THE HASHEMITE KINGDOM OF JORDAN

MINISTRY OF TOURISM AND ANTIQUITIES

THE WORLD BANK

THIRD TOURISM DEVELOPMENT PROJECT
SECONDARY CITIES REVITALIZATION STUDY

Jerash

Social assessment

Annex 2

JOINT VENTURE OF COTECNO WITH ABT ALCHEMIA CDG MGA

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Abbreviations and acronyms

CAS	Country assistance strategy
CH	Cultural heritage
CBO	Community based organisation
CRP	City revitalisation program
DOS	Department of Statistics
EA	Environmental Assessment
GJM	Greater Jerash 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 Environnemental 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, Jerash has to face a number of key issues affecting its social and economic development. These key issues include the weakening of social cohesion, the disintegration of the urban space, the lack of socialization spaces and the decay and crisis of public spaces. In fact, after the demographic transformation and the institutional reorganization, Jerash 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 Jerash 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 Jerash 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 news 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" lo-

calities 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 de-

centralization affirmed by the Government from the end of the Eighties, the Municipalities are today deprived of their political and institutional autonomy and are still under the authority and the control of the Government.

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

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

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

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

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

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

The way in which the local populations and certain associations sometimes try to force their way onto the municipal policy and management is in this respect particularly significant: sometimes rather than addressing the Town Hall, they prefer to directly challenge the Minister ("the employer of the Mayor" as a president of a local association put it), the Governor or the depu-

ties 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 community. 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 s 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 JERASH SOCIAL PROFILE

2.2.1 SOCIAL CONTEXT[1]

Currently Jerash encompasses a blend of people with a variety of different living cultures. In fact, its residents are a mix between the original Jordanian tribes, the Circassian families, and the Syrian families which settled during the last two centuries on the east bank of the wadi natural spring, Ain Qeirawan.

In fact, although the historic site of Jerash was 'rediscovered' in 1806, there were the Circassians who migrated to Jordan in 1878 as refugees that led to the growth of the modern town. When those people settled in Jerash, there was nothing there apart from the roman ruins, that provided for low-cost building materials. The Circassians were attracted to Jerash by the natural advantages of the site and by the abundant supply of cut stone for building houses, and from the very beginning they started working in agriculture, becoming the main owners of the land which turned to be, and still is, their main source of wealth. In the same period, significant groups of Circassians migrated to Amman and to other parts of Jordan. For this reason, Jerash had and still has a strong role of centrality for all the Circassian community in Jordan, represented by the Circasssian Society, an important NGO. Circassians are still a strong community in Jerash, composed by 70-80 families.

At the end of the XIX century, Jerash was also a destination for Syrians immigrants from the Damas region, the Shami. The community in Jerash is nowadays of approximately 2,000 people.

The original social fabric of Jerash is composed by the Circassians and the Shami. Until 1968, mayors were alternatively elected within these two groups.

The most extended community (approximately 15,000) is composed by people from the neighboring village of Souf, between the '50s and the '70s. In 1968, a mayor form Souf was elected (the grandfather of the current mayor).

The Palestinians arrived in two waves, around 1948 and 1967. They settled in two refugee camps: one close to Souf, approximately 2 km north of the outskirts of Jerash, and the other, the Jerash Camp, 5 km south.

In today's Jerash, the Shami are devoted to commerce and administrative activities; the Circassians remained mainly bound to agriculture and governmental employ. Palestinians are peasants, working men, and more recently traders and craftsmen.

In practice, the city is composed of two sub-cities: the archaeological area to the west and the inhabited city to the east. Both sub-cities have been for a long time now just facing each other with no attempt of interaction or merger. The residents of Jarash do not feel that the archaeological site is part of their city or that it belongs to them. It is 'owned' by the Ministry of Tourism and the tour operators. The inhabited city lies neglected to its side and completely ignored in any income generating activity that takes the archaeological site as its base or in the opportunity to interact with people of other culture and get exposed to new things.

As mentioned before, people of different origins still have different life attitudes and way of thinking: the Syrians are known for their carefulness with money and shrewdness in business, the Circassians for their stubbornness, closure, and shying away from the new, and the Jorda-

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

nians for their simplicity and generosity. Yet they all are Muslims at varying degrees and Islam culture and rules govern the behavior of the men and women: it can be said that Islam was and still is what tied them together, also because Christian presence is minimal.

2.2.2   MAIN SOCIAL CULTURAL ISSUES AND DEVELOPMENT PERSPECTIVES[2]

In recent years Jerash witnessed the relocation of its rich and influential families to Amman. They all left to start businesses and investment projects in the Capital, leaving Jerash devoid of any economic activity that provides job opportunities or income to its residents. Unlike other cities in Jordan, there is no evident support provided from those rich families residing in Amman to their original city or tribe/family, and it seems that a nearly complete cut is in effect. This migration flow has not stopped either, driven mostly by the bad economic situation, characterized by poverty and unemployment. Migration to Amman is continuous, especially among the youth who feel trapped with no way out to progress and innovations and look to Amman for job opportunities. They move there whenever it is possible and, if they cannot relocate, they commute every day.

Consequently Jerash is being emptied from its purchasing power and its educated youth, and the residents feel completely on their own. Very few are happy living in Jerash and pessimism and negative attitude are prevalent among all the population. There is a lack of belonging that is evident in the way they look at their city as being 'dead and backward' and in the widespread belief that the 'Ministry of Tourism should relocate all its people to somewhere else in Jordan and take it over with all that it includes'[3].

Residents do not see anything that makes their city special or worth living in. There is a sad atmosphere and a sense of defeat and helplessness[4]. The observer cannot miss the deep sense of injustice that the people have and their tremendous distrust of the government. They are aware of the tourist and agricultural riches of their area but this only aggravates their feelings that these are hijacked from the people and are exploited by the Government, most specifically the Ministry of Tourism, in a way that excludes its residents and transfers the reaped benefits away from the rightful owners, the Jarashi people. What is surprising is that very few economically able residents are even willing to break the cycle and invest in Jerash themselves, and any idea they have for an investment project would not consider the city as its place of implementation. Therefore, the city is now suffering from a closed society composed of communities that are not willing neither to support each other nor to cooperate with the authorities that may help them.

Furthermore, the residents complain that there are no open channels of communication between the community and the Municipality or the government and this is only adding to the non-transparency of projects and to the distrust of the people. Many reported that the level of corruption is high in Jerash and using one's position to further one's interest is a common affair[5].

This negative circle could only be broken by reaching the full involvement of the community in the URP: the establishment of a Jerash Development Corporation would be one way of giving to residents ownership over their city, while another measure could be the encouragement of small scale projects that once successful may prove instrumental in driving other similar investments aimed at improving people life standard.

Other facets voiced by many were:

- the need for more income sharing with the Municipality from the archaeological site,

- the establishment of a link between the two sub-cities so that to allow tourists to pass over

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[2] Ibid.

[3] Field survey based on structured interviews with Jarash's community members and businesses, Nov 2004.

[4] During the field research, Jarash residents refuse to even converse with the researcher when they knew that they would be discussing culture, tourism, and problems of their city. They commented that 'this is of no use', 'I do not want to be involved', 'I would rather keep away from tourism', 'I do not care' .

[5] Field survey based on structured interviews with Jarash's community members and businesses, Nov 2004.

to the city east side and interact with the residents.

Besides unemployment and lack of investment projects and industries, another aspect is currently affecting the social dynamics of Jerash to a large degree: it is the convergence of people from adjacent villages to live in the city. This is lowering even more the level of education and culture of the city communities, and introducing more religious attitudes and conservatism.

Due to religious practices, currently interaction between men and women is minimal and segregation of activities is evident. This characteristic of the community dictates how facilities would be used by the residents, as well as the role of women in revitalization of the city and their involvement in income generating activities in tourism. Interaction of residents with the tourists is also affected.

2.2.3 MAJOR PROBLEMS AFFECTING THE LIVING STANDARDS OF JARASH RESIDENTS6

The main problems that affect the standard of living in Jerash are unemployment, especially among the youth, low income and unfavorable economic situation including increase in prices and lack of demand.

In addition, Jerash residents reported specific problems that are not helping their standard of living in their city, the most prevalent being traffic management, exemplified by unorganized streets and traffic jams especially in the main streets, as well as lack of parking spaces, and bad sidewalks. Residents reported the need for organized streets and places to park.

Another reported problem is the inadequate sewerage network; the lack of effective solid waste collection and provision of garbage cans is seen to affect people's living standard and has a detrimental effect on environmental quality in several ways: visual intrusion; health and sanitation, and constraints on the active and effective use of public and private places.

Weak irregular electricity is another infrastructure problems that residents complained from. Health services were also considered as inadequate and unprofessional and pointed out their need for better health centers.

Furthermore, improper projects planning is now having its negative effect on the community. As for example, the new bus terminal7 developed towards the outskirts of Jerash is viewed by many as unusable especially by women, who, preferring not to be in such a secluded area, get on and off the buses in the main streets, by doing so just adding to the traffic jam. Another example is the new Light Industrial City, which was built with no proper consideration as to the requirements of business and now stands empty. Consequently, an Urban Master Plan is very much needed for Jerash. This has been called for by the Mayor and the people alike with the hope that it will control all types of projects and regulate their implementation. The Plan will also help in solving the impact of private ownership on the planning of the city and will mitigate the problem of expropriations needed to develop the city functions.

Other main venues that are missed by the residents are job placement organizations and, as for their spare time, public parks, cinemas and swimming pools.

One of the most serious concerns among residents deals with the Jerash Festival, since it is seen as a negative affair that, while contributing nothing to the residents, makes . It is seen as a negative affair during which the city suffering from over crowdedness, lower economic activity, and chaos. The festival is not seen to belong to Jerash, the products of the community branding Jerash are not displayed there, and no income is generated from it. Even the tickets to the different events are sold outside Jerash. This problem is attributed to the mismanagement of the Festival as well as to the lack of involvement by the Municipality in its operation.

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[6] 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 Jarash's community members and businesses.

[7] The bus terminal serving routes leading to other cities and villages from and to Jarash has been moved from the middle of town near to the vegetable markets to the outskirts. The place is considered secluded and women are scared to use it. It is now unused after 5:00 pm and stands empty. The Municipality has now moved the vegetable market to occupy the front end of the terminal in the hope to keep the association of using the bus after buying the food. This only added to the seclusion of the terminal that is now even more secluded behind the market.

Tour operators that control the path of tourists are another problem that affect people's attitude and exposure to tourism. In fact, residents complain about the fact that the tour operators guide the tourists through the archaeological site, spend at most two hours, and then hurry the tourists out of the city without passing to the eastern inhabited side of Jerash where they can interact with the people. If time allows and the tour operator has an established agreement with a restaurant, the tourist coach will only stop for lunch in Jerash before getting on the road to somewhere else in Jordan.

2.2.4 HUMAN POTENTIAL/ SKILLS SET

Literacy is only around 80% in Jerash Governorate.

As for Jerash city, the insight gathered from observation and from the researches conducted indicates a low education level among the residents as well as little knowledge of city's culture and history, together with limited skill sets since few reported knowing other in addition to what they have studied or are practicing.

As mentioned above, the residents, especially the women, have skills based mostly on traditional handicrafts such as embroidery and sewing, cooking traditional dishes and producing dairy products that Jerash is famous for such as 'Labaneh' and cheese, jams and pickles suing 'Aubergine', but, most interestingly of all, they can also shape and carve stone, wood, silver and copper; moreover, they are able in mosaics and carpet as well as in braiding hay into products and embroidering the lining of the Jordanian Headdress 'Al-koufiyah'.

In short, services that may be instrumental in upgrading the human potential and skills of the people are not prevalent in Jarash. The nearness to Amman and Irbid and the ability to commute there only serves in limiting the growth of such services. In fact recently growth has mainly been residential with no complementary new commercial or industrial development and as such no growth in job opportunities either.

First of all, Jerash lacks training centers: the youth have to travel to Irbid for training on sewing machines in order to secure jobs at the clothing factories there. A new vocational training center has been newly established in 2004 for this purpose but is still not operational. There is also a Knowledge Station that trains in IT and provide Internet services but is not sufficient.

Furthermore, currently the Governorate has no intermediate colleges but one University, Jerash Private University, that has around 4,000 students thus providing all the supply of educated youth.

However, what is lacking in Jerash even more than financing sources and marketing and sales venues, is the vibrancy of entrepreneurship and creativity, that may be found just among the youth, who are often educated and specialized in topics ranging from foreign languages, marketing and business administration, fine arts, engineering studies and architecture, archaeology and history, to hotel management and tourism studies[8]. Yet, as reported by the residents, most of those educated youth look for job opportunities outside their city and leave or commute there leaving the less educated in the city.

Then, apart from this young potential, ability to converse in a foreign language is not prevalent among residents.

Furthermore, no matter whether they are employed or not, working in tourism is not very attractive to residents because some believe they lack the needed skills for, including knowledge of English, others view themselves as too old for such jobs, while the great majority is just not inclined towards tourism[9].Yet some indicated their willingness to work in tourism related jobs

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[8] In addition, the Civil Service Bureau statistics shed light on the existing specializations of the population of Qasabat Jarash; in particular, and during 2000-2004, around 12,555 holders of university degrees and 8,069 holders of intermediate college diploma have applied for work to the Civil Service Bureau8. Among those are about 2,796 persons who specialized in English and foreign languages, 1,454 in marketing and business administration, 624 in fine arts, 180 in engineering studies and architecture, 33 in archaeology and history, 20 in hotel management, and 16 in tourism studies, among other many specializations.
[9] Field survey Nov 2004: 28 out of the 43 respondents reported having a secondary and lower education level, 7 with a diploma degree and 8 with a university degree. Also 6 out 14 rated their information of Jarash history and culture as very weak and 8 as average. Moreover, 2 out of 14 reported knowing additional skills to what they have studied or practice, and only 5 out of the 19 wished to work in tourism.

such as tour guides, translators, and handicraft production, and are willing to attend paid courses to gain better skills. To this extent, it is worth stressing the fact that Jerash boasts a solid base of interacting and rich living culture based on the different traditions surviving in the city, which if handled properly can prove to be a rich attractive ground for tourism and revitalization of the city in general.

2.2.5 ACCESS TO SOCIAL SERVICES

Proximity to Amman and Irbid makes Jerash and its immediate region dependent on the services provided by there, especially in terms of specialized health services, higher education, shopping and other services. The city also has high dependency on Amman in terms of employment and the provision of jobs.

Basic social services in terms of education, health and communication are provided in Jerash city but are not sufficient or even comparable to the standards of similar services in other Governorates.

SCHOOLS

In Jerash city and immediately surrounding areas there are five nurseries under the jurisdiction of the Ministry of Social Development, 15 primary schools and 12 secondary schools. Around 15,400 students attend those schools, which are mostly public institutions often with inadequate facilities.

HEALTH SERVICES

Most of the available health service facilities in Jerash Governorate are public and are provided by the Ministry of Health. Specifically there is only one public hospital with a total of 135 beds. Hospital bed per population ratio is low, amounting to 9 beds per 10,000 persons[10].

There are 26 Primary Health Clinics, and 12 mother and child Centers, only 12 dental clinics, and 19 pharmacies serving the population of Jerash Governorate.

Doctors are estimated to around 100 in the Governorate as a whole.

Health services in Jerash is lacking with 63% of households having no health facilities within 10 minutes walking distance.

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

3. Social development objectives

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

1) Weakening of social cohesion. The social fabric of Jerash is the result of a continuous immigration inflow of rural and immigrant population(mainly Circassian). The social cohesion has never been significant, and this continuous flow from outside highly contributes to further weaken the social structure of the urban community and to increase fragmentation. These elements, in turn, further undermine the local socio-economic base, and cause a new spiral of community decline.

2) Disintegration of urban space. Anarchical use of space and uncontrolled urban development brings to the disintegration of the urban space, that disappeared as federating place and as pole of economic, social and urban centrality.

3) Lack of socialization spaces namely for the youth that form the majority of the population and that are lacking in cultural, educational and leisure activities.

4) Decay and crisis of public spaces. The main factors that affect the urban environment of Jerash contribute to decrease the quality of the urban space and of the experience of the city for residents, visitors and tourists.

The project development objective is to improve urban integration, social cohesion and local economy in Jerash 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 Jerash 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 Jerash, determined as the area circumscribed by the Roman wall. 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 of the main commercial spine of King Abdullah Street. The link of the historic core to the archaeological site is ensured by the transversal axis that connects the junction of King Abdullah Street with Bab Amman Street, the

adjacent Suq, through the South Bridge to the structuring axis of the archaeological site. The junction of the South Bridge with Wasfy Al-Tal Street is arranged with appropriate actions that will improve the visual and pedestrian continuity between the core and the archaeological site.

The second development axis concerns the landscape restoration of the Wadi area. The Wadi area is a highly characterizing feature of the historic core of Jerash. However, it has since now played a "separating" role. The actions aims at restoring the environmental integrity of the Wadi while transforming it in a new urban park, a new "central place" with unifying function both at the physical level (reconstructing a continuity between the core and the archaeological site) and at the social level (providing a new common federating space for the entire population).

The East Baths development will complete the on-going development of the area and enhance the Wadi action, providing a new urban square, booths to showcase local products, and solving the condition of decay of the area near the North Bridge. The handicraft booths will showcase the traditional production, with an accent on the informal sector, thus creating an occasion for the visitors to better know the typical local products.

Finally, the development of the ex-market place will provide a new urban square with an underlying parking to help addressing the high need for parking that characterizes the historic core.

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 King Abdullah Street (main axis) and on other important streets such as King Hussein Street, Al Qayrawan Street, Al Sha'ab Street and Al Mafraq 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. It has been recognized that the preservation of historical continuity in the environment is essential for the maintenance or creation of living conditions that enable humankind to discover its identity, to find its bearings both in the historical context and in its geographical setting in the broadest sense (physical, ethnical, etc.) and to acquire a sense of security amid social upheaval through having fully understood the changes occurring and thus being better equipped to control their effects.

4. Stakeholders analysis

4.1 NATIONAL LEVEL

MINISTRY OF TOURISM AND ANTIQUITIES

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

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

MINISTRY OF CULTURE

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

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

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

DIRECTORATE OF CULTURE AT EACH CITY

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

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

MINISTRY OF AWQAF AND ISLAMIC AFFAIRS

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

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

The Ministry carries actions that enhance the administration of investments and use of awqaf lands; and builds on and develops the religious sites and 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 pro-

jects that will revitalize their city.

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

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

4.2   LOCAL LEVEL

4.2.1   PUBLIC SECTOR

GREATER JERASH MUNICIPALITY

The Greater Jerash Municipality (GJM) suffers from insufficient financing. It is generating its own income from licensing fees, building permits, construction licenses, solid waste collection and rent from municipally owned properties; however in recent years the locally raised funds have been less than half of the required expenditure.

Also, there is a need for a structural Master Plan to coordinate and direct the Municipality in controlling the urban growth and the economic development, as well as capacity building to improve the city management in terms of issuing of new building licenses according to specific design guidelines; the determination of the needed financial resources for expropriations; the implementation of existing regulations; and the preparation and enforcement of a traffic management plan. It is currently lacking in provision of municipal services such as solid waste management and cleaning of public spaces among others.

For further details please refer to the main report.

MINISTRY OF AWQAF AND RELIGIOUS AFFAIRS

The Directorate of the Ministry in Jerash is responsible for the religious sites around Jerash and especially for the Jerash Mosques. It has to be involved in any attempts at rehabilitating the area around it. The Ministry is capable of financing commercial projects as well.

JERASH CHAMBER OF COMMERCE

The Chamber owns heritage buildings that can be renovated and their use changed to serve community based projects and handicraft market places. It is currently planning to relocate and its premises may be up for rent.

4.2.2   PRIVATE SECTOR

LOCAL INVESTORS AND BUSINESSES

The local investors in Jerash do not trust the Government's endeavours in their city. Their cooperation is hard to obtain. The major issue for ensuring their potential cooperation with the Municipality is expropriation of land or building at market prices accompanied by extensive awareness raising and financial feasibility study of suggested projects. Once the businesses minded residents of Jerash are convinced of the feasibility of a project that requires their participation, and are ensured the cooperation of the Ministry of Tourism and the Municipality as well as help in marketing the facility, they would be willing to invest in the project and help in realizing it. Financial compensation is the number one issue to consider; this may be direct compensation to owner or a project utilizing the facility under concern with guaranteed financial profitability.

Cooperation will be obtained also when the community is involved from the planning stages of projects especially when a total plan is presented that details the developments in store and their effect on Jerash.

COMMUNITY BASED ORGANIZATIONS (GUVS, LADIES OF JARASH WELFARE SOCIETY, THE CIRCASSIAN SOCIETY)

There are 9 welfare Organization in Jerash city. All are members in the General Union of Voluntary Societies (GUVS), which also has a branch in Jerash city, and are monitored by the Jerash Directorate of Ministry of Social Development. The most active are the Circassian Society and the Ladies of Jerash Welfare Society. Cooperative associations are not prevalent in Jerash.

Welfare associations operate on voluntary members basis and their success depends on the individual efforts and connections of the administrative committee members. In general they lack financing and the knowledge of how to secure it. The most active have projects that will benefit there communities, some are undergoing, and some are planned for, yet they are not coordinated in such a way that combines their efforts, and financing, and prevents redundancy of projects and ideas. They do not have structured channels of communication between them and the Municipality and donor agencies.

Still they play a very important role in supporting the informal businesses and providing training and awareness raising. They are the main outreach to the community. Once they organize their efforts and coordinate their needs and requirements with the Municipality, they can be the drivers behind prosperous informal sector activities that will include the women in the productive society and will help in increasing the income of the community. They can also be a pressuring force on the Jerash Festival management to increase the participation of Jerash community members, display Jerash products and benefit from the Festival.

5. Consultations undertaken

5.1 THE CITY CONSULTATION WORKSHOPS

The City Consultation Workshop, divided in two sections (morning an afternoon), was held in Jerashon December 5th, 2004.

The MOTA actively participated in the organisation 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).

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

The presentation of the preliminary project outline was realised 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.

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 are significant contents for the City Revitalization Pact.

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.

The Jerash Consultation Workshop was held on Sunday, December 5th, in the Jerash Municipality Hall.

TIMETABLE

9:30	Workshop begins
	Workshop opening speech (Governor)
	Presentation of the project outline (Abi-Samra)
10:10	Open discussion
11:20	Coffee break offered by the consultant
11:50	Open discussion
12:45	End of workshop part I
13:00	Lunch offered by the Governor
16:00	Workshop Part II
18:00	End of workshop part II

5.1.2   WORKSHOP PART I

SINTHESYS OF MAIN ISSUES

1) There is a need for a structural Master Plan to coordinate and direct the urban growth and the economic development.

2) A number of matters were brought up, concerning the need to improve the city management, such as: the issue of new building licenses according to specific design guidelines; the lack of financial resources for expropriations; the implementation of existing regulations; the preparation and enforcement of a traffic management plan.

3) As long as municipal infrastructures and services are concerned, the main issue are: the need to improve the solid waste management and cleaning of public spaces; the lack of public spaces for the children; the need of improving the public lighting in the Old Souq.

4) It was pointed out that the old wall needs protection and would require a major change in the existing zoning plan.

5) The restoration of the Wadi environment was requested.

6) The need for a single body responsible for the city development and have authority over the site, such as the Jerash Development Corporation.

7) It was pointed out that the role of the tour agents needs to change in order to unleash the benefits of tourism for the whole city.

8) Handicrafts and other local skills need to be promoted. Suggestions included the promotion of traditional cooking; the creation of a training centre in mosaics; to house these activities in the already existing buildings as a marketing outlet.

9) The need of a better connection of the Jerash Festival with the rest of the city was pointed out.

10) From a social point of view, the main issues concerned: the request of the involvement of the people through the local NGOs; the need of organising and coordinating the action of the local NGOs one single umbrella.

11) The workshop revealed that there is a lack of trust, between the people and the municipality and the weakness of the social dynamic, that is not structured as a common community.

12) For what the private sector is concerned, it was pointed out that Investors should become aware of the profitability of investing in Jerash. More communication has been called for, so that the private sector could be informed regarding the current projects that are in preparation, in order for them to be involved.

13) The following activities that have been pointed out are possible areas of involvement of the private sector:

- management of the bus station;
- management of the East Baths area;
- operation of a shuttle service from the eastern site around the archaeological area;
- creation of an agri-food facility for preparation/packaging of typical local products;
- creation of an hotel with adequate capacity.

14) The Mayor pointed out the need for people to feel the benefits of projects.

15) It was suggested the opportunity to exploit the jift (olive residues after squeezing) to be recycled.

16) There were requests for environmental studies and projects to increase income, such as the exploiting of the Dibbin forest reserve, and the involvement of the RSCN.

17) It was pointed out the need to improve the people's attitude towards parking and solid waste through awareness raising actions.

LIST OF ATTENDEES

NAME	INSTITUTE	POSITION
Abed Al Rahman Hzeem	Municipality of Jerash	Director of Antiquities
Abed Almajeed Majle	Department of Antiquities	Director of
Abeer Alsaheb	MOTA	Planning Department
Adeeb Al Etoom	Municipality of Jerash	Board member
Ahmad Ayasreh	Al Destoor Newspaper	
Aktham Al Sarayreh	University of Jerash	Dean of economic and management sciences

Ali Al Fayz	Governorate of Jerash	Governor
Ali Almomany	Ministry of Awqaf	Director
Ann Boujes	University of Australia	Deputy
Asma'a Alshredeh	Governorate of Jerash	Development Department
Atef Nseerat	Housing and Urban Development Corporation	Director of the Corporation
Dr. Ola Mahasneh	Ministry of Agriculture	Deputy
Eng. Akram Bane Moustafa	Municipality of Jerash	Director
Eng. Fathe Jwenat	Madaba Chamber of Trade and Industry	Director of Chamber
Eng. Fatmeh Al etoom	Directorate of Municipal and Rural Affairs	Director
Eng. Feryal Al Etoom	Municipality of Jerash	Planning Director
Eng. Mervat Haobbsh	MOTA	Project Director for Protection and Promotion Cultural Heritage in Jordan
Eng. Mohamad Al Shorman	Ministry of Agriculture	Director
Eng. Nour Alshebli	Municipality of Jerash	
Eng. Shatha kreshan	MOP	
Eng. Sobhe Al Da'aja	Ministry of Public works and Housing	Director of Public Works
Eng. Walid Ala'toom	Municipality of Jerash	Head of Municipality of Jerash
Eng.Ahmad khattab	Watershed Project	Project manager
Eng.Husien Abedalazeez	Al Jothour Association	Director
Eng.Lubna Saleh	Directorate of Public Work	Director
Essa khasawneh	MOTA	
Fayez Odebat	Al Ra'ey Newspaper	
Ghadeer kasem	ERADA	Director
Ghazy Gharaybeh	Water and sewerage authority	Vice President
Hafed Elayan	Al Arab Al yoom Newspaper	
Hamdan Al Sarhan	Police Office of Jerash	Director
Husieen Albalasmeh	Governorate of Jerash	Director Assistant
Jourj Eskandar	Directorate of Tourism	Director
khaldoon Al koofahe	Ministry of Telecommunication	Director
khaled bdoor	Department of Land and Survey	Director
Khaleel Emad Aldeen	Women of Jerash Association	President
Lo'ey Al Smade	Municipality of Jerash	Board member
Lubna Alkoura'an	Governorate of Jerash	Development Department
Mahmoud Jaradat	Governorate of Jerash	Planning Department
Marah Alkayat	MOTA	Project Manager
Mazen kteshat	Directorate of Ministry of Municipal and Rural Affairs	Engineering Director
Mohamad alkadere	Governorate of Jerash	Development Department
Mohamad Alrefa'y	Governorate of Jerash	Planning Department
Mohamad kher Al Mardeene	Fayha Association	Director
Mohammad Aref leho	Environment Association	Board member
Mohammad Ayaserh	Al Ghad Newspaper	
Mohammad Edebat	Directorate Of Youth	Assistant manager
Nofa Bent Nasser		
Sa'ed Jassar	Ministry of Labour	Director of Labour in Jerash
Salameh Al Bawa'aneh	Municipality of Jerash	Board member

| Yasser Sha'ban | Municipality of Jerash | Board member |
| Yousef Zuriekat | Tourism of Debeen | Director |

5.1.3 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 Jerash Municipality on December 4th, 2004, by Raffaele Gorjux with Mr. Mazhar Hajo/Engineer Director of Jerash Area.

NOTE

Mr. Mr. Mazhar Hajo suggested to put all services underground.

TRAFFIC

The overall traffic situation is chaotic, and a good traffic management plan is highly needed. Parking in the historic core is not sufficient, and more parking should be provided around access roads.

SOLID WASTE COLLECTION

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

It was pointed out that the Municipality is not equipped with enough vehicles missing for the collection of solid waste.

Moreover, there are behavioral problems that should be addressed. These problems include both the common people throwing garbage in the streets and the garbage generated by the shops and by the vans that sell directly on the streets. Effective enforcement and monitoring are required.

The lack of effective solid waste collection has a detrimental effect on environmental quality in several ways: visual intrusion; health and sanitation; and constraints on the active and effective use of Public and Private owners.

STORM DRAINAGE

The storm water drainage network covers the entire perimeter study/historic core. Part of the network is not working and needs maintenance. However, the traffic problems hinder maintenance works, as it is almost impossible to close the streets for the time required.

WATER SUPPLY AND SEWERAGE

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

The water system in Jerash was constructed in 1985 and it covers all the built-up area and it is in good condition and serves more than 98% of the population, but the water distribution service operates only one day a week.

The main problems reported include occasional pollution and the lack of water during spring/summer.

ELECTRICITY

The Irbid District Electricity Company supplies electrical power to the city. The study perimeter/historic core is completely served by the network.

Jerash is served by power stations at Rihab (providing 70% of local demand) and Al Sohebi (30%), but within two years the Jerash District should be connected to the Irbid network, and an additional power station is under construction at Ishatfins.

These developments should help overcome the current reliance on just two sources and the peak summer problem of under capacity and susceptibility to vandalism and occasional disconnection due to major construction projects.

TELECOMMUNICATION

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

5.2   THE SOCIO-ECONOMIC SURVEY

5.2.1   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.

5.2.2   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 busi-

nesses 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:

- 14 (refusals 11) Completed Culture and Tourism Questionnaires
- 29 Completed Informal Sector Questionnaires

Interviewed Community Based Organizations:

- General Union of Voluntary Societies (GUVS);
- Circassians Welfare Association;
- Jarash Ladies Welfare Association;
- Women's Welfare Associations Federation;
- Jarasia Welfare Association.

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?