

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

**Karak**

**Social assessment**

**Annex 2**

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

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## Table of contents

<b>1.</b>	<b>EXECUTIVE SUMMARY .....</b>	<b>4</b>
<b>2.</b>	<b>SOCIAL PROFILE .....</b>	<b>5</b>
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	Karak 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 karak residents .....	10
2.2.4	Human potential/skills set .....	12
2.2.5	Access to social Services .....	13
<b>3.</b>	<b>SOCIAL DEVELOPMENT OBJECTIVES .....</b>	<b>15</b>
<b>4.</b>	<b>STAKEHOLDERS ANALYSIS .....</b>	<b>17</b>
4.1	National level .....	17
4.2	Local level.....	20
4.2.1	Public sector .....	20
4.2.2	Private sector .....	21
4.2.3	Other organizations.....	23
<b>5.</b>	<b>CONSULTATIONS UNDERTAKEN .....</b>	<b>24</b>
5.1	The city consultation workshops.....	24
5.2	The workshop in Karak .....	25
5.2.1	Organisation .....	25
5.2.2	Workshop part I .....	26
5.2.3	Workshop part II .....	28
5.3	The socio-economic survey .....	30
5.3.1	General Notes on the Socio economic Research.....	30
5.3.2	Methodology of research .....	30

## Abbreviations and acronyms

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

## 1. Executive summary

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, Karak has to face a number of key issues affecting its social and economic development. These key issues include the substitution of population and residential pauperization, the change of commercial functions, the conflict with proximity functions, the lack of socialization spaces and the decay and crisis of public spaces. In fact, after the demographic transformation and the institutional reorganization, Karak 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 Karak 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 Karak 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.

## 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 councillors 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-

city. 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 KARAK SOCIAL PROFILE

### 2.2.1 SOCIAL CONTEXT

The City of Karak has occupied a very significant strategic position in history because of its geographical location and as such has been always considered as the southern forefront defensive boundary of the area through time. Up till now, it is the home of the strongest Muslim and Christian tribes of Jordan who significantly affected the socio-political and economic situation of Jordan and still does.

This tribal connotation is still very much apparent; it is the dominating factor of the region and not just the city itself; social, political and business issues are even identified with the tribe and not with the city of Karak. Moreover, though most of the well-to-do families and individuals have left Karak leaving and moved to Amman yet their tribal connection is strongly maintained, more so than their relation to their city.

The city maintains very strong links with the surrounding regions. The families that migrated from the villages into the city, still keep significant relations with the origin settlements at every level, including real estate ownership.

Due to migration and the tendency for local people to work in the public sector, there has been a considerable movement of people to fill jobs in the apparently unpopular and less secure private sector. This has resulted in changes in the composition of the economic groups and the city has witnessed the rise of new social and economic strata that have altered the structure of the community. The first of such groups was composed of people of Syrian origins (Alshwam), the second of Jordanian migrants of Palestinian origin, the third the Al-Bararshah (family who are actually from Karak, but not from within the city itself leading to classifying them as outsiders). The most recent migrants are called Al-Azazmeih having originated from Bier Al-Sabia, they are thought to be the strongest economic group in the city at this time. These four groups do not have the same economic weight, but they own most businesses in the city. A further influential group, in Karak is composed by the owners of the buildings that most of these businesses occupy and these are amongst the original inhabitants of Karak<sup>1</sup>.

Karak has also been historically known to enjoy excellent inter-religious relations between Muslims and Christians. This religious harmony has manifested itself in a variety of social and political dimensions. For instance, the political alliances were always formed on the basis of tribal relations rather than religious affiliations and as a result there was never any conflict or problems between the two religious communities.

### 2.2.2 MAIN SOCIAL CULTURAL ISSUES AND DEVELOPMENT PERSPECTIVES <sup>2</sup>

Inter-tribal conflicts and alliances have always been behind the social change in Karak. The tribes of Karak<sup>3</sup> until now vie for wealth and political power locally inside the city and on the regional and national level.

Currently, the leaders of the prominent Karak tribes derive their strength largely from their alliance with the state through participation in the central government and other political bodies such as the parliament and political parties. In fact their allegiance is sought after. Although this political positioning is reflected positively on the status of the tribe as a whole, yet many, especially among the younger generation, see these dynamics as reflecting negatively on the situation in the city and most specifically on its socio-economic progress. It is influencing the decisions pertinent to the future of the city in ways that may be more beneficial to the few and prohibiting the work of the Municipality, negatively affecting any tourism projects, and increasing the 'Wasta' that the community suffers from as well as the tendency of the local people to work

<sup>1</sup> Urban Regeneration and Tourism Development for Old Karak, Dar Alhandasa, 2000 and information compiled from field research.

<sup>2</sup> Information compiled through the field research conducted in November 2004. Research encompassed extensive desk research, in-depth interviews and focus groups with stakeholders, observation, and field survey based on structured interviews with Karak's community members and businesses.

<sup>3</sup> As for example, some of the dominant Muslim tribes of Karak are the Majali and Tarawneh tribes, and the Christian Qussous and Halasa tribes.

in the public sector or the armed forces versus in the private sector, opening yet more job opportunities for foreign labour and for people from outside of Karak city community.

Yet, the out-migration and in-migration to Karak city based on economic and employment opportunities, as well as the low income and poverty of the society are proving instrumental in the social changes taking place in the city and the prevailing attitudes of people towards tourism and development issues. The worsening economic situation and the rise of political-religious groups caused some city people to turn to religion for affiliation with certain social circles that provide economic protection. Also, now-a-days, religious awareness and identity are becoming more important in deciding the coping mechanism for living in the city as well the attitudes of each group towards the other. Thus the increase in the social conservatism brought about, has further highlighted the religious differences in many aspects and the negative attitudes and belief that Christians are benefiting more from tourism than Muslims. As such, in more recent times, differences in the way of life began to emerge between Muslims and Christians and the society is becoming more closed. Still some residents of Karak City believe that such attitude is not deeply rooted and no major differences among Muslims and Christians exist, in fact once the economic situation becomes better all will disappear<sup>5</sup>.

As expected, the youth in Karak has a different mindset than the older generation. They are more ready to change and accept new projects in their city, they look for exposure to the world and the acquiring of the new tools needed now-a-days whether they be IT skills or new type of work. Yet they have not totally succeeded in breaking out of the confinements of traditions and the 'Shame Culture' that is widespread in Karak and which prevents men, but even more women, from joining certain types of jobs or venturing into entrepreneurial businesses. Their horizons have to be expanded and their awareness raised to their capabilities and to the opportunities that exist for Karak city.

The residents of Karak are more politicised than others. They carry a general sense of distrust and resentment towards any central government's action and intentions towards the people of Karak. Many also believe that corruption in general and the negligence of their elected members of parliament regarding Karak issues are among the main problems that negatively affect their lives. It is considered that central government is only benefiting certain families or elite to the detriment of the rest of the people. Therefore, there is strong suspicion of any government plan or proposed action in the belief that it will not serve their needs or interests. In fact the opinion that was frequently expressed is that the government does not pay enough attention to the actual needs of the people, except from the riches of the Karak region whether in minerals or tourist places, and at times it even hijacks the efforts of the community to employ itself elsewhere and take credit for. These attitudes are basically attributable to the widespread local belief that the power within the community is concentrated in the hands of few individuals. These are considered to be from one or two tribes, and a few organizations, and have strong ties to the central government. The local view is that decisions pertinent to the future of the city will be, overly and unnecessarily, influenced by these groups<sup>6</sup>.

In brief, the people of Karak city, women and men, are generous and hospitable. They are strong in will and character, willing to voice out the truth and be frank and courageous about all issues. But above all, and most in the implementation of revitalization projects, tribal allegiance is the one important aspect that needs to be taken into consideration among the Karak residents, as well as their general doubt in governmental plans and proposed actions in Karak. They have to be involved in and made aware of the project's objectives and actions from its beginning to its end in order to ensure their support and cooperation<sup>7</sup>.

### **2.2.3 MAJOR PROBLEMS AFFECTING THE LIVING STANDARDS OF KARAK RESIDENTS**

Karak is loosing its role as a commercial and recreational centre of the Governorate to Marj

<sup>4</sup> Urban Regeneration and Tourism Development for Old Karak, Dar Alhandasa, 2000 and information compiled from field research.

<sup>5</sup> Urban Regeneration and Tourism Development for Old Karak, Dar Alhandasa, 2000 and information compiled from field research.

<sup>6</sup> Urban Regeneration and Tourism Development for Old Karak, Dar Alhandasa, 2000 and information compiled from field research.

<sup>7</sup> ibid.

and other nearby towns. In particular, Karak historical centre is now undergoing a crisis that involves its role both as residential area and as urban centre. The roots of such a crisis can be traced backwards to the undergoing transformation processes involving Karak city as a whole:

#### Change in commercial functions.

Since the end of the Eighties, Karak has gradually become the main commercial centre for the inhabitants of the villages located in a rank of 40/50 kilometres around, that now represent 75% of the total customers of the commercial activities located in Karak historical centre. This transformed the commercial pattern of the city in general, and of its historical centre in particular. In fact, in order to match the needs of lower class customers, bank agencies, shops selling cheap clothes, furniture and electronic devices have widely proliferated. At the same time, the commercial activities addressed to the rich and middleclass population of Karak have moved from the historical centre to the new residential areas located around the city (Marj, Tanyeh, Mo'ta, Manchyah).

#### Changing relationships with the SURROUNDING areas

It is estimated that daily around 7,000 vehicles reach Karak from the surroundings. People come to Karak by car or, more often, by bus, thus highly contributing to aggravate circulation problems within the historical centre, given the lack of proper stationing and parking areas. The presence of buses in the residential streets creates many discomforts to the residents, but till now all the attempts to place a bus station have encountered the fierce opposition of merchants and shoppers. Given the above, many residents even try to avoid going to the historical centre when it is crowded by the presence of the people coming from neighbor villages, with the result that in the afternoon starting from 3 p.m., when shops close and the villagers have left, the historical centre becomes a deserted space empty of any activity.

#### Residential pauperization

Given the increasing urban degradation which is spreading within the historical centre, the great majority of residents left it to move to the new residential areas that have developed outside the city, in particular at Manchyah, El-Wassayah, Marj and Tennyah. Those have been replaced mostly by immigrants of Egyptian origins and by young couples coming from the surrounding villages. According to preliminary estimates, less than 60% of the present population of the historical centre is composed of original karaki families. Some of them remained in the centre because they are not able to leave, thus living their situation as highly humiliating and socially degrading.

The above mentioned transformations notwithstanding, almost all residents keep considering the historical centre as the symbol of the very heart of Karak city ; in particular, for those who have moved to Amman, going to Karak still means reaching its historical centre and walking through its narrow streets. However the present situation is that of a city which has lost its focus. In fact, even if new residential areas and commercial activities have develop, for the moment they still lack the features to become a multifunctional urban centre.

Karak still attracts students for accommodations and activities over the weekends yet students prefer to locate and live in Marj whenever possible. The congestion and older buildings in Karak and its traffic problems repel the younger generation and the associated businesses such as coffee shops, internet cafes, shopping centers, etc. In addition, the economic movement in the city has been reduced after relocation of the government organizations, less people are found are roaming the streets of Karak an consequently less buying and selling activities.

This lack of attractions for the youth, whether students from outside Karak or its residents, is another issue that affects the social development of Karak. Being further away from Amman just adds to the level of frustration and helplessness among the youth in Karak which is sometimes manifested in negative attitudes towards their city, its cleanliness, and tourists.

Of course poverty, unfavorable economic situation and lack of jobs just add to the community malaise, and its dependence on the government for work<sup>8</sup>.

<sup>8</sup> During the past four years around 14,700 diploma and university degree holders applied for work at the public sector.

In addition, Karak residents reported specific problems that are not helping their standard of living in their city. The most major being traffic management exemplified in traffic jams and lack of parking spaces. Other relevant problem is narrow streets and hole-filled sidewalks with low capacity for proper storm drainage. Also, residents complained from infrastructure problems specifically weak electricity and storm water drainage which is very apparent in the streets, as well as congestion in residential areas where houses are built next to each other. Inefficient municipal services such as solid waste collection, street cleanliness and insect and pest control, were also reported issues affecting the people. Improper street signage, street merchants and uncontrolled business licensing, are other apparent problems in the city<sup>9</sup>.

#### 2.2.4 HUMAN POTENTIAL/SKILLS SET

Although there is a very positive attitude towards education in Karak city where most consider it as the main vehicle for work, yet the education level of the youth in Karak City is somewhat limited<sup>10</sup> with more males attaining the higher university educational levels, while those females who continue their studies after high school more often opt to obtain the intermediate college degree. Moreover, the population of Karak city is small (around 20,000) with half below 19 years old, indicating that most of its population are still at school. This in turn increases in general the dependency burden on the bread winner males and does not allow for a wide base of economically active youth to carry out different skills and professions (please refer to Section 2.2 Population). Consequently, Karak depends on human resources from outside the city for jobs requiring skilled and educated labour.

The dormant human potential in Karak may in one way be assessed based on the educational sector capacity. Statistics dealing with the school level education in Karak city for the school year 2003/2004, indicates that there are about 3,000 students– most of them in the primary stage - attending the 9 primary and secondary schools in Karak city. This accounts only for nearly half of the eligible school children in Karak city indicating mainly that the rest are attending schools located outside Karak city<sup>11</sup>.

Statistics from the nearby university of Mu'ta and the Civil Service Bureau shed light on the higher educational level specializations and the available skills among the youth in Karak city and its surrounding areas. There are around 5,300 holders of bachelor degrees in subjects such as education, management, social studies, natural sciences, engineering and law among others. Also, and in particular during 2000-2004, around 9,118 holders of university degrees and 5,587 holders of intermediate college diploma have applied for work to the Civil Service Bureau for work in the public sector<sup>12</sup>. Among those are about 243 persons who specialized in English and foreign languages, 1,500 in marketing and business administration, 58 in fine arts, 244 in engineering studies and architecture, 521 in archaeology and history, 2 in hotel management and 47 in tourism studies, among other specializations. This confirms that most graduates actually look for work in the government at least as a first choice, and that Karak city should depend on human skills from outside the city<sup>13</sup>.

Besides formal academic training, the females of Karak city tend to train in sewing at the Vocational Training Center of Karak in order to obtain job opportunity at the clothing factories of King Abdullah II industrial estate. Around 48 female students/ graduates are or have attended the skilled training level to acquire sewing and hairdressing skills. Also young men and women of Karak -around 124 persons – have attended training in ICT related topics at the Knowledge Station in Karak<sup>14</sup>.

Specifically in terms of tourism related potential, the research indicates low potential among the Karak City residents. They are not particularly inclined to adopt jobs in the tourism sector to in-

<sup>9</sup> Information compiled through the field research conducted in November 2004. Research encompassed extensive desk research, in-depth interviews and focus groups with stakeholders, observation, and field survey based on structured interviews with Karak's community members and businesses.

<sup>10</sup> Field survey Nov 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.

<sup>11</sup> Ministry of Education Directorate- Karak, Preliminary Statistical Indicators for School Year 2004/2005.

<sup>12</sup> Civil Service Bureau statistics 2000-2004.

<sup>13</sup> especially given that population statistics indicate only around 4,000 persons of university level age of 19-25 years old.

<sup>14</sup> Knowledge Stations website [www.ks.gov.jo](http://www.ks.gov.jo).

crease their income; mostly due to people's belief that they do not have the proper credentials and qualifications and their conception that tourism is not appropriate to work in especially for women. Moreover, most reported below than average knowledge of the cultural heritage and history of their city<sup>15</sup>: 4 out of 16 reported knowing other skills in addition to what they have studied or are practicing, mainly handicraft related, and only 6 respondents reported knowing a foreign language and are able to converse with it. They lack awareness and exposure to tourism, but they admit that and request training especially for the youth.

In brief, given the unemployment situation and the previously discussed tendency of Karak youth to work with the Government, one may assume that most of the available skills in Qasabat Karak and Karak city in particular, are still unemployed waiting for a chance in the public sector. Therefore with proper training of the youth in entrepreneurship and creative thinking, and sustainable awareness raising in tourism and the opportunities it may create for them, combined with the provision of job opportunities resulting from URP projects, the youth may be motivated to join the labour force in the private sector and in tourism in particular.

In fact, as mentioned above about the informal sector, the residents of Karak city, especially the women, have certain skills based on traditional handicrafts, and traditional agricultural based production such as embroidery and dairy food which may flourish once organised marketing channels are opened and training is offered to enhance their products and increase the chance of making use of their skills or even retool when needed. Moreover, the women of Karak, especially the educated, are strong minded and have long influenced the decisions of the family and the tribe, and can now be seen as doers and income earners in the Karak community. Yet, with the new social attitudes and the more enclosure of the society, they are becoming more socially confined, stereotyped and less mobile. Raising their awareness of the traditional skills and its role in income generation and tourism will motivate the women of Karak to regain their original stature.

### 2.2.5 ACCESS TO SOCIAL SERVICES

Besides the main need for traffic management and parking spaces, members of Karak community stressed their need for social services and recreational activities such as nicely services public parks, cultural supply for children, and affordable restaurant or coffee shops where a family can spend its time, as well as clubs especially for women<sup>16</sup>.

Proximity to Aqaba provides Karak citizens with the opportunity to shop for higher quality products and visit recreational places, yet this is more open to the men of Karak and cannot also be considered as a trip that can be frequently taken by the residents. On the other hand nearby Marj is emerging to provide certain recreational services exemplified in the Al-Hassan Cultural center yet it caters for students and not families and the center is not very active either.

Most of the necessary social services in terms of education, health, and communication are provided in Karak city but may not be comparable to the standards of similar services in Amman. The following information is reported on the level of Qasabat Karak District unless otherwise stated.

### SCHOOLS AND TRAINING CENTRES

In total there are around 115 schools in Qasabat Karak, 10 of which are Kindergarten, 38 are Secondary academic, 2 are Secondary vocational schools, and 1 vocational training centre teaching sewing and hairdressing topics, as well as 1 IT community center (knowledge station)<sup>17</sup>.

In Karak City alone, 9 of those schools and both of the training centres, as well as 7 nurseries, operated and are found by the Ministry of Social Development.

Currently the Governorate only university is Mutah University having around 17,000 students

<sup>15</sup> Field survey Nov 2004: 11 out of the 16 respondents reported having weak to below average knowledge of Karak city's heritage and history.

<sup>16</sup> Field research Nov 2004.

<sup>17</sup> The Educational Statistical Report, MoE, 2203/2004.

and offering degrees in humanities, engineering, natural science, medicine, agriculture, ICT, law and commercial and business administration. Karak also has an Intermediate College with around 1,700 students<sup>18</sup>.

The Knowledge Station in Karak city specialises in IT training and provides Internet connection. Plans for the sustainability of this Station includes its use as an outlet for tourism related products and services incorporating community-based skills<sup>19</sup>. In fact, UNIFEM has already utilised the center to offer training for women in development of tourism related products.

## **HEALTH SERVICES**

There are 6 hospitals in Karak Governorate one private small hospital is in the Old Karak City. There are also 5 comprehensive healthcare center and 39 Mother and Child centers, 23 dental clinics, 37 primary healthcare clinics, and 42 pharmacies serving the population of Karak Governorate<sup>21</sup>. As such there is a wide and adequate range of health care facilities available in Karak, which is the principal regional center. The standard of medical care is compatible with that available elsewhere in Jordan outside Amman. There is also Comprehensive Medical Center in the Old City providing general medical services and some specialized ones such as pediatric, gynecology internal medicine, dentistry, X-Ray, laboratory, maternity, general health, vaccination and health awareness.

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<sup>18</sup> The Annual Statistical Report on Higher Education in Jordan for 2002/2003.

<sup>19</sup> USAID funded AMIR II Workplan.

<sup>20</sup> Directorate of Information Studies & Research, Ministry of Health, Annual Statistical Book 2003, English Section, pg 7.

<sup>21</sup> Directorate of Information Studies & Research, Ministry of Health, Annual Statistical Book 2003, English Section, pg 7.

### 3. Social development objectives

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

- 1) Substitution of population and residential pauperization. The decay of residential fabrics forced a large part of the population to move to new outside residential areas. The population that succeeded includes immigrant workers (mainly Egyptians) and young couples from the surrounding villages. According to some estimations, original families are now less than 60% of resident population. A significant part of these families lives this situation as a condition of residential captivity.
- 2) Change of commercial functions. The commercial activities of the historic core changed to satisfy the needs of the surrounding villages, with an increase of banks, cheap clothes shops, furniture and white goods. On the other hand, higher quality shops, attracting the local families (namely middle-class), moved from the historic core to new outskirts.
- 3) Conflict with proximity functions. Given the lack of appropriate parking, the daily inflow of population arriving in Karak by car and, above all, by bus, increases traffic problems of the historic core. Bus parking in residential streets causes significant nuisance to resident population. The historic core is not livable enough; parking and traffic problems induce the residents to prefer the outside commercial settlements for their shopping. However, in the afternoon, after the departure of the external visitors, the historic core is no longer enlivened and turns into an inanimate and deserted space.
- 4) 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.
- 5) Decay and crisis of public spaces. The main factors that affect the urban environment of Karak contribute to decrease the quality of the urban space and of the experience of the city for residents, visitors and tourists. The central public spaces are disappearing or are used by a few social groups, often by the poorest or less rooted in the community. The main bus station, an important interface of the core with the outside, is in a condition of decay that causes inconveniences and discomfort to local population and visitors. The recent realization of a peripheral bus station did not successfully address the issue traffic congestion whilst hampering the integration of the core within its region context.

After the demographic transformation and the institutional reorganization, Karak 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 Karak 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 Karak 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 Karak. Within this perimeter, the most comprehensive actions of the program are concentrated on two urban structures.

The first action is focused on the enhancement of the urban axis composed by the main commercial spine of Al Malik Al Husayn Street, the group of heritage buildings located at the south-western end, Al Mujamma Street, the new Castle Piazza and the Castle.

The second development axis concerns the creation of a new pedestrian path along the remains of fortification located on the south eastern edge of the historic core, providing a new pedestrian access along the remains of the city wall, connecting, through an "heritage trail", the Ottoman School up to the Castle. Through landscaping and appropriate restoration, this action will ensure the preservation and improvement of a portion of the historic core that lays in a condition of severe decay, and create a new quality urban space for residents and visitors.

These two actions will ensure high quality urban spaces for the benefit of the different social components, thus contributing to increase social cohesion. The new urban quality space will also increase the appreciation by the residents and the visitors of their experience of the city and will attract more visitors and tourists, thus contributing to boost the handicraft, trade and tourism related economic activities. The heritage trail will create also a new public outdoor space, that will cover an important deficiency of the core. It is assumed that new services will develop around this new axis, including cafes, restaurants and other forms of entertainment addressed to the youth and local population as well as to tourists.

Tightly related to this axis is the proposed redevelopment of the bus terminal area to create the necessary public space and a pole of activities. This action will include the development of a medium-size quality hotel, to improve the tourism facilities supply, and will complement the cultural attraction of the rehabilitated public space of the plaza in front of the Castle.

The overall upgrading of the street network and of the public space involves the entire perimeter. Using different weights of intervention, this action will mark the territory of the historic core as a quality urban space, but will be limited to the "horizontal" part of the space (public property). The most significant actions will concentrate on Al Malik Al Husayn Street (main axis) and on other important streets such as Al Khider, Al Qal'a, Al Maydan, Al Malek Talal and Al Jami'Allumari Street.

The new Jerash Historic Core regulation will operate in the background, gradually affecting all the aspects of the project area, ensuring: (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**

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#### **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 centres 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**

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### **4.2.1 PUBLIC SECTOR**

#### **KARAK GOVERNORATE**

The Governorate of Karak is cooperative and would like to see projects that have been already planned for, such as the five-storey parking building in Karak, to be implemented. As with all Governorates, the personal initiative of the Governor is very important. The Governor of Karak has been newly appointed.

#### **GREATER KARAK MUNICIPALITY**

The Greater Karak Municipality is the focal point in all development effort of the city. It is mainly responsible for the city planning and zoning, construction of infrastructure (e.g. roads, playgrounds and gardens, storm water protection), land acquisition for public needs, traffic management, providing building licensing, public markets construction and management, shop licensing and control of street vendors, signs and advertisement control, garbage collection hygiene control for houses and public places, development and management of parks, providing land and management of cemeteries, demolishing of unsafe buildings, control of animal markets, and management of municipality assets.

As such it should play a central role in the city revitalization program. Under the current structure, the Municipal Consultative Council oversees Municipality work and offers recommendation.

The Municipality has to carefully handle this relationship as well as that with the Members of Parliaments of the area.

Presently, the Municipality is pushing for the proper implementation of revenue recovery from business licensing as well as violations. It is also controlling unlicensed street vendors. Both are not easy tasks in Karak and require strong leadership that will not bend to tribal and family pressures, yet it is succeeding.

The Municipality has good relationship with the Karak community based organizations and has cooperated with them in various projects.

In terms of availability of data essential in the decision making process, Karak Municipality has managed to incorporate GIS services and is capable of managing its zoning operations yet it lack GIS knowledgeable staff in terms of numbers and expertise.

It has also managed to produce the first publishing of a newsletter to communicate with Karak residents and has established different awards and prize cultural competitions. As such Karak Municipality is trying to move forward on its path as an instrumental organization in Karak's progress.

It is highly cooperative and will support revitalization projects with all of its capacity. It is ready to give priority to projects that would reinforce and diversify the attractiveness of the Karak. Further details of the Municipality capacity is found under the Institutional Assessment in main report.

## **BRANCHES OF CENTRAL GOVERNMENT AGENCIES AND DEPARTMENTS**

In Karak there are branches of most government agencies especially those involved in services such as health, agriculture, education, finance, lands and survey, utilities and public works, social development works. Each of these agencies is controlled by its own by-laws and regulations, which may not necessarily be always compatible with by-laws or regulations of other agencies, or even with the local needs of the city.

There is an evident lack of coordination among all these different agencies and conflicting and confused responsibilities between players, as well as centralization of decision making in Amman which just adds to the coordination problem. In fact centralisation negatively affects the level of planning, implementation and control over related responsibilities and works in Karak. Budgets and operational decisions of the Karak office base must be approved by Amman. They also suffer from lack of resources, both in terms of qualified staff, equipment and space, and lack an efficient revenue recovery system.

## **KARAK DEPARTMENT OF ANTIQUITIES**

Extension of the MOTA's Departments of Antiquities in Karak. It is responsible for all antiquities artefacts and sites and has the power to prohibit construction if archaeological ruins were encountered. It is also responsible for guarding the archaeological sites and collecting entrance fees to the Castle. Its capacity should be raised to enable it to help the Municipality to protect and interpret the sites within the Karak City and the wider region.

### **4.2.2 PRIVATE SECTOR**

#### **THE MO'AB GIRLS SOCIETY**

The Mo'ab Girls society is one of the active charity associations in Karak. It is currently chaired by an active Lady from the Majali family and the success of the society is strongly tied to her efforts. The society is active in establishing development activities and for the local communities, and has succeeded in establishing cooperation links with other national NGOs in Karak.

As an example, such cooperation has been established between the Mo'ab Girls society, the Karak Municipality, and the Jordan Hashemite Fund NGO whereby a centre was built in the Old Karak City. The Society secured the funding from the Industrial Development Bank, the Municipality provided the Land, and JUHD has assisted in building the centre. Now the Centre, managed by JUHD and the Society offers training in embroidery and sewing and offer awareness raising in family health and panning among others.

Within the same vicinity and in the Dhaher Baybers Park the society is establishing a children's library and a women fitness centre. They are housed in a 2-storey building that the Society rented from the Municipality and renovated. The society has also been involved in tourism development in Karak. They have managed, with funding from MOTA, to provide figures enacting the daily life traditional activities (e.g. weaving, bread making, etc.) placing them in a chamber in the Castle. The MOTA has then decided to relocate the figures to Salt without the Society's consent which has created bad feelings among the two. Nevertheless, the Society is still most willing to cooperate with the Municipality, government and/or any other party to establish tourism income generating projects. It can even provide land plots (2 dunum near the governmental hospital, and 700 m<sup>2</sup> in Talal Street) for such projects.

The main drawback of the Society is its complete dependence on its chairman for its new activities as well as funding in some cases. As such, the society has to be strengthened in personnel capacity and fund raising activities.

#### **LOCAL INVESTOR**

The main investor in Karak is Mr. Saqer Masarweh who took it upon himself to manage the Karak Castle Piazza. He is owner of one of the small hotels in Karak and has plans to establish a big hotel near the Karak Panorama developed by the JICA project.

He has been instrumental in developing tourist services as well as tourism labor in Karak such

as the restaurant at the Piazza and the shops. As an investor, Mr. Masarweh is willing to cooperate and be part of revitalization projects in Karak

### **THE KARAK DEVELOPMENT CORPORATION**

The Karak Development Corporation (KDC) was established in 1992 but only commenced operations in 1996. The basic objectives of the Corporation are to encourage the development of Karak through the implementation of individual projects designed to satisfy the needs of citizens and to assist Karak Municipality financially and technically in order to enhance its service provision.

One of the principal achievements of the KDC is the construction of Al-Hassan Cultural Centre in Al Marj. Among its ambitious plans are an Occupational Training Centre, Panorama for Sound and light, a park, a building to house the Cerebral Palsy Society and a commercial and entertainment complex. Its principal obstacle is the lack of consistent funding. Funds are presently obtained through donations by various individuals, and although substantial, are not regular and depend upon the personal discretion of donors. The KDC will therefore depend to a significant extent on the flow of donations.

Even though the KDC is currently a member of the Karak Castle Piazza Committee it should be considered for more involvement in the planning and implementation of projects for the development of Karak. It should strengthen its staff and add technical personnel as well as widen and reactivate its membership base to solve its lack of funds and increase its budget.

### **UNION OF WOMEN'S WELFARE ASSOCIATION, GENERAL UNION OF VOLUNTARY SOCIETIES, AND OTHER COMMUNITY BASED ORGANIZATIONS**

The community-based organizations in Karak are more cultural than productive organizations. All are members in the General Union of Voluntary Societies (GUVS), which also has a branch in Karak city, and are monitored by the Karak Directorate of Ministry of Social Development. Cooperative associations are not prevalent in Karak. The main issue among those organizations nowadays is the prevalent feeling of helplessness and frustration of their administrative committees, as well as lack of cooperation amongst them.

Also, the charity associations in Karak do not offer sustainable marketing efforts that serve the informal sector of the city and they also lack financing. They look for the Ministry of Tourism to help them in marketing the products of their members just as it does for the more prominent NGOs such as for Jordan River Foundation. Yet they are in favour of revitalization projects and are willing to offer support in their implementation.

### **COMMUNITY BASED ORGANIZATIONS**

There are 18 registered community-based organizations in Karak city but very few are actually active, and those that are active are more cultural than productive organizations. All are members in the General Union of Voluntary Societies (GUVS), which also has a branch in Karak city, and are monitored by the Karak Directorate of Ministry of Social Development. Cooperative associations are not prevalent in Karak.

The main issue among those organizations now-a-days is the prevalent feeling of helplessness and frustration of their administrative committees.

Community based organizations mainly depend on the personal voluntary efforts of individuals, usually the women of the higher social status and members of the influential families of Karak, and their success depends on the creativity and connections of the administrative committee members. Even though these associations play a major 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, yet the associations' efforts are uncoordinated and lack proper communication channels among themselves. Moreover, any cooperation between such organizations and the national NGOs is also dependent on the connections of the administrative committee members. Such cooperation has been established between the Mo'ab Girls society,

the Municipality, and the JUHD NGO whereby a center was built in the Old Karak City<sup>22</sup>. The society secured the funding from the Industrial Development Bank, the Municipality provided the Land, and JUHD has assisted in building the center and is managing it. Within the same neighborhood the society is establishing a children's library and is providing training in embroidery to the women. They are also willing to cooperate with the Municipality, government and/or any other party to establish tourism and income generating projects and can even provide land plots (2 dunum near the governmental hospital, and 700 m<sup>2</sup> in Talal Street) for such projects.

Charity associations in Karak do not offer sustainable marketing efforts that serve the informal sector of the city and they also lack financing. They look for the Ministry of Tourism to help them in marketing the products of their members just as it does for the more prominent NGOs such as for Jordan River Foundation.

As mentioned speaking about the informal sector, those associations are very close to the people and to the communities and they can be instrumental in offering training in specialized crafts and skills, as well as in raising awareness of their communities in tourism and cultural issues.

### **4.2.3 OTHER ORGANIZATIONS**

#### **THE KARAK CASTLE PIAZZA MANAGEMENT COMMITTEE**

This committee represents a model organizational structure in Jordan where a Committee could be legally established. It encompasses public and private sector members including the Karak Municipality, the Ministry of Tourism, and representatives of the commercial sector in Karak, and of residents, as well as the Karak Development Corporation.

This committee is given the authority to manage the Karak Castle Piazza whereby it is currently renting out the facilities under a 10-year contract to a local investor to develop and manage the Piazza and its facilities of restaurants, and souvenir shops, as well as any potential cultural tourist activities. The drawback of this Committee is that it does not interact with the communities and is seen as a distant organization operating on its own.

#### **THE KARAK CHAMBER OF COMMERCE**

The Karak Chamber of Commerce is an important body in the daily life of Karak. It is directly involved in the commercial and industrial activities of the community in terms of the issuance of licences, certificates of origin, commercial registration and court guarantees. It also participates in a wide variety of local activities such as fairs, festivals and exhibitions as well as providing charitable donations to students and the poor. Their incomes are obtained from member subscriptions, and charges collected as a result of their activities. The Chamber should be considered for more direct involvement in the planning and implementation of projects for the development of Karak. It should also be involved in controlling street vendors licensing.

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<sup>22</sup> Adjacent to the Al-Dhafer Baybers Garden.

## 5. Consultations undertaken

### 5.1 THE CITY CONSULTATION WORKSHOPS

The City Consultation Workshop, divided in two sections (morning and afternoon), was held in Karak on December 9<sup>th</sup>, 2004.

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 organisations. The aim was to present a preliminary project outline and introduce the concept of the City Revitalisation 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 revitalisation 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 KARAK

### 5.2.1 ORGANISATION

#### LOCATION

The Karak Consultation Workshop was held on Thursday, December 9<sup>th</sup>, in the Al-Hassan Cultural Centre.



#### TIMETABLE

9:30	Workshop begins
	Workshop opening speech (Governor)
	Presentation of the project outline (Abi-Samra)
10:30	Open discussion
11:20	Coffee break offered by COTECNO
11:55	Open discussion
13:00	End of workshop part I
13:45	Lunch offered by the Governor
15:30	Workshop Part II
18:15	End of workshop part II

## 5.2.2 WORKSHOP PART I

### SINTHESYS OF MAIN ISSUES

- 1) There is the need to lengthen the stay of tourists in Kerak. A tourist management plan needs to be developed for the city of Kerak to create information and promotion of tourism. Tourism coordination activities should be funded.
- 2) A number of suggestions come to improve inter-governmental coordination, creation of coordination bodies, etc.: there is no coordination between the government and the CBOs; there is overlapping of roles between the Directorate of Archaeology and Directorate of Tourism; there is a call to have the Municipality to be involved in projects from the very beginning, and the Municipality should have the technical capacity to handle this role. There is a need to create a committee that includes the institutions, the governor, the municipality, and the community to monitor and follow-up the city development
- 3) The need for a strategic vision for the city was pointed out.
- 4) As long as the five cities network is concerned, it was remarked that Kerak should be tied not only to the other cities, but also to the Dead Sea from a tourism perspective.
- 5) It was stated the priority that labour should be from Kerak
- 6) As long as municipal infrastructures and services are concerned, the workshops pointed out a number of issues to deal with such as: the southern entrance to Kerak to be improved; suggestion to park the tourist buses outside the center and use shuttle buses; the curb near the Italian Hospital: there is a need for traffic management; a five storey parking structure being proposed in place of the Martyr Haza'a Al Majali Centre; the western entrance to the city which is currently closed should be reopened; the tunnel leading to the bus terminal in order to avoid buses going into the city; the storm water drainage needs; the need for a traffic management plan (there is a traffic study by Dr. Nizar Qatameen); protection of the environment through solid waste recycling and sorting at the source.
- 7) There were different attitudes with reference to the pedestrianization of the commercial street.
- 8) Moreover, a number of suggestion came concerning some facilities, such as remove the garages and mechanics to a light industrial zone; a need for children spaces and activities, as well as adolescent and youth (the municipality began something but was weak). One proposal is to have a social center for children and youth.
- 9) It was suggested that the local handicraft should be showcased in the Kerak castle. It was observed the need for a folklore place.
- 10) For the heritage buildings, it was suggested to substitute run down buildings with services buildings; it was remarked that there is a problem regarding heritage houses that get demolished by the people; it was suggested to protect the façades of the buildings and allow people to build behind it.
- 11) It was pointed out that the castle needs protection and would require expropriation to create a buffer and prohibit construction.
- 12) A lot of different suggestions came, including: the old pool to be renovated (Mohammad Zein Abu Alfielat pool); rehabilitation of the old towers; re-use of the tunnels leading to the Castle; the Bathan and Barada areas are still intact and could be developed; a bridge from the panorama and the castle; the police station should be removed; the high school of Kerak is being renovated, and would like to include the use of the building as part of the study.
- 13) The need for the community to participate fully was pointed out, together with the need to coordinate the activities of the NGOs operating in the area. It was remarked that the Committee for the Castle Plaza committee is not adequately connected with the community
- 14) It was suggested that the Wadi bin Hammad should be considered as part of the study,

there is a potential income generation out of this.

- 15) The possible areas of participation of the private sector are limited to an existing proposal for a hotel just behind the Panorama (the hotel is ready and just needs funding).

#### LIST OF ATTENDEES

NAME	INSTITUTE	POSITION
Abed Alhameed Alaghwat	Municipality of Karak	Board member
Abed Aljaleel Alrawashdeh	Chamber of Trade and Industry	Director
Abedalla Altarawneh	News agency	Journalist
Ahmad Altarawneh	Jordan Center for media	Director
Akram Khalaf Almo'sfeh	Alhassan Cultural Centre	Director
Ali Awad Kreshan	Governorate of Karak	Vice Governor
Amen Alma'ytah	Al Destoor Newspaper	Journalist
Deputy	Vocational Training Centre	Deputy
Dr. Abed Alkader Alhabashneh	Governorate of Karak	Consultant Member
Dr.Fayez Zeyadeen	Municipality of Karak	Director of Health Department
Eaid Abu Kderah	Al Arab Alyaom Newspaper	Journalist
Eaid Alkaraki	ERADA	Consultant Member
Eiad Aldahayat	University of Mo'ta	President
Eng. Boran Kamal	Ministry of Municipal and Rural Affairs	Protection and Promotion Cultural Heritage
Eng. Marah Alkhayat	MOTA	Project Manager
Eng. Mervat Haobbsh	MOTA	Project Director for Protection and Promotion Cultural Heritage in Jordan
Eng. Nahla Nasraween	Municipality of Karak	Director of Planning
Eng. Younes Madadha	Retired	Retired
Eng.Lama Almajali	Directorate of Ministry of Municipal and Rural Affairs	Engineering Director
Esam Alshawawreh	Municipality of Karak	Director of Training and development
Fayez Mbayden	Electricity Co.	Administrative Director
Hashem Alnawayseh	Department of land and Survey	Director
Haydar Albayaydah	Municipality of Karak	Board member
Hesham Adayleh	Al Ghad Newspaper	Journalist
Husien Altarawneh	Governorate of Karak	Board member
Ja'far Shhadeh	Department of Tourism	Director
Jamel Almahadeen	Municipality of Karak	Consultant Member
Khaled Aldmoor	Governorate of Karak	Consultant Member
Khaled Alnawayseh	Ministry of Agriculture	Director
Khaled salameh Alskhor	Municipality of Karak	financial Director
Khaled Tawfeq	Governorate of Karak	
khlaf Zuriekat	Municipality of Karak	Accountant
Lo'ey Halaseh	Water and Sewerage authority	Deputy
Mahmoud Alsoob	Visitor Centre	Director
Majed Aldmoor	Municipality of Karak	Employee
Majed Alkdah	Ministry of Awqaf	Director
Mohamad Ahmad	Municipality of Karak	Department of Health
Mohamad Alasasneh	Municipality of Karak	employee
Mohamad Alj'ferh	Municipality of Karak	Environment Department

Mohamad Alkeswani	Municipality of Karak	Director of Survey Department
Naiep Alnawayseh	Ministry of Public works and Housing	Director
Nayfeh Almajali	Union of Mo'ab Society	Director
Okab Saleh Alsoob	Municipality of Karak	Director
Omar Mbaydeen	Municipality of Karak	Board member
Radad Alma'aytah	Municipality of Karak	Board member
Rami Alsmehat	Municipality of Karak	Employee
Rasmi Alkaysi	Governorate of Karak	Governor Assistant for Development affairs
Saber Aljawazneh	Karak Heritage Society	Director
Sa'di Alrawashdeh	Ministry of Education	Director
Sa'ed Jamel Ala'jami	Police Station	Director
Saker Masarwah	Tourism	Tourism investment
Saleh Altarawneh	Union Welfare Association	Director
Same Bka'een	Municipality of Karak	Employee
Samer Alnwayseh	Environment Department	Director
Zaki Alewsat	Municipality of Karak	Board member
Zaki Alkwalet	Municipality of Karak	Board member

### 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 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 Karak Municipality on December 9<sup>th</sup>, 2004, by Raffaele Gorjux with Eng. Salan Al-Nawaiseh/Manager of Karak area.

#### NOTE

Eng. Salan Al-Nawaiseh suggested boosting the placement of all services underground.

#### TRAFFIC

Karak is an old city. The network is old and the density of vehicles is increasing. The police cannot manage to enforce traffic regulations.

There are an average 3 tourist buses every day, but they do not constitute a real problem; however, there is a suggestion to include parking for 2-3 buses into the Tourist Piazza project.

People are not appreciating the pedestrianization (two months) of the main road. The sidewalks should be equipped with steps because of the slope.

There are two bus stations. The one at the southern edge of the historic core should be used for local area buses, but they prefer stopping into the center. The use of the bus station should be enforced. The access to the bus station should be improved. The bus station at the east of the Mohabite Castle is for long distance connections.

There also is a problem with trucks parking into the center.

There is a committee for the improvement of traffic. One of their suggestions is to leave the buses out of the historic core.

The municipality has underway an action to use some plots of land in the historic core as parking, asking owners to invest creating parking and then collecting a fee. The overall resulting capacity in terms of parking has been estimated up to 300 cars.

#### SOLID WASTE COLLECTION

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

The municipality manages the collection of garbage/street cleaning in an effective manner. The dump is 40 km away from Karak.

Waste Management in the Old City is the responsibility of the Municipality, using a combination of refuse compactors and small hand-drawn wheeled bins, which are used for the narrower streets and neighborhoods. Refuse from the wheeled bins is transferred to open trucks before being transported to the waste disposal site. Wastes are deposited in various either old drums or wheeled containers and collected daily for transfer to the waste dump. The present system appears satisfactory except for the age and condition of equipment used to store the waste prior to collection.

#### STORM DRAINAGE

The storm water drainage system does not exist. During rain the roads work like a collection network. There is a need for the collection of the rainwater in the lower (east) part of Old Karak.

Some buildings drain water through the sewerage network. There is a need to separate the storm drainage from the sewerage.

The municipality doesn't have a project or an idea of the cost.

#### 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 every day. Some of the traditional buildings have tanks for the collection of rain water. The quality of water is not good.

The reliability of the water supply services within the Old City is considered to be good as even during summer no shortages are reported. However, the distribution system as a whole is unreliable. It consists of a piped network with several sections either laid above ground. Pipes are subject to damage, corrosion and abuse as well as freeze/thaw in winter. This results in a consequently high rate of leakage and loss.

A complete sewerage network serves the historic core. The sewage is drained through a network of buried pipes leading to the Karak Treatment Plant, which is located, some 2 km from the Old City along Route 50 to the Dead Sea. The plant is built on the slope of a hill and operates by gravity. The system collects domestic liquid wastewater, including sewage effluent and waste. The wastewater is then directed into three main 200 mm pipes, the main sewage pipes serving the east and western sections of the Old City and Marj respectively.

The Ministry of Irrigation has a project to improve the network since long time. The maintenance is done on call and there are financial problems.

#### ELECTRICITY

The Jordan Electric Power Company supplies electrical power to the city. The study perimeter/historic core is completely served by the network. Electrical supplies are regular and reliable, although the distribution system being mainly overhead causes visual pollution, particularly in the historic areas.

There are frequent blackouts in winter.

## PUBLIC LIGHTING

The historic core is completely served, but the system is old and needs improvement, being substantially below international illumination standards.

The present use of mercury vapor lamps contributes to the unsatisfactory standard of street lighting. Changing to high-pressure sodium lamps for lighting the main areas, including those used by tourists would improve visibility and efficiency as well as achieving a more pleasant atmosphere.

## TELECOMMUNICATION

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

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## **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:

- 15 Completed Culture and Tourism Questionnaires
- 26 Completed Informal Sector Questionnaires

Interviewed Community Based Organizations:

- General Union of Voluntary Societies (GUVS);
- Women's Committees Union;
- Women's Welfare Associations Federation,
- Shihan Housewives Society;
- Mo'ab Girls Union Society
- JUHOD;
- Mr. Saqer Masarweh (private Investor).

## **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?