, prominent community members and civil society organizations. The aim was to present a preliminary project outline and introduce the concept of the City Revitalization Pact and obtain comments and feedback.

The presentation of the preliminary project outline was realized through a powerpoint presentation. The communication was completely held in Arabic by Marwan Abi-Samra. The following topics were presented:

- the second tourism development project;
- the third tourism development project;the secondary cities network;benefits and target population;
- expected outcomes;
- the city urban structure;
- the city revitalization program;the city revitalization pact;
- focus group discussion slide.

The PowerPoint presentation terminated with a series of questions, that were proposed to the audience to elicit the debate and obtain points of view, feedback and proposals. The discussion was held completely in Arabic, and was moderated by Ramzi Kawar. Linda Faris translated simultaneously for the non-Arabic speaking team members.

AFTERNOON SESSION

The second part of the workshop was attended mainly by the Mayor and key municipal staff. The aim was to collect information and discuss the institutional capacity of the Municipality, on the basis of the preliminary findings and results of the desk review and the desk research.

Specific issues emerged concerning the need of reinforcing the management of the cities through specialized tools; the need of improving inter-governmental coordination; the need of increasing the commitment to enforce existing regulations. All these issues could become significant contents for the City revitalization Pact.

The concept of the network was received with interest, and the team had interesting feedback that could be used to enrich the idea with more contents.

The concept of a City Revitalization Pact had good reception, and the proposed structure had no objections, although the need exist of a thorough work to better define its contents.

A lot of suggestions and proposals came out concerning possible project actions, both in the public sector area and from the private sector. The latter will be investigated for PPP development.

As final summary, the five city workshops have been successful, and showed an immense richness of people, ideas and assets. They revealed both the common issues and the differences amongst the cities, with the need of tailoring the approaches.

5.2 THE WORKSHOP IN SALT

5.2.1 ORGANISATION

LOCATION

The Salt Consultation Workshop was held on Wednesday, December 8th, in the salt Governorate Hall.



TIMETABLE

9:30	Workshop begins Workshop opening speech (Governor) Presentation of the project outline (Abi-Samra)
10:15	Powerpoint presentation of the city and of the municipality projects (Head of Heritage Section of the Municipality)
10:50	Open discussion
11:20	Coffee break offered by COTECNO
11:50	Open discussion
12:45	End of workshop part I
13:00	Lunch offered by the Governor
14:00	Workshop Part II
16:15	End of workshop part II

5.2.2 WORKSHOP PART I**SINTHESYS OF MAIN ISSUES**

- 1) There is a need for a structural Master Plan to coordinate and direct the urban growth and the economic development. Moreover, there is a need to develop a management Unit for the city center that includes the Municipality, MOTa and the Salt Development Corporation.
- 2) The presentation of the Municipality of Salt included several ambitious tourist projects that covered cultural natural and religious.
 - Under Cultural Tourism, the proposed projects would be the expansion of the scope of the Japanese Project, possibly within the JICA budget.
 - Under the Natural Tourism Project (investigate), rest houses, restaurants, vista points, tourist villages, natural reserve and Luna Park, all of which fall outside the city core and are mostly private initiatives.
- 3) The municipalities has individuated four main problems affecting the city centre:
 - chaotic growth of handicrafts within the city to be solved through relocation of polluting industries to a new light industrial zone;
 - commercial concentration within the centre to be solved through the relocation of commercial activities to 2 traditional markets at the periphery of the centre and a commercial centre outside;
 - government building concentration within the centre, which will be relocated to a government district outside the centre at the entrance of Salt;
 - the traffic problem within the city, there is a study under way with the University of Balqa that needs funding, as well as a new Regional Bus station, and upgrading of the existing urban bus station within the city centre.
- 4) During the discussion, there were protests on the use of the term “secondary” with reference to Salt.
- 5) The need for a promotion of Salt in tourism was pointed out (no mention of Salt in tourist brochures)
- 6) A number of suggestions came concerning some needed facilities, such as: a children park; a training center specialised on the rehabilitation and restoration of heritage build-

ings.

- 7) The relocation of the Salt Handicraft Centre to the new building of the Vocational Training Center - this is creating a problem: may lose the women's interest, hard to reach by the community, no longer a specialized handicraft-training centre. Moreover, the new VTC should offer hotel management and hotel related services as one of its training topics.
- 8) The need was pointed out of a clear strategy for the adaptive reuse of heritage building (e.g. the Toukan building has been renovated for the Baytuna company)
- 9) The rehabilitation of the old souk of El-Iskafieh was suggested, to be cultural market place (now used for storage goods).
- 10) There were requests for the improvement of archaeological site management, for capacity building for heritage management, of awareness raising on heritage; it was pointed out the need of regulations to protect the built heritage.
- 11) The rehabilitation of Wadi Salt (environmental) and of the Shrine of Prophet Shua'yb were suggested.

LIST OF ATTENDEES

NAME	INSTITUTE	POSITION
Ali Alzo'be	Municipality of Salt	Municipality Board member
Basem Heyasat	Ministry of tourism	Director
Eng. Abeer Alsaheb	MOTA	Planning Director
Eng. Ahmad Al Zou'be	Vocational Training Corporation	Director
Eng. Boran Kamal	Ministry of Municipal and Rural Affairs	Protection and Promotion Cultural Heritage
Eng. Issa Khasawneh	MOTA	
Eng. Maher Abu Essamen	Municipality of Salt	Mayor
Eng. Marah Alkhatat	MOTA	Project Manager
Eng. Mervat Haobbsh	MOTA	Project Director for Protection and Promotion Cultural Heritage in Jordan
Eng. Montaser A Hiyari	Municipality of Salt	Planning Engineer
Eng. Noran Kamal	Ministry of Municipal and Rural Affairs	Heritage Department
Eng. Rostom Makijyafa	Department of Antiquities	
Eng. Yousef Hyasat	Bytona Co.	General Manager
Eslam Alneser	Alra'e Newspaper	Journalistic
Esra' Abu Akram	Department of Labour	Director
Father Marwan Ta'amneh	Room Al Arthothex church	Father of the church
Fatmeh Alnsoor	Bayt Al Torath society	Head of the society
Hamzeh Al kharabsheh		Farmer
Hane Abed Alrahman khresat	Municipality of Salt	Former mayor
Hane Alawamleh		
Hane Hashem Al Abdallah	**	retired
Ibrahim Nwar	Salt Heritage Society	Director
Issa Mahmoud Abu Zer	Water and Sewerage authority	Director
Jawad Yousef	Salt Development Corporation	Director
Laila Alnejdawe	ERADA Centre	Director
Mahmoud Alawayseh	***	Business man
Mahmoud Aldabbas	Municipality of Salt	Cultural Department
Mahmoud kteshat	News agent	Journalistic

Menwer Al kharasneh	Municipality of Salt	deputy Mayor
Mohammad Hyassat	Salt Hotel	Director
Mohammad Salameh	Governorate of Salt	Training
Ouqab Ahmad Abu Rayan	**	Business man
Sa'ed Al Haddede	Department of Antiquities	Director
Salameh Alfadel	Municipality of Salt	Municipality Board member
Walid Alshatarat	Union of Welfare Association	Director

5.2.3 WORKSHOP PART II

ASSESSMENT OF CITY INSTITUTIONAL CAPACITY

The second part of the workshop (afternoon session) was concentrated on the assessment of the city institutional capacity. The meeting was coordinated by Marwan Abi-Samra, and was attended mainly by the Mayor and key municipal staff. The aim was to collect information and discuss the institutional capacity of the Municipality, on the basis of the preliminary findings and results of the desk review and the desk research.

The results of this meeting are incorporated in the main report.

ASSESSMENT OF MUNICIPAL INFRASTRUCTURE

The following information is the result of the desk review of the existing studies and of a meeting held at Salt Municipality on December 8th, 2004, by Raffaele Gorjux with Eng. Khalida Khlifat/Manager of planning and Eng. Adeb Arabiat/Manager of studies.

TRAFFIC

The main factor for the traffic congestion in the historic core is the behavior of people. Moreover, a number of traffic-attracting activities are still located in the historic core: market, bus station, and slaughterhouse. The relocation of these activities is underway. Of course, the presence of commercial activities in the historic core is a factor that increases the traffic.

The bus station will be relocated, and probably substituted by two different bus stations: one to connect Salt with other main cities (Amman, Irbid,...); the other to connect Salt to the local area and the villages.

There is the need for a traffic management plan, but the municipality has not the required skills.

Every new building has to have car parking. The municipality is engaged in enforcing this regulation.

There is no private car parking in the historic core. The municipality created a few parking in the historic core by using some abandoned plots. A study was prepared by the municipality for pay car parking in the main road of the historic core.

The Saha project includes an underground 3 levels parking.

SOLID WASTE COLLECTION

The Municipality of Salt is in charge for street cleaning and solid waste collection.

The municipality manages the collection of garbage/street cleaning in a very effective manner. In 2002, Salt received the prize for the cleanest city in Jordan.

In the steepest parts, the collection is made with the help of donkeys. The dump is 14 km away from Salt.

STORM DRAINAGE:

The study perimeter/historic core is completely equipped with a storm water drainage network.

There are no maintenance problems. However, the existing network is old and a new storm drainage system would be needed.

WATER SUPPLY AND SEWERAGE

Water supply and sewerage are provided by the Ministry of Water and Irrigation.

The historic core is completely served by the water system. The water comes two days a week. The quality of water is good.

Regulations require new buildings to be equipped by water tanks also for the collection of rainwater. It is a national law, but Salt municipality is enforcing it. A penalty is applied.

A complete sewerage network serves the historic core. The treatment plant is located 7 km from the city center. The maintenance is well done.

ELECTRICITY

The Jordan Electric Power Company supplies electrical power to the city. The study perimeter/historic core is completely served by the network.

PUBLIC LIGHTING

The historic core is completely served by a good network. The Municipality ensures proper maintenance.

TELECOMMUNICATION

The perimeter study/historic core is completely covered by the Jordan Telecom network.

5.3 THE SOCIO-ECONOMIC SURVEY

5.3.1 GENERAL NOTES ON THE SOCIO ECONOMIC RESEARCH

The first issue in the research was to delineate the area under scrutiny. In all cities except Ajlun, the area was identified by the 'old' and 'middle' area of the city that in fact has been the focus area in most of the existing Urban Regeneration Studies. As such, attempts at information collection targeted information at the level of the city whenever possible. That was in itself difficult and it was quite impossible to find relevant information at the level of 'city-areas'. When it was not possible to obtain information at the city level, the more encompassing administrative division level was considered.

As for data collection from the field, the obtained information was treated to be indicative and not statistically representative of the different communities of the city. Insights and qualitative information were sought after.

The research also aimed to validate what has been presented in the different urban studies of the different cities. In case of social mapping, the studies presented as close of a social map as possible when defining the different neighborhoods (e.g. case of Madaba). In the all of the other cities, the residents of the 'Old' city are mostly of the lower income group. The well-to-do households take residence outside the city on its peripheries.

Due to lack of time needed for a detailed socio-economic profiling for the 5 cities, the research focused on the issues required for the proper completion of this project. It tried to answer the issues that will help in the validation of the projects proposed for each city. It tried to tackle, in differing degrees of depth depending on the available and ready information at each city and the responsiveness of its community members, most of the issues (7 of them) presented in comments provided by the WB team.

5.3.2 METHODOLOGY OF RESEARCH

DESK RESEARCH

This included the collection of all documents, articles, and statistical material from all possible sources and for the five cities. The following organizations were contacted and actual information obtained from them. Others were contacted but were either uncooperative or did not have any recent or relevant information to share:

- 1) Department of Statistics
- 2) Municipalities
- 3) Directorate of Labor at each city
- 4) Directorate of Education at each city
- 5) Directorate of Civil Status at each city
- 6) Directorate of Tourism at each city
- 7) Ministry of Tourism
- 8) Central Bank of Jordan
- 9) Royal Society for Conservation of Nature
- 10) Royal Scientific Society
- 11) Ministry of Labor
- 12) Ministry of Education
- 13) Ministry of Higher Education
- 14) Ministry of Social Development
- 15) Ministry of Planning
- 16) Vocational Training Center
- 17) Social Security Corporation
- 18) Civil Status Department
- 19) Civil Service Bureau
- 20) University of Jordan
- 21) Hashemite University
- 22) University of Jarash
- 23) University of Mu'ta
- 24) University of Jordan
- 25) Yarmouk University
- 26) Irbid Private University
- 27) Jordan Hashemite Fund – (JUHD) - (NGO)
- 28) General Union of Voluntary Societies (GUVS) - (NGO)
- 29) Women's Committees Union – (NGO)
- 30) Women's Union Welfare Association – (NGO)
- 31) Noor Al-Hussein Foundation – (NGO)
- 32) Jordan River Foundation – (NGO)
- 33) IRADA Center – EPP project in Jordan

- 34) Restaurant Owners Association
- 35) Popular Restaurants Association
- 36) Jordan Income Tour Agents Association
- 37) Jordan Tour Guides Association
- 38) Jordan Travel Agents Association
- 39) Jordan Car Rentals Association
- 40) Hoteliers Association
- 41) Jordan Industrial Estates Corporation
- 42) Microfinance Institutions – Ahli Credit Company, MEMMC (CHF), Microfund for Women, Jordan Microcredit Company
- 43) Development Employment Fund
- 44) AMIR project
- 45) GTZ project
- 46) JICA Project

An information map specifying the data to be retrieved and that will be beneficial for providing insights and statistics for the city was developed. The information was then plugged into the map for each city in preparation for their analysis and integration with data collected from the field.

To ensure collection and retrieval of information meetings were held with the responsible persons at each of the above-mentioned organizations. Information was collected – sometimes over more than one meeting – as well as some insights as to the most prominent and active organizations that are operating in each city, whether NGOs or para-governmental and the key informants. Consequently, contacts were identified for each city along with those of the most active members and community stakeholders in the city. Different information could be retrieved from different sources and as such a comprehensive list could be compiled for each city.

Those community based organizations and community members were contacted. The objective of the project was explained to them, additional active community members were identified, and all possible appointments were set for face-to-face interviews and group discussions in the city.

RAPID ASSESSMENT

The team visited every city. The first visit targeted the Municipality. A 1.5-2 hours appointment was set with the mayor of each city. During the meeting, a complete debriefing of the study was delivered to the Mayor and other heads of departments. In all cases, the mayor was extremely helpful and provided all needed information and guidance. The discussion provided information and assessments that were based on the knowledge of the mayor and his staff of the community issues, the way people of the city think, and how the community functions.

(refer to questions below).

The team went around the areas of the city, mainly on foot, and guided by the assigned person at the Municipality, usually being the person most knowledgeable of the urban and cultural issues. This observatory tour provided information as to types of businesses in the streets, recreational places, shopper's characteristics, living standards, traffic and status of the streets, areas of the city, nice places, cleanliness, etc. In many occasions the team had the chance to visit people they got to meet at their homes.

The team met with members and directors of the identified active community based organizations. In some cases it was a one-to-one interview, and in others it was a discussion involving more than one member and director. The discussion sessions proved very informative for the

members themselves in terms of exchanging information, as well as for the study. Living culture, handicrafts, the organization's activities, city's socioeconomic issues and problems, informal sector, and needs of the society to enhance its living standards, among other issues were discussed (refer to questions below).

The team met with the organizations' members that were involved in informal businesses. An interview using the specified questionnaire was conducted to collect informal-sector specific information with each person.

The points of discussion in each of those meeting are found below. Not all of the points could be responded to due to lack of information and to being inapplicable in some cases.

FIELD SURVEY METHODOLOGY

In order to collect indicative information about informal sector activities, three sources of information were tapped in (1) the microfinance organizations that provide loans to informal businesses in the city; (2) the community based organizations who deal with informal businesses in the city, and (3) interviews with the informal business operators in the city

As such, a survey targeting informal business operators was conducted. By no means the sample was statistically representative yet respondents provided indicative input as to the type of existing businesses, income and expenses, the obstacles they face, their requirements, and readiness to participate in revitalization of their city. (please refer to questionnaire).

Collected information from the three sources of information helped in delivering a profile of the informal sector in each city. Mapping where those business are in the city was not possible.

Another survey targeting the community members living and/or working in the city and most specifically within the delineated area of the study was conducted. Again the sample was not statistically representative yet respondents provided indicative input as to their skills, their needs and requirements for better standard of living, problems of the city, their knowledge of their city's culture and heritage and readiness to participate in revitalization programs, their attitude towards tourist and working in tourism, how they spend their free time, and family tourism issues among other topics.

(please refer to questionnaire)

The filled questionnaires were then data entered, analyzed and their information deduced.

FIELD RESEARCH

The team conducted the research over an intensive work period of fifteen days, allocating 3 days per city. The team consisted of one experienced field enumerator, an experienced researcher, and the consultant. The first day was usually spent in touring the city and meeting with the Municipality, the second and third were spent meeting different stakeholders and community based organizations as well as carrying out interviews with residents to collect data for the informal sector research and the culture-Tourism research.

The following was achieved:

- 20 Completed Culture and Tourism Questionnaires
- 30 Completed Informal Sector Questionnaires

Interviewed Community Based Organizations:

- General Union of Voluntary Societies (GUVS);
- Rawabi As-Salt Welfare Association;
- Women's Committees Union;
- As-Salt Welfare Association;
- Women's Welfare Associations Federation;

- Al-Zahra' Welfare Association;
- Salt Development Corporation;
- Salt Handicraft Center;
- Ms. Fatima Nsour (Bayt Al-Turath – Private Sector)

POINTS OF DISCUSSION

FORMAL / INFORMAL ECONOMY

- 1) What are the most prevalent economic activities especially around the city core – what do people mainly work in? Whom do they employ? Are they the locals, expatriates, women, etc..?
- 2) Which economic activities are more appropriate to target in the URP i.e. those that may create the greatest economic impact and play a stronger role in the revitalization of the city.
- 3) What economic activities are missing and needed in city?
- 4) What are the main problems of the formal businesses?

INFORMAL ECONOMY

- 5) Who are the operators of the informal sector, and where are they located?
- 6) Which informal activities, products, skills/strengths, are most prevalent in city?
- 7) What do they offer? Why? What are their products based on? Tradition, agriculture, etc..
- 8) Where do informal businesses sell their produce/service, and to whom?
- 9) What is the capacity of the activities in the informal economy, in terms of employment, sales, revenues, variation in activities, quality of products, etc.?
- 10) What are the main problems of the informal businesses?
- 11) Will the informal businesses be willing to sell their produce/service away from home (in a special market place, flea market, on certain times, etc.)? Will they be willing to participate in the URP of the city?

PARTICIPATION IN THE REVITALIZATION ACTIVITIES OF THE CITY

- 12) What are the attitude of the community towards their historic places, and living heritage? Are they interested in preserving their city's heritage and branding it? Are they interested in taking ownership and be involved in revitalizing projects?
- 13) Do you think that the businesses and city people be willing to participate in the URP of the city and cooperate with municipality in the revitalization of the city and increasing its attraction to visitors/tourists? e.g. rehabilitation of their stores? Making their entrance nicer and tidier? Storm water collection and drainage?
- 14) What do you think is needed and what are the measures to secure the involvement of the community --- What do you think it takes to encourage them and give them the incentive to get involved in such revitalization projects? What do you think they will need to do this?
 1. Help in Financing the operation
 2. Technical assistance in managing the project
 3. Training
 4. Municipality/ Government support
 5. Having a strategic partner/investor
 6. Awareness raising/ Communicating more information

- 15) What problems do you think might arise, within and between government, communities, tribes, families etc.. as a result of revitalization efforts and new projects coming up, etc. ?
- 16) Who are the most influential people in the city and who will have a decision-making effect on any revitalization project. E.g. land owners, tribal leaders, etc. Names in order to involve them in consultations

SPECIAL REVITALIZATION RELATED ACTIVITIES OF THE CITY

- 17) Discuss the undergoing projects in city – BASED ON MOP SHEETS
- 18) Light Industry Cities in City
 7. Which are the businesses to be relocated
 8. Where are they relocated from?
 9. What will happen to the land lots/ shops they are vacating?
 10. Are you offering any incentives for them to relocate?
 11. What are the new arrangement for rents, ownership, etc. ? Do people like it?
- 19) Training in city
 1. What training centers exist in city? What training topics are offered in the city? Who are offering them? Who is attending? What skills are developed e.g. ICT, sewing, marketing, languages, etc. ?
 2. Are these centers doing a good job? Do graduates get employed? Where?
 3. What type of training you think will be successful in Jerash and needed:
 4. Do you think that centers such as that of the Mosaics in Madaba or a restoration school etc.. be successful in this city?
 5. What do you think that financial incentives for the development of professional schools of traditional arts & crafts and/or restoration (Jerash – Archeological restoration) Be a good incentive?
 6. What other incentives will be successful?

TOURISM AND SOCIAL ACTIVITIES

- 20) What tourism-related activities are missing?
- 21) What are the cultural events that took place in the last five years in city?
- 22) What tourism related skills are missing among the community members? How willing are they to acquire those skills? What are the suggestion of needed measures to bridge the skill gap e.g. training, raising awareness, providing guidance and technical assistance.
- 23) Will city residents be ready to work in related tourism fields? As what?
- 24) What is the level of awareness of the community with reference to their city's physical and living cultural heritage. Suggestions of awareness raising methodologies and their focus themes
- 25) How do you see residents' involvement in the production of cultural and traditional products? Are there any activities e.g. story telling, traditional cooking, wedding ceremonies, folklore singing? Are there any performing groups? --- In your opinion, what tourism-related activities may be developed by the PEOPLE OF THIS CITY which are based on their distinctive skills, heritage and traditions? Suggestion of traditions-based and living heritage projects that may brand the city and use the skills of the city's community
- 26) What do they see that makes this city unique, what makes the community unique? What is their trade mark???
- 27) What are their attitudes towards having tourists in their midst?

SOCIAL SERVICES AND CITY CORE RESIDENTS

- 28) What are the needed social services that will enhance the standard of living and satisfy the needs of the community from different aspects? (e.g. governmental institutions, CBOs, training and educational centers, libraries, financing, health services, insurance, and professionals, cinemas, etc.) ---
- 29) Who are the city's core users? Expatriates, locals, students from other parts of Jordan
- 30) What are the problems that affect the use of the city core by the population. Are people converging or leaving the city's core? Why? Where are they relocating? Where are they going to?
- 31) Who are the disadvantaged in the city? Poor women? Children?
- 32) How can we map the city socially? What are the distinctive issues in each part of the city? Describe the communities that live in the different parts in the city? SOCIAL MAP.
- 33) How do people spend their leisure time? Where do they go for holidays and free time? What do they do? Is there a special place of meeting of the youth in the city?
- 34) Where do city's residents go for cultural experiences? How much do they spend?
- 35) Where do city's residents spend their holidays? What accommodations do they prefer?