Case Studies on Jordanian Cultural Heritage Initiatives

For the European project
Promoting Governance and Citizenship in Palestine

“My Heritage! My Identity!”

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Introduction

1. ABOUT THE EU-FUNDED PROJECT “MY HERITAGE! MY IDENTITY!”

The 4 partners have previously collaborated in the “Rural Development Program along the Abraham Path” that establishes a trekking route across the West Bank. This program is currently financed by the French Development Agency (AFD), the World Bank, and French local authorities. The Path crosses the West Bank from north to south, passing through towns, villages, encampments and refugee camps, thereby reflecting Palestinian identity in all its diversity and complexity. The first phase of this Program along the Abraham Path, Masar Ibrahim in Arabic, supported by the AFD and French local authorities took place between 2013 and 2016. Its success led to a second phase that has been validated and is being implemented until 2019.

Based on the solid foundations of this existing Program, the 4 Partners have submitted to the European Union (EU) a new complementary project, entitled “Promoting Governance and Citizenship in Palestine”. This new project aims to strengthen Palestinian identity and citizenship through rediscovery (research, preservation and promotion) of historical and cultural heritage along the Masar Ibrahim.

Context:
The Masar Ibrahim allows us to oversee the plurality of the Palestinian identity. The memories evoked by each step of this journey, and the historical relics that we discover, remind us of the multiplicity of influences that have existed on this land. Among them, we have the Canaanites civilization from the Antiquity; references to episodes recounted in the Torah and the Gospels, or mentioned in the Quran; ruins witnessing Greek, Roman, Persian, Byzantine and Arab occupations; buildings reminiscent of the Franc passage; the Mamluk and then Ottoman, and British domination.

The proximity of these steps evokes the close link that connects the various components of the Palestinian population: Christians of various obedience; Muslims of various sensitivity; urban descendants of the oldest Middle East civilizations; Nomadic Bedouins coming from the centre of the Arab peninsula at various times; sedentary farmers who have cultural and religious characteristics common to all the traditional rural areas; and refugees displaced after the 1948 or 1967 wars.

The exploration and valorisation of diversity along the Masar Ibrahim, which appears to be the central axis of the Palestinian identity, would restore the Palestinians’ consciousness of the plurality which has characterized them as a nation for a long time, and give foreigners an image that reflects the wealth of this country’s history and the complexity of its modern society.
Through the re-appropriation of historical and cultural heritage along the Masar Ibrahim, the Project aims to consolidate the **social cohesion** between the different components of the Palestinian population.

**Project Objectives:**

**O 1 | FOSTER THE KNOWLEDGE ABOUT PALESTINIAN HERITAGE**
1. Mobilization of Universities and Researchers
2. Interactive & Informative Web Portal Database
3. Workshops & Seminars

**O 2 | CAPACITY BUILDING & NETWORKING**
1. Trainings on Heritage Preservation & Promotion
2. Intercommunity Workshops Encouraging Social Cohesion and Cooperation
3. Case studies and Cohesion Trip to Jordan

**O 3 | RAISING AWARENESS ABOUT PALESTINIAN HERITAGE**
1. Activities Targeting Schools and Women Centres
2. International Youth Camps
3. International Symposium on Palestinian Identity and Citizenship

**TARGET GROUPS**

- Universities, researchers, local organizations.
- Key actors on heritage issues, local and national authorities.
- Women centers, schools, large audience in Palestine and abroad and tourist service providers.

**2. STUDY PURPOSE**

The aim of the study is to identify several case studies in Jordan linked to tangible and intangible heritage preservation and promotion.

The case studies will be the basis to set up a six days training for (40) Palestinian key actors in Jordan that will be implemented during the first quarter of 2019.

(40) Key actors will attend training for six days on heritage preservation and promotion as a vector of plural identity and social cohesion. Gathering organizational members for training
enables them to create a network, exchange good practices, and explain issues they are facing. Helping them work together on the topic of preservation and valorization of *their* heritage, to make them aware of its diversity, will enable them to develop a pluralistic group which will create links between communities that probably would not have met without the training. Furthermore, this training will contain team-building activities and thus strengthening the links between key actors and creating inter-community networks around shared topics.
CASE STUDY (1): SOUK JARA – JORDAN’S FRIDAY FLEA MARKET

Summary:
Souk Jara is a complete package of shopping, entertainment and eating bringing people together from all parts of Amman. Located in Amman’s oldest areas, Rainbow Street of Jabal Amman, Souk Jara marks a historical and cultural location. The Souk became a very well-known market that it developed to a famous touristic attraction for many tourists and residents of Jordan. Having a diversity of people starting with the residents of the neighborhood and others coming from different regions in Jordan to promote their different authentic products, creates a special identity to this Souk while highlighting the cultural, geographic and architectural importance of the area. Cleanliness, good organization and security, attract families to spend their Fridays in the Souk; particularly that the Souk is kids friendly and organizes kids’ activities. Around 12,000 visitors coming from all the different areas of Amman along with tourists come to the Souk.
I. Background Information

Along with the rest of old Amman, Jabal Amman was first settled during the Neolithic period. But unlike nearby hills, particularly Jabal al-Qal'a, Jabal Amman was never fortified. It remained somewhat of a wooded outback until the 20th century, when Amman was declared the capital of Transjordan and royalty, wealthy families, businesses, army officers, and politicians began moving into Jabal Amman. Soon, the Jabal was informally established as an elite neighborhood of Amman. As Amman spread west, the 1st Circle was built and Jabal Amman became a primary east-west artery for the quickly expanding city. As the area aged, trees and greenery matured. Today, full grown trees line the streets of Jabal Amman. In 2005, the Greater Amman Municipality recognized Jabal Amman as a “heritage attraction point” and set forth plans to preserve and develop the historic hill.

Traditionally, the 1st Circle marks the start of Jabal Amman and King Talal Street on the valley floor marks the end of it. 9th Sha'ban Street divides Jabal Amman from Jabal al-Weibdeh in the north. Mango Street runs north-south across the slope. Rainbow Street serves as the main access up and down the mountain to the 1st circle. Jabal Akhddar is on the opposite side of the valley from Jabal Amman.
Jabal Amman is renowned for its historic buildings and distinctive early 20th century architecture. When politicians and entrepreneurs moved into the neighborhood during the same time, they began to build houses, many of the houses featuring a single story and a large front porch running the entire front exposure of the building. Notable houses include:

- House of Chafiq Pasha Hayek
- Belbeisi Palace
- Al-Mufti House
- Jardaneh House
- Mango House
- Sammour Family House

Numerous businesses such as Books@Café, Old View Café, Jordan River Foundation, Wild Jordan, and Royal Jordan Film Commission inhabit some of these buildings today.

The Mango House is a building in Amman, Jordan. Situated on Mango Street, the house looks out toward Jabal Akhdar on the other side of the valley that is downtown Amman.


The Ahliyyah School for Girls was established in 1926 by the Christian Missionary Society based in England. It opened its doors with 25 students and a small number of teachers dedicated to the educational process involved in empowering the young women of Jordan.

Photo Source: School Website, Jordan Times
As Jabal Amman's old neighborhood is one of the oldest and most distinguished areas in Amman on both cultural and historical levels, it constitutes a major tourist attraction. Prominent personalities such as the late King Talal, the late King Hussein Bin Talal, nine prime ministers of Jordan, famous parliamentarians, diplomats, industrialists, army officers such as General John Bagot Glubb resided in this neighborhood. Also, the first Girls school was established in this neighborhood in 1926. Other famous private and governmental schools were also founded in Old Jabal Amman (OJA), such as the Bishop’s School in 1936; The Islamic Educational College in 1946; the governmental Queen Zain Al Sharaf Girls' school and others. The old parliament building is still a witness to the parliamentarian life since its inception in Jordan in 1929. Three Kings were crowned in that building in 1946, 1951 and 1952. As mentioned, Late King Talal and his son the late King Hussein and other members of the Royal Family lived in Jabal Amman for so many years. A quote from late King Hussein’s speech delivered to Greater Amman Municipality few months before his passing way: “Out of all of you, I may be among the earliest residents of Amman, and have a recollection of it when it was but a village at a time when it would have been an exaggeration to refer to it as a city... At that time each one of us knew everyone else, their phone numbers, and every car in town.”

Having a unique historical, cultural as well as a sentimental importance, Jabal Amman’s First Circle resonates with invaluable memories echoing in the hearts of its people and the walls of its buildings, making it a special place for many generations past, present and future.

II. Proposed Initiative

To help maintain and preserve the identity and ethnicity of the Jabal Amman neighborhood, H.E. Zaid J. Goussous, a principal founder and the first chairman, and also an owner of authentic Jabal Amman houses and a resident of the area, along with a few residents of the Old Jabal Amman (OJA) neighborhood came up with the idea of establishing the Jabal Amman Residents Association (JARA), as an attempt to preserving the neighborhood’s deep history and promoting cultural events. The association was established on the 7th of July 2004 as a non-profit community association, and registered with the Ministry of Interior under the association’s law 33 (Year 1996).

The association is not owned by shareholders or any other common form of equity ownership, but rather “belongs” to the community it represents in the form of association members. JARA is governed by the general interests, operational, functional and financial well-being. At present the association has an honorary chairman, H.R.H Prince Ali Bin Al
Hussein and is managed and operated by the board of directors under the leadership of Zaid Goussous, its founder and the first chairman.

The vision of JARA is for the Jabal Amman district to be recognized and acknowledged as the historic, cultural, and societal foundation of the Hashemite Kingdom of Jordan, thereby reinforcing the area’s historic position and sustaining its heritage status.

The mission of JARA is to evolve and preserve the Jabal Amman area’s identity, heritage, and social ethnicity by capitalizing on the district’s richness in history, landmarks, and societal origins to bolster social activities and increased economic prospects through well designed touristic and social opportunities for the domestic and international visitor.

To accomplish its mission, JARA Association has identified a wide range of strategies and tactics (programs of work), which are grouped into the following strategic objectives:

1. To create and continuously enhance awareness about the Jabal Amman area’s historic and social significance amongst residents, members, and the public
2. To provide members and area residents with a forum to create and maintain an ongoing sense of belonging
3. To preserve the traditional, architectural, and historical fabrics of the district
4. To lead the reviving of the area’s infrastructure in collaboration with relevant stakeholders
5. To encourage increased economic opportunities for the Jabal Amman area’s business community
6. To provide a suit of attractive membership services

**Souk Jara**

In line with JARA’s mission, and to draw the attention to the importance of Jabal Amman and to reinforce the role of its residents and society, JARA or the Jabal Amman Residents Association initiated Souk Jara; a weekly popular flea market that sprouts every Friday. As the name suggests, it is located on the Rainbow Street in Jabal Amman and makes for a unique shopping experience.

*Established in 2005, JARA hosts the most famous outdoor market Souk Jara (سوق جارا) which is the main JARA Association activity and which is the highlight of our case study.*
Souk Jara came as the first JARA initiative that started in collaboration of Greater Amman Municipality. Located at the end of Rainbow Street in Jabal Amman, the market offers visitors a peak into the world of Jordan’s handicrafts, with items ranging from housewares to jewelry, pottery and clothing, among others. Art, food, antiques, T-shirts, crafts - vendors selling different wares make their way to Souk Jara for the weekly market. Stalls decorate the entire road on both the sides for the customers to browse through and enjoy the amusing shopping experience. While walking down this street, one finds merchandise, which is commonly not found in any of the stores. Artisans come to sell their wares directly to the customers and souvenirs, paintings, handmade accessories, so many different things can be found here. It’s great fun to walk through the market and enjoy the local food at one of the many stalls there.

Although the Souk started with 40-50 stalls in 2005, it now comprises 140 stalls, 20 of them are leased to charitable societies and underprivileged families at no charge, according to Kawas, who added that people from other governorates such as Jerash and Aqaba also take part in the bazaar, which is opened mid-May until end of October on a yearly basis. The usual fee for renting a stall is 40 JDs per week.

JARA has a selection process for the vendors that seek to participate in it. They have an application form, as well as an interview with each of the vendors which go over a period of three weeks. A selection criterion focuses on the product itself, and that it is either handmade or homemade in Jordan, as well as the variety of products.

Lots of activities are also held there. Movie screenings, concerts, local bands, magic shows, talent shows and some impromptu programs add their energy to the atmosphere here. Music also adds its bit to the liveliness of the place.
Souk Jara is typically open from 10 a.m. to 10 p.m. during summer and stays shut in winter. However during the period of Ramadan it opens from 8 p.m. till around 2 a.m. in the morning.

The objectives of Souk Jara’s initiative are:
1. Promote tourism and highlighting the ethnicity of the area.
2. Promote old Jabal Amman as an area rich in its culture and art.
3. Promote the small businesses and helping them market their products in the Souk.
4. Support the musical talents whether individuals or small bands
5. Provide a suitable place for family entertainment.

**JARA Tourist Information Center**

JARA also has an ‘Information Center’ that is the only one in the area. Multiple institutions, such as Greater Amman Municipality, Ministry of Tourism and Jordan Tourism Board are big supporters this information resource center. In the center, visitors, including lots of tourists, get the chance to go through a gallery walk exploring the history of old Jabal Amman. Brochures and flyers about JARA, Souk Jara, along with flyers about the key touristic and cultural heritage initiatives can be found in the center; again reinforcing JARA’s role acting as a hub promoting the cultural and touristic heritage not only in Jabal Amman area but in Jordan as a whole.

III. Stakeholders

Jabal Amman Residents Association (JARA) board members consist of 11 persons headed by H.E. Zaid J. Goussous and his deputy Mr. Khader Kawwas according to the last election that ran in 2015. Mr. Hassan Nsoor is the Secretary of Trust with Mr. Haitham Goussous serving as the Treasurer. According to the Associations bylaws, board election happen every three years. Some of its board members are: Wijdan Altalhouni, Senator in the Upper House of the Jordanian Parliament, the Superintendent of the Ahliyyah School for Girls and the Bishop's School for Boys Haifa Al-Najjar, Abdurrahiem Albqa'ie, Raja Gharghour, Dana Al'odwan.

JARA has continuous cooperation with the Ministry of Tourism and Antiquities, as well as the Jordan Tourism Board, which supplies the information center with all needed leaflets and brochures.

JARA has received a few grants from United States Agency for International Development (USAID) supporting and expanding on its activities. From the private sector, Zein has been a
strategic partner supporting Souk Zara and Ahli Microfinance Company being a gold sponsor of the Souk.

IV. Challenges

JARA was launched in 2004 and enjoyed the typical hype that is associated with a newly founded business association. Down the road, and as volunteerism expectantly declined and the board & committee members attended to their own business affairs, JARA’s performance and popularity declined and resulted in a rather stagnant entity. The summer Souq, project held on summer weekends however maintained its momentum and remained a popular and appreciated project, providing the Jabal Amman area residents with opportunities to meet & network, and conduct micro-level business activities in the form of retail sales. This was also recognized in JARA Association’s SWOT analysis clearly stating that Souk Jara remains as one of JARA association Strengths as a well-developed weekly summer market that appeals to many residents and patrons, and that can be capitalized upon to expand support and revenues.

Like many similar non-profit organizations, some of the association’s most pressing challenges are continues financial sustainability, securing the buy-in from stakeholders and supporters, and recruiting and retaining a strong membership-base of constituents, however; from a financial perspective, JARA has been able to sustain its operations largely from revenue generated by the Souk JARA project reinforcing the success of this initiative. JARA has a couple of other initiatives “Mahrajan Haritna” that is being done in collaboration with the Ahliyyah School for Girls and the Bishop School in Jabal Amman, and “Jabal Amman Cultural Week” held in collaboration with Abdul Hameed Shoman Foundation in the same area.

While the above challenges are typical for any business association, JARA will face additional challenges that are unique to its particular case. Specifically, JARA will need to build a solid business case within a rather limited target market, rely strongly on residents to join the association which requires a very unique and focused portfolio of member services, and deal with limited yet tangible resistance from some of the residents to its flag-ship product the Souq JARA and similar planned projects.

In response to the challenges it will face, JARA will carry out its strategic business plan and programs of work in line with a number of core principals; operational & financial feasibility, institutionalizing its operations, maintaining transparent operations & management, engaging the community, creating economic opportunities for its members, and empowering the board. Accordingly, the community’s support and buy-in, financial sustainability, transparency, innovative services, and a motivated team are considered as keys to success and are fundamental prerequisites to long-term success and growth.
V. Results/Impact

Souk Jara has been proven a success on the cultural and economic aspects. Not only being the main supporter of the JARA Association, but acting as a main touristic attraction. It played a role reviving Jabal Amman area and helping people understand its cultural, historical, social and architectural heritage. Raising this awareness helps people value their heritage, and as a result, opt to take good care of it, thus enjoying it. From knowing, appreciating and enjoying those heritages come a thirst to know and understand more leading to creating a clearer identity for the community and forming a better social cohesion.

Through this market, JARA Association seeks to connect with the women living in the governorates through creating a seasonal market in the north, center and south to provide these women with the opportunity to market their products. Furthermore, currently JARA is renovating the Association's premises in an effort to establish a permanent exhibition and market for the society's women and the craftsmen where specific periods are allocated for each governorate to display their products in this exhibition, making a financial impact on the community along with the cultural one. Furthermore, the Association is aiming at organizing cultural activities, seminars and musical performances aimed at preserving national heritage.

Read More ...

- 60 beneficiaries of IRADA programme display, sell products – August 4, 2018 -

An exhibition, held in cooperation with Jabal Amman Society, was an opportunity for 60 beneficiaries of IRADA program to showcase and sell their products, a Planning Ministry statement said on Saturday.

Photo Source: Jordan Times
Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to expose learners to the real context behind the formation of the JARA association and its well-known Souq JARA. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:
- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 60 minutes

- 5 minutes to introduction and setup
- 30 minutes per case study for reading and discussion among groups
- 25 minutes for final review and case study debrief

Case Study Setup

Explain the background of this case study as a cultural heritage reservation initiative that was born from the community of the area itself. Focus on Souq JARA has become a well-
known destination and is sustainable on its’ own. You can also prepare some articles written on Souq JARA.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

**Case Study Instructions**

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. In your opinion, how do you rate the cultural maturity of Jabal Amman residents that played a role in establishing JARA, and as result Souk Jara?
2. Given the continuous growth of new residential areas in Amman that attract away residents and business from Jabal Amman area, what impact does this have on our case and what good measures could be taken to address this threat and its impact.
3. How can this well-developed weekly summer market that appeals to many residents and patrons be capitalized upon to expand support and revenues, given that this is the main financial support for JARA?
4. A high percentage of the current Amman residents have resided in the authentic old Jabal Amman area at some point creating a sense of belonging and pride. How could this heritage be transitioned to the new generation who were born and raised in the expanded new Amman helping them preserve their identity?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.

When introducing the scenario, ask the group to think about the following 4 questions:
• What’s the problem?
• What’s the cause of the problem?
• What are the solutions to the problem?
• What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

**Proposed Scenario for Study Tour in Jordan**

As part of a study tour to Jordan, as part of the EU project, there could be a visit to the JARA association, the photo gallery, and the information center. The team can also listen to a couple of female vendors who have benefited from the program. A tour in Rainbow Street can also be accommodated. This will need around 2 hours in total and could replace the in-class discussion. Learners should be required to read the case the evening before the visit occurs and review the questions provided with the case. Questions can be used during the visit to JARA association and discussion with management and beneficiaries.

If the study tour occurs between May and October, then a visit to the real market is recommended.
CASE STUDY (2): AS-SALT CITY TRAIL

SUMMARY:
This case describes an initiative to place As-Salt city on the tourism map of Jordan, and conserving the cultural heritage sites of the city. As-Salt city was considered the old capital of Jordan and is located about 28 kilometers to the west of Amman (just a 20-minute drive from downtown Amman), and is dotted with Ottoman-era buildings and full of quaint alleyways and staircases that make it fascinating to explore. As-Salt Trail was created along which several tangible and intangible heritage is revived and or conserved and now serves as an attraction to more and more national as well as international tourists. The peak of this trail is Abu Jaber House, a recently restored Ottoman house dating from 1886, now housing a small local-history museum, as well as a Tourist Information Desk in one of the shops facing the street.
VI. Background Information

As-Salt, which is located just north west of Amman, has attracted settlers since the Iron Age at least. It is located on the ‘Frontier of Settlement’; the line between desert and fertile soil and plentiful water. The town has always provided security from marauders, and was also perfectly placed on the north-south trade routes, and those running from east to west, linking the interior with Jerusalem, Nablus, Nazareth and the Mediterranean coast. It has a mixed Muslim-Christian population and its trading tradition helped create an atmosphere of tolerance and coexistence. Salt has witnessed many a golden age making it unique in Jordan and beyond.

The rich history of Saltos Hieraticon is evident from the Roman tombs on the outskirts of the town, and the 13th century Mameluke fortress, where you can feel the trace of all these civilizations as you walk from it and onto the centre of the city. As Ammon declined, officials of the Ottoman Empire declared in 1596 that Salt was the only true prospering town in the district. By the early 19th century Salt was a well-off frontier town on the edge of the Ottoman Empire and the desert. Useful to all, but ruled by none! The town was the center of lucrative trading between the region and urban industries in Palestine. Travelers wrote of a flourishing town with shops stocking cotton from Egypt, to the famous soap of Nablus. Salt began to expand and new construction and architecture sprung. The first modern Church was built, along with the first hospital and school. Shops spread, and houses made from yellow stone, that incorporated indigenous and European styles, with more than one storey, domed roofs and inner courtyards, some with frescoed ceilings painted by Italian artists.

The word “As-Salt” is derived from the Latin word Saltus, which means the “thick forest”, or from the Syriac word “salta,” meaning “rock” or “hard stone”. The city of As-Salt has kept its history and culture, even after Amman became the capital of Jordan. The building architecture, narrow streets, and the well-designed houses with long-arched windows, doomed roofs and doorknockers attract many artists and photographers, as well as academics and professors. As-Salt buildings are well-known for their fancy yellow limestone.

Key Learning Points:

◊ Expanding cultural tourism to new locations can provide a richer experience to visitors.
◊ Developing an area as a tourist and cultural heritage destination can provide many opportunities for community members.
◊ Innovative adventure tourism can attract a new tourist niche, and enhance interest and conservation of cultural heritage development.
that was inspired from As-Salt Mountains. At sunrise, it looks golden. In the daytime, it looks light yellow. At sunset, it turns to a warm orange.

However, the city was rarely visited by tourists, and the local community has little awareness on the value of maintaining their cultural heritage. Even for on the national level, the location did not offer organized tours that focus on the rich culture of this city. There was indeed a need to develop the city as a tourism destination, and conserve the heritage of the city. The town receives few tourists, and before recent tourism development initiatives, it lacked basic tourist facilities, such as hotels or a tourist center.

VII. Proposed Initiative

In 2006, a group of Jordanian and international supporters, including the Ministry of Tourism, Jordan Tourism Board (JTB), the World Bank, USAID Tourism Project, and the Japanese International Cooperation Agency (JICA), launched efforts to market the town of As-Salt as a tourism destination to local and foreign tourists. In order to do that, a plan was put together to transform the town into an attractive tourist destination, including upgrading of local infrastructure, and creating a walking trail. The plan focused on using the town’s unique characteristics as a key tool for attracting visitors to the city. The goal was to boost local economies by attracting more tourists and getting them to stay longer. This was to be done through developing a unique local visitor experience, giving the community the opportunity to get involved in transforming their areas into truly unique world-class destinations, creating job opportunities, and benefiting businesses in Salt to improve the living standards of citizens.

Infrastructure Upgrade and Abu Jaber House

Infrastructure upgrades included renovating and restoring key heritage buildings, as well as sponsoring a heritage museum. Renovations have been made to an old street in downtown Salt that is lined at both sides by traditional shops and houses. The process included the renovation of street facades, pedestrianizing the street, the restudy of entrances, pavement schemes, and the design of storm water scheme.

Among the most important renovated building was Abu Jaber House, an Ottoman house dating from 1886 which was restored to house a small local-history museum, as well as a Tourist Information Desk in one of the shops facing the street. Between 1896 and 1905, the Nabulsi architect Abdel Rahman Al Aqrouq built the finest and most refined house in As-Salt for the Abu Jaber family. Situated prominently on the main square (Sahat Al Ain), the Abu Jaber House dwarfed all other building in town – including the Ottoman Government Saraya – and remains one of the most significant architectural icons in Jordan today. Saleh al Nasser abu Jaber bought the ploy of land, on which the house was built, in 1887, and started
building the ground floor. The first floor was added in 1896 and the ground floor was used for storage and guests. The second floor was added in 1905, hence the first floor was used for guests and the ground floor was used as a khan and stable for the horses. The house was visited by very important personalities such as King Abdullah I of Jordan in 1922 and Prince Shakeeb Arsalan of Lebanon.

The shops at ground floor are surrounded by two stories of residential space divided into three apartments, one for each of the sons of Saleh Abu Jaber. The building is crowned by a complex pitched roof in imported red titles, which were brought specially from Marseilles in France.

Today, the museum has a variety of things to see, from antiquities to the old life traditions and lifestyle. In every room, visitors can find eye-catching things.

**THE SALT CITY TRAIL**

The development and launch of the Salt City Trail was among the first steps in placing the city and surrounding attractions on Jordan’s tourism map. The main Salt City Trail is 1.7 km long and passes through key attractions in As-Salt including scenic viewpoints, Al Ain plaza, the Khatib, Sukkar, Saket and Mihyar heritage houses, a Latin Monastery, the Archaeological and Historical museums, Hammam Street and Al Khader Church. A series of secondary routes were also included, extending the trail to 6 km for visitors who are interested in exploring more of the city. This was an important step for As-Salt in order to attract a diverse group of tourists.

The idea behind the walking trail was to have a journey through the history of the city, in which a visitor can hear stories that go back hundreds of years in time, witness peoples’ daily lives, explore the way of living during the past century, learn more about the Muslim and Christian culture and traditional life in the past and present.
Three walking trails were given specific themes/interests; the ‘Harmony Trail’, the ‘Educational Trail’, and the ‘Daily Life Trail’.

**Daily Life Trail**

Through this trail, visitors can experience a variety of activities that compose the daily life of the Salti people in the city of As-Salt. The idea of the Daily Life Trail is to revive customs, to give visitors the chance to live the unforgettable experience of the Salti lifestyle, and to shed light on the most commercial part of the city. Hammam Street, the oldest and most active street in As-Salt, was named after the Turkish bath, Hammam. This narrow pedestrian street rolls around the contours of the hillside, passing between traditional, 150 years old Ottoman stone architecture. The street has a series of traditional old shops on both street sides, houses, a mosque and public facilities.
Home visits make up another part of the touristic experience. The story-telling experience is different from one house to another; in one house, visitors can try wearing traditional Salti clothes, and in another they may try traditional bread-making. The “Open House” includes: Arabic welcome coffee, traditional dishes along with explanation, traditional sweets, and seeing homemade handicrafts and the local family’s treasured belongings at their architectural house. Open houses have increased throughout the past few years and today, five open houses exist in As-Salt city.

As-Salt has identified and branded many natural products, handcrafts and traditional food. This is due to the fact that it is well-known for its fertile soil and rich trees, such as olive trees, pomegranates, figs, grapes and vegetables, and because producers keep using traditional tools and methods in making their commercial products.

**Harmony Trail**

The most well-known trail in the city. This trail focuses on the harmony and cohesion among Muslims and Christians in As-Salt. The trail includes several interesting activities, such as praying in Al-Khader Orthodox Church, one of oldest and holiest shrines in Jordan dating back to 1682 and used by both Muslims and Christians. Visitors can also have the chance to enjoy the view of the City from the English Complex and to observe the planning of the old Islamic City, where mosques and churches were all present in one place and next to each other. Moreover, visitors are able to talk with the locals and to try the tasty local dishes through a home visit, including Jordanian traditional dishes.

In addition, the trail includes walking through the most famous and old street in the city, Al-Hammam Street.
The Educational Trail will tell a visitor more about the educational buildings in As-Salt, and will pay a visit to the secondary school there. The trail focuses on the how As-Salt community believed in education in order to improve the lives of individuals.

As-Salt has embraced the first boys and girls (co-educational) schools in the Kingdom, and the first municipality, library, Movie Theater, café, hospital and chamber of commerce in the region. In addition, a number of well-known political and public figures have graduated from universities there. As a result, the city has become an attractive place for students from all over the Kingdom and tourists inside and outside of Jordan.

VIII. Stakeholders

Putting As-Salt on the tourism map of Jordan was an effort of several stakeholders including the following:

- Ministry of Tourism
- As-Salt Greater Municipality
- As-Salt City Development - Projects Unit (ASCD)
- Japan International Cooperation Agency (JICA)
- Jordan Tourism Board
- The World Bank
- USAID Siyaha project
- Salt Development Cooperation
- As-Salt Community

IX. Challenges

There were and are still several challenges that are facing development of As-Salt as a tourist destination. The first is the lack of awareness of local inhabitants of the importance of cultural heritage conservation of their valuable traditional wealth. This transforms in use of inappropriate methods when making renovations, such as the usage of unsuitable paint colors, changing the original shape of buildings, putting up illegal advertising signboards, putting up electric wires, AC and water drains, and removing original elements. All of this contributing to damaging historical buildings.
Lack of awareness also an environment angle, where you find abandoned houses become trash heaps, and large amounts of waste on streets, accidental fires, and sanitary issues that increase the number of rats and insects, which cause public hygiene problems. Home owners of some of these abandoned buildings refuse to even sell their properties to those who are interested in renovating them, such as the Ministry of Tourism.

Since its establishment, the Salt Development Cooperation has worked in partnership with the Greater Salt Municipality to address one of the challenges in the tourism sector in the As-Salt, which is "cleanliness of tourist routes”. Today, this challenge is reduced and the buy in of the Municipality and the local people has been gained in addressing this issue.

Additionally, local community members are still not used to communicating with foreigners, due to language barriers, despite their welcoming nature and interest in meeting tourist, an even taking picture with them. Some of the female community members who were interested in hosting "eat-in" services, still face traditional barriers in having their house open to strangers.

For this initiative to be sustainable it is still important to define roles and efforts to preserve the architectural heritage of the city, continue to build ownership within the community, continue raising awareness among locals about the importance of the tourism sector, and train locals on hospitality skills and handcraft development.

To enhance the sustainability of the project, the Salt Development Cooperation, in collaboration with the Ministry of Tourism and Antiquities and the USAID Siyaha Project, held a training course for a new number of local tourist guides in As-Salt. The training course was held for two months (from 22/9 to 22/11) during 2018, in which 12 young men and women from the city of Salt were trained. Thus, the number of local guides are now 16. They work with the Salt Development Cooperation and have been approved by the Ministry of Tourism and Antiquities to serve as local tourist guides in As-Salt.

This, in fact requires a strategy that includes all stakeholders and that can be led by the community to carry out activities ensure it continues to succeed, acting as leaders and not just beneficiaries in developing their city.

X. Results/Impact

There are several results for this initiative, of which the main one is that As-Salt’s heritage has been recognized by locals and foreigners and that the spotlight has been put on several of its’ historical wealth. Visitors have started to see the whole city of As-Salt as a museum, focusing on its unique value as a “living heritage,” as people’s traditional lifestyle is integrated with the cultural property.
As-Salt community has more awareness now of the wealth of their culture and owners of the process to conserve, define and explain their tangible and intangible cultural resources. When local community members want to renovate their buildings, they are now more aware of As-Salt’s legal procedures, and the value of following them.

From an economic point of view, the city has started to be recognized as a tourist destination and tourists have started to stay longer in As-Salt. This has resulted in creation of job opportunities and has benefited businesses in As-Salt. Open houses for tourists have increased throughout the past years and visitors enjoy traditional dishes, and fill their bags with goods, local produce and crafts, supporting the local economy. As most of these are run by local women, this has empowered them as they now participate in providing income to their families. Many vendors were also featured on television and received phone calls from people wanting to place orders for their products.

Investors were attracted to the city; new restaurants and shops opened and hotels got renovated. Demand for vocational training centers has increased as the community believed in the value of social tourism and tourism in general.

Finally, and one of the greatest achievements is the nomination of As-Salt City to become the 6th UNESCO World Heritage Site in Jordan, following Petra, Wadi Rum, Quseir Amra, Um El Rassas, and the Baptism Site, to be an outstanding example of a traditional human settlement, land-use, or sea-use which is representative of a culture (or cultures), or human interaction with the environment especially when it has become vulnerable under the impact of irreversible change.

Read More ...

✔ Salt to be nominated as UNESCO world heritage site

Jordan already has five sites listed as world heritage sites, and 14 others on nomination list -
By JT - Jul 03, 2017 - Last updated at Jul 03, 2017


Salt revels in new status as Jordan’s first ‘Distinctive Destination’ - By JT - Jan 25, 2017 - Last updated at Jan 25, 2017

Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to expose learners to the real context behind the initiative of placing As-Salt city on the tourism map of Jordan. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:
- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 60 minutes

- 5 minutes to introduction and setup
- 25 minutes per case study for reading and discussion among groups
- 5 minutes showing a video on the Harmony Trail https://www.youtube.com/watch?v=a9Ab_-30iKU
- 25 minutes for final review and case study debrief
Case Study Setup

Explain the background of this case study as tourism versus cultural conservation initiative. Focus on community involvement and the harmony trail as part of strengthening community cohesion.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

Case Study Instructions

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. What makes As-Salt a good case for developing it as a tourism destination?
2. How does community involvement prevail in this case? What is their responsibility? And how does this initiative bring back benefit to the community?
3. How can this initiative be sustainable?
4. How can community cohesion be marketed as part of the Harmony Trail?
5. How does the Abu Jaber House initiative strengthen the goals of overall plan to reserve the cultural heritage of As-Salt city?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.

When introducing the scenario, ask the group to think about the following 4 questions:

- What’s the problem?
- What’s the cause of the problem?
• What are the solutions to the problem?
• What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

**Proposed Scenario for Study Tour in Jordan**

As part of a study tour to Jordan, under the EU project, a half day trip can be allocated to As-Salt where the group can first meet with Salt Development Cooperation (Imaar As-Salt), listen to a presentation by the management of the cooperation on this initiative. The group can then be split into 3 groups who can then walk on of the three trails; the Daily Life Trail, the Harmony Trail, and the Educational Trail. The groups can be given separate questions that address each of the trails. The groups return to Salt Development Cooperation, a discussion of the case can take place, taking the feedback of each of the groups on the trails and providing it to the biggest group.
CASE STUDY (3): RASOUN TOURIST CAMP

SUMMARY
This case is about a private initiative that came about as a result of a project to develop Ajloun town as a tourist destination and promote cultural heritage sites in Ajloun. Ajloun Trail was developed, and businesses around the Trail were supported to enhance the overall package tourists receive when visiting Ajloun. Rasoun was one of the initiatives supported by the project. It started with 5 tents, and today, can accommodate up to 120 tenants. The Camp gained a good reputation among Jordanians as well as international tourists. It also has a good online presence with great reviews. This is a unique project in the fact that it promotes both cultural and natural conservation. Having the camp in this naturally...
significant location in Amman raises the awareness about the heritage of Jordan and promotes conservation of nature.

**Key Learning Points:**

◊ Cultural heritage tourism is a tool for development that contributes to economic growth.
◊ Developing an area as a tourist and cultural heritage destination can provide many opportunities for community members.
◊ Innovative adventure tourism can attract a new tourist niche, and enhance interest and conservation of cultural heritage development.

**XI. Background Information**

Located 75 miles northwest of Amman, the town of Ajloun and the surrounding governorate are known for their rolling hills and lush green forests, which contrast sharply with the desert landscape dominating most of Jordan. Ajloun is home to a 13-square kilometer nature reserve, which features oak, pistachio, carob and wild strawberry trees. With so much natural beauty, the Ajloun region is well-suited for a nature and tourism trail.

In 2010, the ‘Ajloun Nature Trail” was created to draw tourists to the region, and encourage them to directly benefit the local community. The USAID Siyaha Project, the Royal Society for Conservation of Nature and the Ministry of Tourism collaborated on this effort. The 25 kilometer trail goes through the Rasoun, Orjan and Ba’oun, and offers visitors the opportunity to experience local culture. It passes both natural and historical attractions, including the Ajloun Forest Reserve, which contributes to the preservation of biodiversity in the region, and concludes at the impressive Ajloun Castle.

In addition, the USAID Siyaha project also supported the Ministry of Tourism and Antiquities in developing interpretation material for the visitor center at Ajloun Castle and for the castle itself. Based on an interpretation plan for the castle and center, content was developed for 11 panels for the center along with 15 signs to go inside the castle which replaced the existing signs.
All of these efforts were channeled towards enhancing Ajloun as a tourist destination as well as promote tangible and intangible cultural heritage in that region. An international competition organized by 10 leading sustainable tourism organizations and networks has named Ajloun Forest Reserve as one of the world’s top 100 sustainable destinations for 2018, in recognition of its responsible and sustainable tourism initiatives (please look under Read More for further details). Ajloun has a wonderful landscape of green mountains, in addition to several UNESCO world heritage sites nearby.

Tourism services such as tourism camps were an opportunity for local community to have more income and to raise their living standards.

XII. Proposed Initiative

In parallel to the Ajloun Trail and the interpretation work, efforts were put to develop a variety of local and home-based tourism businesses along the trail. Targeted businesses were those focused on food and beverage provision, handicraft production and accommodation, such as camps and bed and breakfast (B&B) facilities. This included providing business training and tourism awareness sessions to the local community and support in developing marketing materials.

As a result of the support provided, three rest houses were opened along with a camp, a grocery store showcasing local products and a falafel shop. In total, 20 local community businesses were upgraded or created. Since their inception in 2011, these home-based businesses in the Ajloun area provide both fulltime and seasonal jobs for 38 men and women, most of whom support families. Thus, about 400 community members in total are benefitting from the tourism trail through the sustainable economic benefits it brings and new services provided in the area. During olive season (September to December) many of Ajloun families are busy with olive harvest and pressing, so their main tourism seasons are spring and summer, and this supplements their living as olive farmers.

Rasoun Tourist Camp was one of the ideas that came about as part of the support for small businesses in the area. The camp is located 13 km north of Ajloun, over 1,000 meters above sea level. It is a family run camp in a beautiful setting in the middle of nature, and overlooking green hills and valleys. Through a seed grant support from the USAID Jordan Tourism Development Project, Sheikh Zuhair was able to prepare the camp by furnishing 5 sleeping tents with all that is needed for a peaceful and comfortable stay.

When he came up with the idea, Sheikh Zuhair Shar, the owner of Rasoun Camp, was a retired military who was looking for an opportunity to provide decent income for family. He was participating in the different awareness sessions provided in Ajloun, and saw an
opportunity in pursuing his idea. Today he runs the Camp with his two sons, and has a decent income that supports his family and their education.

Sheikh Zuhair was ready to start receiving tenants in 2010, providing them with bed and breakfast services. Accommodation was provided through tents, and breakfast was served fresh and included Hommos with local Ajoun Olive Oil, Labaneh, different kinds of Jibnah, and much more. Lunches were also provided from traditional Jordanian dishes including mansaf, Zarb, Kabseh, Maqlobeh.

Sheikh Zuhair and his sons participated in a variety of training courses offered by support projects, such as safe food handling, hospitality skills, food and beverage preparation and presentation, menu design and pricing, services and tourism marketing. Moreover, promotional material, including websites and brochures were also produced to help them market their services along the trail.

Today, the camp is a bigger facility that can accommodate up to 120 tenants and provides its services throughout the months of March through October. The camp utilizes renewable energy such as windmills and solar panels to produce electricity. In addition, Rasoun Tourist Camp has gained a great online presence on social media and had top reviews and exceptional feedback from visitors on travel websites.

More recently, Rasoun Tourist Camp started working on enhancing visitors experience by offering a variety of services. Three walking trails were developed around the camp with the support of MOTA, RSCN, USAID Jordan Tourism Development project and Jordan Tour Guide Association. Trails pass both natural and historical attractions such as the Roman Olive groves, caves and olive presses.

The Camp has also started providing adventure activities as part of its services. As the Camp is surrounded by wooded mountains and caves that provide opportunities for climbing and exploration, the camp became the only place in Jordan where visitors can go on a zip line, walk on a rope between two mountains with a great view and abseil down a mountain.

“Good service and hospitality, reasonable prices encourage visitors to come back”. - Shaykh Zuhair.
XIII. Stakeholders

- Ministry of Tourism and Antiquities
- Royal Society for Conservation of Nature (RSCN)
- USAID Siyaha Project
- Ajloun Municipality

XIV. Challenges

Turning any idea into a real project requires tremendous efforts. As Sheikh Zuhair started to build up his tourist camp, he realized that the infrastructure in those areas was not yet ready. In fact, there was no electricity or water services in that location. This required a lot of effort to prepare the location for tourists. Infrastructure was even a bigger problem during the high seasons, and when the camp was overbooked.

The owner also faced operational issues related to the weather, specifically the wind speed, which caused tearing of tents at times. This issue needed to be addressed through providing quality tents, and monitoring weather changes.

Another major issue was the acceptance of the local community of the idea and its’ impact. Rasoun community did not believe in the viability of the camp, and the adventure activities, until community members started witnessing results. Communities’ members are now benefiting from the Camp and the tourists it brings to the surrounding community.

Finally, as the Sheikh and his children never worked in tourism before, they had little knowledge in managing a tourist bed and breakfast service. The Sheikh had to attend many trainings and workshops that allowed them to gain the required skills and apply them to his Camp, keeping it to the highest standard possible.

XV. Results/Impact

The success of Rasoun Tourist Camp was an example for other community members living in the area to run tourism enterprises that can contribute to improving their living standards. As per USAID Siyaha figures, homebased businesses created in the Ajloun area since 2011 provide both fulltime and seasonal jobs for 38 men and women, most of who support families. Thus, about 400 community members in total are benefitting from the tourism trail through the sustainable economic benefits it brings and new services provided in the area.

“Ajloun welcomes 100,000 tourists during Eid Al Adha holiday” - Ajloun Tourism Director Mohammad Al Deik
The average number of visitors to the businesses along the trail up to mid-2013 ranged between 800 and 1200 each season, with spring being the most popular. Each business can generate from JD700 to JD2,500 or more during peak periods, while some businesses have reported earning revenues of up to JD10,000 during a good season.

Overall, tourism initiatives in Ajloun, such as the Rasoun Tourist Camp, have enhanced visitors experience to the regions by offering a variety of facilities and directly involving them with the local communities. This has reflected in tourists spending more time in Ajloun, and therefore increasing the benefit for local businesses.

Read More ...

Ajloun named one of top 100 sustainable destinations in world


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<tr>
<th>Authors</th>
<th>Researcher</th>
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<th>Photos</th>
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<tr>
<td>Eman Hadweh Sa’id</td>
<td>Rania Khattab</td>
<td>January 2019</td>
<td>Via Rasoun Camp, Facebook, Lonely Planet</td>
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Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to take learners to the real story behind the starting up and operating the Rasoun Tourist Camp in Ajloun. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:

- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 40 minutes

- 5 minutes to introduction and setup
- 20 minutes per case study for reading and discussion among groups
- 15 minutes for final review and case study debrief

Case Study Setup

Explain the background of this case study as an adventure tourism initiative related to cultural reservation in Ajloun area. The initiative came about as other support projects were reviving Ajloun and businesses around the Ajloun Trail. Focus on the ‘self-motivation’ of the owner and the way he took on this opportunity to develop a business that not only benefited him and his family, but also brought tourism to the village and the cultural heritage sites around.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.
**Case Study Instructions**

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. In your opinion, how does this adventure tourism project contribute to the cultural promotion and conservation of sites in Ajloun, especially the Ajloun Castle?
2. How can this initiative be seen as part of a bigger plan for developing the Ajloun area for cultural and natural tourism?
3. What are the distinguishing factors that have resulted in the success of this initiative?

When leading the case study session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.

When introducing the scenario, ask the group to think about the following 4 questions:

- **What’s the problem?**
- **What’s the cause of the problem?**
- **What are the solutions to the problem?**
- **What can you learn from this scenario?**

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.
**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

**Proposed Scenario for Study Tour in Jordan**

As part of a study tour to Jordan, under the EU project, a day visit to Ajloun is recommended where participants can meet the owner of the Rasoun Tourist Camp, and listen to his story first hand. A discussion can take place right after, to discuss successes, challenges, and lessons learned. The group can then visit Ajloun Castle, and learn about the Ajloun Forest Reserve, which is part of RSCN projects as well (RSCN Case).

The team can also listen to a couple of other business owners around the Ajloun Trail who have benefited from the program. To complement the RSCN/Botanic Garden case the group can have a stop on the way back to Amman to the Royal Botanic garden. *An alternative* to the Royal Botanic Garden, could be a visit to Jerash, which is usually coupled with Ajloun for day trips from Amman. Since Jerash is not covered in any of the cases, this could be an opportunity for learners to be exposed to initiatives around that area. One of these initiatives was a women initiative recommended by the Jordan Inbound Tour Operators Association (JITOA).

This together will require a full day.
Al Urdon A7la Campaign

CASE STUDY

SUMMARY

‘Al Urdon A7la Campaign’ is an initiative that is a joint effort between the public sector, private sector, and international donors to encourage local tourism among Jordanians. The initiative increases awareness and interest in 24 touristic and cultural heritage sites in Jordan. The Campaign was launched in 2015, a year when the tourism industry was suffering drastically with a great drop in numbers of tourists and hotel occupancy due to political turmoil in the region. The Campaign is continuing until today with an increase in the number of benefiting locals in 2018.
In 2015, and due to the widespread sense of unease about travelling to the region, Jordan was extremely empty. Some of the country’s most extraordinary sites were virtually deserted; tourism has fallen 66% since 2011. Even for Petra, Jordan’s biggest tourist draw, nearby hotels stood virtually empty and only a trickle of tourists made their way through a landmark canyon to the Treasury building where scenes of one of the “Indiana Jones” movies were filmed.

With the harrowing images, war seemed to come closer and tourism suffered, even as the kingdom tried to maintain its traditional image as an oasis of calm in a violent region. The tourism industry, backed by the government, was trying to lure visitors with price cuts, including waiving some airport fees. But recovery appeared doubtful as neighbouring Syria and Iraq sank deeper into violence. “We are not optimistic for 2015,” said Ahmad Amarat, manager of the 95-room Kings’ Way Hotel near Petra, which closed four months after an average occupancy rate of 28 per cent for 2014, compared to 95 per cent in 2010. The tourism troubles were just one of a series of challenges Jordan’s economy has faced since the outbreak of the Arab Spring uprisings in 2011, even though the kingdom experienced little unrest. At the same time, hundreds of thousands of refugees from Syria’s civil war, strained public services.

In 2010, Jordan’s tourism industry was going strong, with 8.2 million visitors recorded in that year. However, by 2013, that number had dropped to 5.4 million, according to the World Bank. The decline accelerated in 2015, with the number of overnight visitors down by 50 per cent in the first two months of 2015, said Abdel Al Razzaq Arabiyat, managing director of the Jordan Tourism Board. The slump threatened thousands of tourism jobs, a loss Jordan could not afford. The official unemployment rate was close to 12 per cent, though actual joblessness is believed to much higher, especially among young Jordanians, creating potentially fertile ground for extremism. In Petra, a UNESCO World Heritage site, the number of annual visitors dropped from 800,000 in 2010 to 400,000 in 2014 said Yassar al-Majali, general manager of the Jordan Hotel Association. About half of the visitors came for

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1 Ancient Petra sees few visitors as Jordan tourism declines, The Jakarta Post, March 30, 2015
day trips, rather than staying overnight, he said. In Wadi Mousa, one of the closest towns to Petra, 10 of 38 hotels were forced to close, including nine in 2014, while others have scaled back staff, said Khaled Nawafleh, head of the Petra Hotel Association. The town has lost 1,500 tourism jobs, he said. Nawafleh said he was keeping his Amra Palace Hotel open for now, even though just 20 per cent of the rooms are occupied, compared to 60 per cent in the last years.

The tourism board, meanwhile, took dozens of travel writers and bloggers on a junket, with Jordan’s Queen Rania welcoming the group. But hotel owners were not expecting any quick solutions for this tourism drawback.

Impact of previous domestic tourism campaigns was also limited. The cost of domestic tourism has sometimes exceeded the cost of travel to neighboring countries. Adding to that, there has been little awareness of tourist attractions in the Kingdom (except for Petra and Aqaba). The high prices of hotel rooms and the lack of promotion of Jordanian tourist areas have directed Jordanians towards foreign tourism. High cost of hotels is also partially due to the low number of hotel rooms in the category of two and three stars.

XVII. Proposed Initiative

With the increased damage affecting the tourism sector in Jordan, PETRA Hotel Association raised their concern about Petra decreased number of tourists with the Jordanian Prime Ministry. The Ministry of Tourism and Antiquities started looking for means to attract more tourists to this important heritage site. This is when the idea for “Al Urdon A7la” Domestic Tourism Campaign came into effect, and was then launched in 2015.

The campaign was organized as partnership between the public and private sectors with the goal of increasing the number of Jordanians and Arabs visiting the various tourism sites in the Kingdom. The initiative encouraged Jordanians and Arabs to spend their holidays in Jordan, rather than travelling to other countries. Jordanians generally chose to travel to other neighboring countries, such as Egypt, Syria and Lebanon, for several reasons, but mostly because there are competing offers from these locations. Accommodation prices in Jordan are relatively high for Jordanians, and transportation is not always easily available and access different tourism attractions in Jordan.

The proposed “Al Urdon A7la” model was a subsidized tourism campaign that could revive internal tourism. The Ministry worked with its hotel, restaurant, travel agent and bus partners to craft specialized itineraries that are family oriented and offered at affordable prices. Forty percent (40%) of the cost was covered by the Ministry of Tourism and Antiquities and the Jordan Tourism Board for the benefit of the Jordanian citizens. USAID
Siyaha project also supported MoTA’s ‘Al Urdon A7la’ campaign for two years through technical support, campaign coordination and covering the cost of advertising.

On selection of participating hotels, the Ministry coordinates with the Jordan Hotel Association to achieve this. The Jordan Hotel Association announces to its’ member this opportunity, as well as manage receives and filtering offers. These offers are then shared with the Ministry, who then reviews the offers and choose the appropriate hotels in terms of price and quality. The ministry also sends their employees to visit hotels and assess the quality of their services before final selection of participating hotels.

Transportation was arranged for through a bid administered by MOTA, through which one of the Jordanian tourism bus company was chosen to provide all domestic transportation for the proposed itineraries. Hotels were also invited to bid and be selected to participate in the campaign, with the aim of boosting hotel occupancy rates.

The Campaign included various itineraries to serve all tourist tastes from day to overnight trips. Overnight trips targeted southern region sites, such as Petra, Wadi Rum, Aqaba, and Wadi Dana, while day trips target sites that are often visited for the day such as Tabaqet Fahel and Hammamat Afra in Tafileh. The Campaign also provided a tour guide in every trip for tourists, providing historical and essential information about the visited sites.

Source: Ministry of Tourism and Antiquities Website
Around 5,900 hotel reservations have been recorded, noting that the campaign package was targeting Dead Sea and Petra, among other historical sites. Restaurants, camps, and service providers benefited largely from the revenues generated through the Campaign.

With the success of the campaign targeting Petra and the Dead Sea, the campaign expanded to other tourist historical attractions around Jordan that do not receive a lot of promotion including Ajloun, Tabaqet Fahel, Um Qais, Madaba, Shobak, Wadi Rum, and Aqaba to include more than 9 destinations. This was done so more people are aware and interested in the cultural experiences that Jordan provides locally.

The Ministry of Tourism organized a number of festivals in all regions across the Kingdom, in addition to the famous Jerash and Fuheis festivals, as a way to further encourage domestic tourism. The Ministry announces the festivals along with ‘Al Urdon A7la” program announcement. These festivals are part of a national strategy, implemented by the Ministry, that include; Ajloun Tourism Festival, which is held in the courtyard of Ajloun Castle, Umm Qais tourist festival, the Palm Festival in Maan, Karak tourism festival, Madaba Festival in the Madaba Visitors Center, the Guava Tourist Festival Afra Tourism Center, the Northern Badia Festival at the Al Sarhan Cultural Center, and the Dead Sea Nights. These festivals will include a wide range of activities, including popular food, crafts, folklore, stage plays, singers and children's games.
Today, the Campaign is still successfully ongoing and in line with Ministry’s goals to improve the administration of tourist attractions, tourist products, and the conservation of archaeological and heritage resources. More than 20,000 tourists benefited from the campaign throughout the years. A promotional campaign took place to promote “Al Urdon A7la” Campaign around the Kingdom through advertisements on billboards, television, social media, and radio, which featured the variety of tourist destinations in the Kingdom. In 2018, around 6400 tourists benefited in the program, around 1600 monthly, compared to 400 per month in 2017.

Campaign brochures and any updates regarding the campaign programs can be found on the Ministry’s website. Moreover, the Ministry provided a hot-line to receive any complaints or comments regarding the campaign.

The campaign succeeded in increasing awareness among a large number of Jordanian citizens of several Jordanian tourism and historical sites, promoting those sites that are featured less in media campaigns. Jordan’s richness in natural landscapes and archaeological sites allows visitors to enjoy a variety of experiences in all seasons.

“Al Urdon A7la” Campaign is a great example of how the government, tour operators, tour guide associations, hotel associations, and private sector joined effort to support boost local tourism and increase awareness of many distinct cultural heritage destinations that would not have been visited without this effort.

**XVIII. Stakeholders**

- Ministry of Tourism and Antiquities  
- Jordan Tourism Board  
- Jordan Inbound Tour Operator Association  
- Petra Hotels Association (PHA)  
- USAID Siyaha project

**XIX. Challenges**

Despite the overall success of the Campaign, there were many implementation challenges. In 2015, the tourism industry was suffering and therefore hotel owners had doubts that the campaign will make a significant impact on the industry. The regional turmoil still affected the number of tourist, and people cancelled their trips and reservations last minute.

Another challenge was that regional tourist destinations and offers were still competing in most of the cases, and offered cheaper prices. According to outbound tour operators, the
majority of bookings are for seaside destinations in Turkey, followed by Sharm El Sheikh, which have affordable package tours.

On implementation of program, there were challenges in terms of marketing the program to some of the hotels that did not agree to provide special offers for domestic tourism, despite the provided incentives provided by the program. Some issues were also related to the performance of the transportation company selected.

Finally, the numbers of tour operators who organize domestic trips are still limited and very few are located outside of Amman.

XX. Results/Impact

The biggest impact of this program is the increased awareness and interest in Jordanian cultural heritage and touristic sites, promoting new destinations that were not on the tourism map previously for travel agencies and citizens. This has also increased local spending and compensated to part of the loss incurred in 2015 due to regional political turmoil.

The campaign created new job opportunities, as well as developed tourist products and a tourist identity for each destination. This contributed to the tourism industry and its sustainability through generating diversity in programs. The Campaign proved that domestic tourism industry offers the opportunity to generate a more diverse and economically sustainable tourism industry.

A model of partnerships between the public and private sectors was also created, and can be replicated.

Read More ...

- Ministry of Tourism Launches Al Urdon A7la Campaign, March 30, 2015
  [http://alrai.com/article/706390.html](http://alrai.com/article/706390.html)

- Interview on the Campaign
  [https://www.youtube.com/watch?v=l4V-VJ_gc7M](https://www.youtube.com/watch?v=l4V-VJ_gc7M)

- New tourism attractions and international connections encourage visitors and foreign investment to Jordan
The focus of this case study is the cooperation among private and public sectors to promote domestic tourism, and boost the tourism industry after a period of regional political turmoil that affected tourism in Jordan drastically. It can be presented as a solution to a troubled industry and as a means to highlight and promote rich cultural domestic destinations to nationals.

The case study will help:
- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 60 minutes

- 5 minutes to introduction and setup
- 15 minutes per case study for reading and discussion among groups
- 10 minutes showing relevant videos or hosted speakers minutes
- 15 for final review and case study debrief
Case Study Setup

Explain the background of this case study as a campaign to encourage local tourism and increase awareness of cultural heritage designations in Jordan. Focus on public private partnership, and invite speakers, if possible, representing different stakeholders.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

Case Study Instructions

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. Discuss the reasons for the launching of this Campaign.
2. Can such a campaign contribute to the increasing revenues from Tourism?
3. Can such a campaign increase awareness and interest in cultural heritage sites that are less popular than others?
4. How can such a partnership among public sector, private sector, and support organizations be formulated and maintained?
5. How can the program be sustainable?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.

When introducing the scenario, ask the group to think about the following 4 questions:

- What’s the problem?
- What’s the cause of the problem?
- What are the solutions to the problem?
What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

Tips and Guidance

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

Proposed Scenario for Study Tour in Jordan

As part of a study tour to Jordan, under the EU project, a discussion session can be designed to include representatives from the public sector and private sector who were involved in the formulation and implementation of AL Urdon A71a Campaign to listen to their story and have a lively discussion of factors affecting the success of this campaign.

Learners should be required to read the case the evening before the session occurs and review the questions provided with the case. Questions can be during the discussion session with stakeholders representing this case. The session can be designed way to accommodate the full group of 40 participants. A presentation by Al Urdon A71a Campaign leaders can be given in a conference format, with a moderator who can facilitate and moderate the discussion right after. The moderator/facilitator can be selected from the group of the 40 participants and supported by a main trainer/facilitator.
CASE STUDY (5): Petra By Night

SUMMARY:

This case is about an initiative implemented in the most visited cultural heritage site in Jordan, Petra. It is a fact that for most tourists, Petra is the main reason for visiting Jordan. Eid Nawafleh, a local from Petra, comes up with this very interesting initiative to provide tourists with a great memory by experiencing Petra by night. Today Petra by Night became the ‘Jordan National Photo’ that you see on every website and in every international tourism fair.
Key Learning Points:

◊ Small initiatives can turn into a ‘must do’ for tourists, and can enhance tourists’ experience in such an important archeological site.
◊ Cultural heritage tourism must maximize the benefit for community members, while prioritizing heritage site conservation.
◊ When considering important cultural heritage sites, a management plan should be put in place using a participatory approach and involving all relevant stakeholders.

XVI. Background Information

The city of Petra, capital of the Nabataean Arabs, is one of the most famous archaeological sites in the world. It is located 240 km south of the capital Amman and 120 km north of the red sea town of Aqaba. Petra is undoubtedly Jordan’s most valuable treasure and greatest tourist attraction, and it is visited by tourists from all over the world.

It is not known precisely when Petra was built, but the city began to prosper as the capital of the Nabataean Empire from the 1st century BC, which grew rich through trade in frankincense, myrrh, and spices. Petra was later annexed to the Roman Empire and continued to thrive until a large earthquake in 363 AD destroyed much of the city in the 4th century AD. The earthquake combined with changes in trade routes, eventually led to the downfall of the city which was ultimately abandoned.

By the middle of the 7th century Petra appears to have been largely deserted and it was then lost to all except local Bedouin from the area. In 1812 a Swiss explorer named Johannes Burckhardt set out to ‘rediscover’ Petra; he dressed up as an Arab and convinced his Bedouin guide to take him to the lost city. After this discovery, Petra became increasingly known in the West as a fascinating and beautiful ancient city, and it began attracting visitors and continues to do so today.

Petra is also known as the rose-red city, a name it gets from the wonderful colour of the rock from which many of the city’s structures were carved. The Nabataeans buried their dead in intricate tombs that were cut out of the mountain sides. The city also had temples, a theater, and following the Roman annexation and later the Byzantine influence, a colonnaded street and churches.

In addition to the magnificent remains of the Nabataean city, human settlement and land use for over 10,000 years can be traced in Petra, where great natural, cultural, archaeological and geological features merge.
On December 6, 1985, Petra was designated as a UNESCO World Heritage Site. It was also chosen by the Smithsonian Magazine as one of the “28 Places to See Before You Die”. But in 2007, with even a biggest impact, Petra was named one of the New Seven Wonders of the World. The New Seven Wonders of the World was a project that attempted to revive the Seven Wonders of the Ancient World concept with a list of modern wonders. A popularity poll was organized by the private New 7 Wonders Foundation, with winners announced on July 7th, 2007. The Swiss-based New 7 Wonders Foundation claims that more than 100 million votes were collected through the Internet or by telephone. Local officials said 22 million votes were cast for Petra. The 2000-year-old rose red city was crowned a World Wonder alongside the Great Wall of China, Brazil’s Statue of Christ Redeemer, Peru’s Machu Picchu, Mexico’s Chichen Itza pyramid, the Colosseum in Rome and India’s Taj Mahal.

**Petra Integrated Management Plan**

An Integrated Management Plan (IMP) is currently under elaboration in collaboration with the UNESCO Amman Office and a technical team drawn from the staff of the DoA and PDTRA, as well as the contribution of different stakeholders. It focuses on key issues concerning the management of Petra Archaeological Park. Its main center of attention is the collaboration with all involved stakeholders, therefore, extensive meetings were held in regards of 14 advisory groups:

1. Local community partnerships
2. Law and legalities
3. Heritage Conservation
4. Archaeology
5. Geology and hydrology
6. Infrastructure management
7. Nature conservation
8. Visitor services, interpretation and museums
9. Tourism
10. Planning and land use
11. Risk management
12. Sustainability and eco development
13. Education
14. Data management

The extensive meetings resulted in a Policy Framework with 27 necessary management actions, ten of which are considered of high priority. As soon as the IMP is officially endorsed, its implementation should be coupled with legal provisions and reinforced with adequate policies, hence, the MoU between DoA and PDTRA shall be signed soon. The action
plan concentrates on key concrete targets that have been identified, together with their appropriate milestones and performance indicators, key players, Sustainable Development Goals, cost estimates and an indication of the financial feasibility, potential funding, and timetable for the implementation of the IMP, which will represent critical tools for the immediate implementation of the IMP.

XVII. Proposed Initiative

In 1998, Eid Nawafleh came up with the Petra by Night idea. As a local of Petra, who was active in the tourism sector, he thought that there should be an itinerary for tourists to be able to enjoy this magnificent site by night. Eid, originally a Petra Bedouin, from a very large family who has always been involved in tourism, is an entrepreneur who founded one of the first tourism companies in Petra, as well as multiple startups that employ locals.

Eid’s desire was to introduce a new aspect of tourism to Petra. When he proposed the idea, authorities and members of the local community thought it was not achievable. But with determination, Petra by Night came into reality.

In 2018, Jordan Tours & Travel, Eid’s established company, received the 2018 Certificate of Excellent by Trip Advisor, and the company prides itself for being one the leaders in providing adventure travel and ecotourism in Petra area.

Nawafleh is a member of several associations: USTOA (United States Tour Operators Association), ASTA (American Society of Travel Agents), JSTTA (Jordan Society of Tourism & Travel Agents), ATTA (Adventure Travel Trade Association), JTB (Jordan Tourism Board) and JITOA (Jordan Inbound Tour Operators Association).
Petra by Night is a privately-owned, organized night walk of around 2 km, to the famous Petra Treasury. The tour operates three nights a week (Monday, Wednesday, and Thursday), and can be joined by purchasing a ticket for 17 JOD. Tickets are available at the Petra Visitor Centre, local tour agencies in Petra and at several hotels. The tour allows tourists to see part of the rock city at night lit by candlelight. Tourists start by walking the entire Siq to the Treasury, which is lit with over 1,800 candles. Upon their arrival, they are welcomed with local tea while listening to music of local instruments.

Entering the siq with complete silence is magical and makes tourists feel the mystery of the place. Sitting at Treasury with candles flickering shadows onto the great façade and listening to traditional Jordanian music plays by Bedouin on a pipe is the excitement. A narrator also tells the story Petra and the Nabateans.

The Petra Kitchen, just a short walk from the Petra Visitors’ Center, is another innovative initiative by Nawafleleh that was launched in 2004. It is probably Jordan’s first customer orientated restaurant that enriches Petra visitors' experiences by offering nightly cooking classes and dinners, sharing authentic local cuisine in a casual, family atmosphere. Visitors work alongside local chefs to prepare dishes found on a typical family’s menu using fresh ingredients.

By sharing recipes and flavors, Petra kitchen enhance presentation of the Petra area history and culture and encourages guests to return home to share the tastes of Jordan with friends and family. An extended offer is an also a ‘Special 5-night cuisine class’ through which visitors will make shopping trips to the local markets with Petra Kitchen chef. The 5-night classes include special arrangements for hotel accommodations, visits to Petra, and discounts on food products and other gift items available at THE PETRA KITCHEN and the MADE IN JORDAN gallery & Gift shop.

The restaurant is also furnished with Jordanian products; all crafted in Jordan, tableware produced by the Iraq al Amir Women’s Co-operative, and the aprons and table linens, all hand-embroidered by the Jordan River Foundation. Kitchen furnishings, the tables, aprons
and dishes—are all local products, manufactured especially for the Petra Kitchen in local
carpentry shops and cooperatives.

The regular price of JD 30/person includes the cuisine course, meal and all non-alcoholic
beverages as well as take-home recipes for all dishes prepared that evening.

Petra Kitchen utilized **local fresh produce only**. Olive oil is handpicked, dried and cold-
presseed from the family’s olive orchards in northern Jordan. All herbs and spices are locally
grown. For millennia, Petra has been at the heart of the world’s spice trade, and the far-
flung origins of many of our spices reflect a local sophistication with exotic imported
seasonings. Petra Kitchen continues this
tradition to this day.

A leftover from the Petra Kitchen is brought to
families in need from the Petra community as a
source of relief for families in need. The Kitchen
emphasizes that there is no refrigerators or
freezers in the restaurant and that all
ingredients are purchased fresh on a daily basis
from local marketplaces. Visitors, who booked a
cuisine course at the Petra Kitchen, can come
early and enjoy a delicious glass of local wine
before starting the culinary adventure. If
visitors aren’t in the mood to cook; they can
just enjoy the ambiance of the kitchen terrace,
a few appetizers and the view.

Source: www.petrakitchen.com

**XVIII. Stakeholders**

- Eid Nawafleh
- Department of Antiquities (DOA)
- Petra Development and Tourism Region Authority (PDTRA)
- Jordan Tourism Board
- Ministry of Tourism and Antiquities

**XIX. Challenges**

With such an important site, it was initially challenging to promote the idea to the different
stakeholders, especially the local community. People felt that it might lead to misuse of this
sacred place. Only when community members and authority started to see the benefits, they were really convinced of the idea.

Initially, purchasing and ensuring there are enough candles, and managing the event in total was not easy either. However, with experience, this became a routine, and it brought back benefit to the communities. All candles were purchased from community based organizations operated by women, and all staff was locals from the Petra community.

A major challenge was also to ensure that this initiative, or any other initiatives in Petra, does not harm the secrecy of this very important site. This challenge is addressed by coordinating with Petra local authorities, and collaborate on the Petra Management Plan to adopt measures that conserve the place.

XX. Results/Impact

Petra by Night became an icon associated to Petra tourism. In fact, it became the Jordan National Photo that is exhibited in most international tourism fairs. The itinerary is promoted through most of tourism companies and through all tour operators. It broadened the experience tourists enjoy in Petra, and increased the income for locals as well as authorities.

Local communities have also benefited from both Petra by Night and Petra Kitchen. Both initiatives are operated by locals, and are supplied by local products (both candles and the local produce for the kitchen.

The Petra Kitchen has also enhanced the local engagement aspect for tourists, introducing means for communication and interaction with the Petra community.

Finally, Petra by Night has great presence online with excellent reviews.

Source: https://theplanetd.com/petra-by-night-in-photos-jordan/
Read More ...

- Petra By Night in Photos


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Date
January 2019

Photos
Via
www.PetraBynight.com,
www.visitpetra.com,
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Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to focus on two small initiatives that were done alongside the most important tourist attraction in Jordan. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:
- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 60 minutes

- 10 minutes to introduction and setup
- 20 minutes per case study for reading and discussion among groups
- 30 minutes for final review and case study debrief

**Case Study Setup**

Explain the background of this case study highlighting two small initiatives that have enhanced the tourist experience in the most visited tourist site in Jordan. Focus on the image Petra by Night created and how this was done through a small initiative by a Petra community member. Photos and videos can be used a lot for this case as it can make the case more vivid.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

**Case Study Instructions**

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. As the most visited site in Jordan, what can be done to capitalize on this important attraction?
2. What can be done to preserve this important treasure?
3. What makes these initiatives successful?
4. What challenges do you think the owner faced when implementing the initiatives?
5. How can initiatives for such an important site by coordinated and monitored to ensure conservation of the site?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.
When introducing the scenario, ask the group to think about the following 4 questions:

- What’s the problem?
- What’s the cause of the problem?
- What are the solutions to the problem?
- What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

**Proposed Scenario for Study Tour in Jordan**

As part of a study tour to Jordan, under the EU project, it is proposed to visit Petra and spend a night at the location. This can be coupled with a walk from Buseira, which then can expose learners to Buseira initiative implemented by SCHEP project, as well as part of Jordan trail. For the Petra visit, Mr. Eid Nawafleh can be invited to tell the story of Petra by Night and Petra Kitchen. With previous coordination, the group can also experience lunch at Petra Kitchen.

After Petra, the group can plan to visit Ghor Al Safi for half a day to learn about the initiative. The group can meet the women association in that area and learn more about sugar production. This could be during the last two days of the program, and trainers can then head to the borders directly from Ghor Al Safi.
CASE STUDY (6): Conservation of Natural Heritage

SUMMARY:

This case is focused on conservation of nature through the efforts of two distinguished organizations. The first is the Royal Society for Conservation of Nature (RSCN) and demonstrates how conservation efforts can be combined with ecotourism and entrepreneurial opportunities for local communities. The second is the Royal Botanic Garden, which is focused on conserving Jordan native flora through ecological restoration, research, and a demonstration site to address the environmental challenges facing people today. The two initiatives are at different stages in development and have different scopes. However, they are both unique cases and contribute to the same goal presented under this case – conservation of Jordan’s natural heritage.
XXI. Background Information

The history of early human settlements in the Middle East dates back to Neolithic era. This area witnessed the rise and fall of several civilizations and religions of different origins. Indeed, the mild and seasoned environment of the Middle East was an advantage in the survival of primitive societies since it allowed for hunting and the domestication of animals in their surroundings. The history of wild animals that used to roam our area is well documented on rocks and mosaic. Images of lions, gazelles, ibex and other carnivores covered the walls of desert palaces in the Jordanian deserts and churches in Madaba that reflect the ancient past of these animals.

Despite the limited area of Jordan, this country enjoys four distinct biogeographical zones (Mediterranean, Irano-Turanean, Saharo-Arabian and Afrotropical). Within their wilderness, several animals and plants thrived over the centuries. Little is known about the relationships of the first societies with the animals living within their proximity. However, much information can be found on later civilizations of the area, namely Islamic and Arabic civilization that dominated the area for over 14 centuries (AMR & QUATRAMEEZ 2002).

Nature conservation in Jordan represents a challenge that was met by a great success. Efforts over the past 40 years to conserve the flora, fauna and ecosystems of Jordan resulted in foundation of seven operating nature reserves and reintroduction of extinct species. The Royal Society for the Conservation of Nature (RSCN) is the only NGO with a mandate from the government of Jordan entitled to establish, manage and operate nature reserves in Jordan. Additionally, RSCN is the legal body that takes full responsibilities for managing wildlife protection through enforcing wildlife protection laws, hunting monitoring and control.

The Royal Botanic Garden was also founded as a non-governmental, non-profit entity in 2005 to conserve the native flora of Jordan. RBG’s mission is to ensure native flora

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2 Background information adopted from Nature Conservation in Jordan, Amr, Hamidan, and Quatrameez
conservation through ecological restoration and providing research and demonstration site to address the environmental challenges.

XXII. Proposed Initiative

When the first reserve was created by RSCN in 1975, hunting became limited by laws intended to protect endangered species. This has affected the income of local residents who primarily worked as goat shepherds or hunters. An alternative source of income had to be made available to the local community. Wild Jordan addresses this problem through the creation of job opportunities in the tourism and crafts sector.

Under its socioeconomic development program, RSCN dedicated itself to creating nature-based businesses that improve the livelihoods of local communities living in and around Jordan’s nature reserves by reducing their reliance on natural resources. ‘Wild Jordan’ was created in 2003 to operate as a registered trademark of the Society and generate revenues that contribute to the sustainability of RSCN’s protected areas and supports the socioeconomic development of local communities. Visitors, purchasers, or gift receivers of products exhibited in Wild Jordan help to protect Jordan’s natural heritage.

This ‘business approach’ revolutionizes nature conservation strategies in Jordan. No longer are protected areas seen as the preserves of the elite, they are now being recognized as engines of rural development, able to offer alternative and sustainable livelihoods for different communities in the Kingdom. Such environmental entrepreneurship, combined with a people-centered philosophy, has also enabled RSCN to generate more popular support for conservation, minimize its need for government financial support, and become a national and regional leader in sustainable development.
Wild Jordan is divided into three main divisions, each of which supports one another: The Wild Jordan Centre, handicrafts production workshops and tourism Eco lodges. The proceeds from each division are funneled back to Wild Jordan to cover the operational costs of all reserves.

**Wild Jordan Centre**

The Wild Jordan Centre is located off from Rainbow Street and overlooks Old City of Amman, the Citadel, and the huge Jordanian flag. It is owned by RSCN and operated by ATICO Fakhreldin Group, a Jordanian holding company operating in multi-service hospitality management. The center aims to generate an income for the rural communities of the 8 reserves in Jordan protected by RSCN; Mujib Nature, Dibeen Forest, Ajloun Forest, Shaumari Wildlife, Dana Biosphere, Azraq Wetland, Fifa and Yarmouk. The Nature Shop is a solid platform, which generates income for the families of the reserves, through exhibiting and selling various items manufactured and produced there. The centre also has a restaurant that uses sustainably sourced ingredients, as well as furniture and crafts shops that feature products made by the reserves’ workshops.

**Crafts Workshops**

The second component is group of over a dozen handicrafts workshops that create distinctive handmade products such as silver jewelry, olive oil soap, jams, embroidery, ceramics, herbal teas, hand-painted ostrich eggs, goat leather products and more. The products are sold at RSCN’s Nature Shops and contribute to enhancing the livelihoods of over 60 local women.

Mujib Biosphere Reserve
Source: RSCN Website
All of these crafts centers provide training in handicrafts inspired by local traditions. Locals, predominantly women, come to these facilities to work and sell their products. This serves as an income-generation opportunity for these individuals, since the crafts are sold to visitors in shops at the reserves, at the Wild Jordan Center in Amman, and at other locations such as the airport.

Tourism Eco-lodges

Wild Jordan operates five tourism eco-lodges in the country’s nature reserves; Ajloun Cabins, Azraq Lodge, Mujib Chalets, Dana Guesthouse, Feynan Ecolodge. During the facilities’ construction phase, Wild Jordan either trained and hired people from the local community for the work, or obligated a significant share of external companies’ workforces to be drawn from amongst local residents, thus helping to create jobs. All lodge staff members are from local communities. They are trained and hired locally, thus ensuring operational sustainability. In one of the lodges, the food and beverage division has been outsourced in the form of a concession contract to a member of the local community who started as a chef in the lodge’s restaurant prior to establishing his own company.

Wild Jordan Adventures offers eco-tourists an awe-inspiring variety of destinations to explore and action-packed activities to enjoy. Adventures, camping, safari, canyoning, hiking and cycling are some of the best ways to experience Jordan.

Conserving Native Flora in Jordan - The Royal Botanic Garden

Jordan is a country of contrast, being in the Fertile Crescent, and has a rich wild plant diversity, it is at the same time the second water-poorest country in the world. Therefore, Jordan habitats and nature heritage are under threat, disappearing due to urbanization, tourism activities, overgrazing, expansion of agricultural land, and lack of preservation and ecosystem development programs. As a result, there is an urgent need, in Jordan as at a global level, to safeguard biodiversity. It is imperative to preserve precious plant resources and ensure that they remain available for future generations

The Royal Botanic Garden (RBG) was founded as a non-governmental, non-profit entity in 2005 to conserve the native flora of Jordan. RBG’s mission is to ensure native flora conservation through ecological restoration and providing research and demonstration site to address the environmental challenges of our times and generating hope for the future.

3 Managing Natural Resources Through Eco-Tourism – Wild Jordan
4 medomed.org
Jordan is particularly rich in plant species, having approximately over 2,600 species of vascular plants. Establishing a botanic garden is part of the biodiversity strategy and action plan prepared by the Ministry of Environment to implement the 1992 Convention on Biological Diversity, ratified by Jordan in 1993. The Garden site is located in Tal Al-Rumman, about 25 km north of Amman, on steep slopes overlooking King Talal dam. The site comprises a significant variety of soils and microclimates, several wadi systems, a perennial freshwater stream and over 300 m of elevation change within its boundaries, offering a wide range of possibilities for botanical research and display.

RBG is a conservation-oriented botanic garden with three main components, First, is the Science and Conservation Component where RBG aims to become an internationally recognized research facility focusing on plant conservation, the second is the Education and Community Development Component interpreting findings to the general public as to educate them on the plant diversity of Jordan, and the third is the Sustainable Living Component where RBG will provide a demonstration site for eco-living.

So far, the Royal Botanic Garden has focused on restoring the land and establishing the main science and research components. The Garden is not yet open to the public, but RGB hopes to start letting people enjoy part of the grounds soon, even while other garden areas and facilities remain under preparation.

Phase I of the Royal Botanic Garden will include a variety of gardens, interpretive signage, four super adobe eco buildings, bee exhibits, a gift shop, snack facilities, a Bedouin tent and scenic views. The RBG will be a great place for people to get away from it all, learn a few things, stroll through nature, relax, and grab a bite to eat in the fresh air.

Upon completion, the Royal Botanic Garden will include the following components: visitor
center, auditorium, gift shop, natural foods restaurant and café, Bedouin tent, picnic and play areas, children's activity center, outdoor amphitheater, five major Jordanian habitats re-created within the site: deciduous oak forest, pine forest, juniper forest, Jordan Valley and freshwater habitats, five info pavilions for the re-created habitats, research center, including the herbarium, nursery, seed bank and reference library, sustainable living center, showcasing local, natural materials and eco alternatives, community development center, for our income-generating programs, ceramic workshop and other projects.

XXIII. Stakeholders

- The Royal Society for Conservation of Nature
- ATICO Fakhr eldin Group
- The Royal Botanic Garden
- Ministry of Environment

XXIV. Challenges

There were several challenges facing the implementation of these initiatives. Local communities were resistance to the idea of change due to their negative perception of tourism. Many felt that allowing tourists on their land would have a negative impact on their livelihoods, and were afraid that foreign visitors would interfere with their traditional ways of life and natural environment, without producing benefits for them.

As with other types of cultural conservation, there was a lack of awareness of the value of natural resources. Many of local community members underestimated the value an intact wilderness could have with regard to attracting tourists and preserving their own complex and fragile ecosystems. This led to the frequent hunting of endangered species and the
abuse of grazing zones.

With the conservation of plants, the Royal Botanic garden also face local opposition from herding families and had to come with a plan to supply replacement forage to the livestock owners who have habitually gazed the botanic garden.

Additionally, there is still an issue with women working especially in the tourism sector. In Jordan, traditional cultural norms normally do not allow women to work in the male-dominated tourism sector, with a few exceptions such as kitchen or receptionist positions.

XXV. Results/Impact

In its short but rich history, RSCN has many achievements. The foremost of which is establishing 10 protected areas covering over 1,200 square kilometers. These areas comprise of wild plants, animals and other natural resources, while encompassing some of the finest natural landscapes in the country.

The successful captive breeding of the magnificent endangered Arabian Oryx, gazelle and ibex and their re-introduction into the wilderness is considered a pioneering step of conservational activity in the region. Hence, controlling the illegal hunting throughout the Kingdom to preserve these wondrous creatures.

Setting up over 1,000 Nature Conservation Clubs in schools raises children's awareness of environmental issues by providing them with practical involvement in conservation activities and projects.

From another perspective, and as a non-for-profit organization, RSCN was always in need for securing funding to operational and programmatic costs. With the Wild Jordan model serving as a revenue-generating, RSCN was able to cover a good percentage of its’ costs.

Wild Jordan’s model in designing and creating their eco-lodges have also prolonged tourists’ stays in Jordan after visiting the reserves, which reflected don additional revenues for the communities. Dana Biosphere Reserve in 2017 has witnessed an increase in the number of domestic and foreign visitors by 33 per cent, amounting to 80,000 visitors compared to 50,000 last year, the Jordan News Agency, Petra, reported on Sunday5.

Wild Jordan’s projects have created jobs in many communities. Capacity building is provided to community members to equip them become guides, chefs, housekeepers, managers and rangers, or to carry out other jobs needed for the eco-tourism facilities’ operations.

5 Dana Reserve witnesses 33 per cent rise in number of visitors, Jordan Times - Dec 18, 2017
Finally, the creation of crafts centers within the reserves helped with women’s economic integration and empowerment. The workshops enable them to support themselves financially, and to improve their living conditions without challenging cultural norms.

As for the Royal Botanic Garden, and despite the fact that it’s still in the development phases, it has made great achievements. Native plants are being propagated in the RBG’s nursery, to enable the re-creation of authentic Jordanian habitats for research, display and educational purposes. A seed bank is being developed, to save the seeds of Jordan’s native plants and crop wild relatives.

Also, through initiatives like the Community-Based Rangeland Rehabilitation program, the Royal Botanic Garden taught good practices and sustainable living skills to pastoralists, farmers and families. As a result, local employment rates are on the rise, individual and regional capacities are being built, and value-added products and markets are being developed. The results are already measurable and sustainable.

After consultative meetings with community representatives, the RBG created the Community-Based Rangeland Rehabilitation (CBRR) program in 2007. With local participation, a plan was devised to supply replacement forage to livestock owners, in return from them withdrawing their flocks, and allow grazing inside the Garden under managed conditions. Through the CBRR, 42 families and about 5000 head of sheep and goats are currently benefiting from better herd health and management, regulated grazing, and new income generating opportunities. A marked gain in biodiversity was noted, with biomass in the Garden rising from 50 to over 100 tons within four years, and wild plant species recorded in the site increasing from 436 to 580 species. The CBRR team has also started the task of collecting local knowledge from community elders, so that important traditional information, such as uses of wild plants for healing, is not lost.

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Read More ...

- ‘Eco-tourism projects to increase visitors, benefit local communities’
  
  *Jordan Times - By Hana Namrouqa - Dec 14,2016 - Last updated at Dec 14,2016*
  
Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to take learners to the real context behind the formation of Wild Jordan and the Royal Botanic Garden as two important initiatives to conserve Jordan’s rich natural heritage. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:
- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 90 minutes (1.5 hours)

- 15 minutes to read the case (during session or a day before)
- 10 minutes to introduction and setup
- 20 minutes presentation by Wild Jordan Representatives
- 30 minutes discussion in a plenary session
• 15 minutes wrap up with the facilitator

Case Study Setup

Explain the background of this case study as examples of conservational of natural heritage, including animals, and plants. Explain the difference in the scope and size of work between RSCN and the RBG, as well as the stage they are in in terms of their work achievements. RSCN and Wild Jordan have been in operation for several years, while RBG is still a relatively new organization it the research phase.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

Case Study Instructions

This case is proposed to take place through a plenary session, through which representatives from Wild Jordan/or the facilitator can present the case and talk about the background, situation, and solution. Videos can be presented to give a more vivid background. This can be followed with a discussion with the bigger group.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. How can conservation of nature be linked to community empowerment and cohesion?
2. How is the model created by RSCN different than others?
3. What challenged do you imagine could have occurred during the creation of such an agreement with a private sector company?
4. What are the pros and cons of such a model?
5. What ideas can the botanical garden have to enhance work on with the community?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.
When introducing the scenario, ask the group to think about the following 4 questions:

- What’s the problem?
- What’s the cause of the problem?
- What are the solutions to the problem?
- What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.

**Proposed Scenario for Study Tour in Jordan**

As part of a study tour to Jordan, under the EU project, the group of 40 trainees can be hosted for one day at the Wild Jordan Center in Jabal Amman. This will allow a great interaction with the management and staff of the Center. Management representatives can be asked to provide a presentation for the group and facilitate a discussion with the group after presentation. The group can be split into two cohorts each of 20 participants in order to facilitate discussion.
CASE STUDY (7): Conservation of Cultural Heritage through Community Engagement

SUMMARY

This case focuses on archaeological conservation in Jordan through community engagement. The fact that many of the country’s richest archaeological sites are located in poor areas outside of the major cities poses a major challenge for the rehabilitation and conservation of these sites. Archaeological conservation should maximize the benefits for communities, while placing priority on the safeguarding of the archaeological site and artifacts themselves. The following pages provide an example of a successful model for conservation of cultural heritage through a holistic community engagement approach. The results of such an approach are better awareness of the value of Cultural Heritage Resources, economic empowerment of communities, and a more sustainable model for the conservation of cultural heritage.

Key Learning Points:
- Community engagement is key to sustainability of cultural heritage.
- For profit business can be a good contributor to cultural heritage sustainability.
- Raising awareness of communities, through working universities and schools, is a good means of cultural conservation.
XXVI. Background Information

Jordan’s diverse legacy of antiquities and archaeological sites attests to its rich history as a crossroads of civilizations, which witnessed the culture, art and genius of numerous great peoples, each leaving behind their own special mark. This legacy represents the origin and evolution of several religions, cultures, economies and societies. It is Jordan’s heritage, which lends the country the unique characteristic of an open-air museum, and offers the potential for deeper multicultural and religious understanding through the study of this heritage.

Jordan’s heritage is one of its strongest tourism assets with antiquities dating back almost 10,000 years, including traces of Biblical, Nabataean, Roman, Byzantine, Islamic and Ottoman eras, as well as other peoples and empires. Tourism in the country is led by heritage tourism, and is the largest single contributor to the Jordan’s economy. Yet much potential exists to increase this contribution by improving the management and utilization of Jordan’s cultural and heritage assets, while at the same time protecting them and ensuring their sustainability.

The value of Jordan’s heritage must not be considered solely in economic terms. If interpreted and presented in the correct manner, it will foster national pride and reinforce a sense of belonging, which in turn will nurture support from individuals and local communities.

The Strategy for Management of Jordan’s Archaeological Heritage 2014-2018 sees an increase in the national and international significance of Jordan’s rich and diverse cultural legacy in the future vision\(^7\). It also entails better interpretation of sites, and improved conservation and preservation efforts in order to create sustainable tourism.

XXVII. Proposed Initiative

Management of Archaeological sites is a complex task that is shared by many stakeholders in Jordan. The goal is to optimize the benefits for local communities while prioritizing the safeguarding of the archaeological sites and artifacts. The Strategy for Management of Jordan’s Archaeological Heritage 2014-2018, which is focused on the management of archaeological sites through the Department of Antiquities (DoA), lists four key principles guiding any archaeological conservation effort in Jordan. These principles are:

\(^7\) The Strategy for Management of Jordan Archeological Heritage 2014-2018
Community Involvement as a key principle is essential. In fact, many actors in the field believe that excavation, restoration and presentation must be part of the ongoing life of an archaeological site and its surrounding community. This emphasizes the value of opportunities that archaeological heritage offers for local communities to benefit through appreciation of their historic and cultural values, and corresponding increased employment opportunities. It must therefore be ensured that all of society benefits from Jordan’s archaeological heritage within the conditions that realize sustainability and protection of this heritage. This is even more important because many of Jordan’s cultural heritage resources are located within underserved areas and poverty pockets outside of Amman, where local communities are not well-equipped to capitalize on the tourism potential of these sites.

The Sustainable Cultural Heritage through Engagement of Local Communities Project (USAID SCHEP), implemented by American Center of Oriental Research (ACOR), has based its model on this principle. The model is built around sustainable site preservation, management, and promotion, while simultaneously fostering an enabling environment by strengthening a community of practice among academic, government, tourism and customs professionals to support effective and sustainable cultural heritage resource preservation and management. The approach is based primarily on a proven model of grassroots capacity and skill building within local communities for assisting with effective preservation, management, and development of Jordan’s CHRs. The core of this model was built around the lessons learned from the development and implementation of the Temple of the Winged Lions Cultural Resource Management (TWLCRM) Initiative in Petra. This initiative has employed a holistic approach for conducting cultural resource management, utilizing a grass-roots social engagement model that emphasizes the local communities as the primary stakeholders in the project.

Across its 9 project sites, SCHEP focuses on the following (follow this link for an interactive map of all project locations http://usaidscchep.org/SCHEP-Sites.aspx):

- Cooperating with local and national institutions, specifically the Department of Antiquities and the local authorities (such as the Petra Development & Tourism Region Authority for the Temple of the Winged Lions).
- Educational awareness and outreach to the community at large through cooperation with schools, universities, and other entities.
Applying a grassroots model to provide vocational training opportunities for junior and senior staff at local authorities as well as interested community members, in excavation, conservation and restoration, and documentation (archaeological, topographic and architectural).

Creating job opportunities for local community members through recruitment of stewards for each location, as well as supporting micro-enterprises.

Ensuring mixed gender teams and increasing the number of women who participate.

In a certain sense, SCHEP is an effort to enliven the relationship between the contemporary community and its archaeological heritage, to bring benefits to the community via tourism and tourism-related enterprises, increased community awareness, and investment in site conservation.

Located in Amman, Jordan, the American Center of Oriental Research (ACOR) promotes research and publication across disciplines with a special emphasis on archaeology in the region. ACOR’s main activities include archaeological excavation and restoration projects, a fellowship program for scholars, hosting public lectures, and other academic programs. ACOR has one of the best libraries for archaeology and Middle Eastern studies in Jordan, and also offers hostel accommodations for fellows, researchers and other interested parties.

TEMPLE OF THE WINGED LIONS

The Temple of the Winged Lions is a large sacred complex with an ascending staircase, a grand entrance flanked by columns, and an inner cultic chamber with a raised podium. Western explorers and archaeologists were aware of the temple’s location in the early 19th century, although the building’s nature and function remained a mystery until the 1970s when Philip C. Hammond led the American Expedition to Petra (AEP) that excavated the site. It was during this period that the nominal “winged lion” capitals were discovered.

By 2009, it became clear that the temple would not survive if steps were not taken to ensure its long-term preservation. That year, the American Center of Oriental Research (ACOR), the Department of Antiquities (DOA), and the Petra Development and Tourism Region Authority (PDTRA) established the Temple of the Winged Lions Cultural Resource Management (TWLCRM) Initiative. The TWLCRM Initiative employs a holistic approach to the temple’s preservation that is environmentally conscious, highlights presentation and touristic potential, shares information, develops and codifies best practices for cultural resource management, and prioritizes community involvement.

The work focused on conserving exposed structures, and supporting the "Experience Petra" program that allows visitors to the temple to engage in various conservation activities, such
as mortaring stones, sifting through dirt from the excavation dumps, washing and sorting pottery, and documentation.

The TWLCRM Initiative has achieved success through its grassroots, community-based model of site development. Through its training programs in site documentation, management, surveying, conservation, and site presentation, SCHEP support led to employment and professional development opportunities for over 100 community members, roughly one third of them female. The TWLCRM Initiative in Petra is unique for the high level of female participation.

In addition to tourists, outreach increased significantly in 2017 through a special program in partnership with the Ministry of Education and in cooperation with Petra Development and Tourism Region Authority (PDTRA), which brought students from public schools around the country to experience Petra as well as hands-on-activities at the temple. Students’ ages ranged between 10 and 17, with a higher representation of female pupils. So far, between 2015 and 2018, more than 750 students from across Jordan participated in the program, many of them as part of their first visit to Petra.

BUSAYRA

Scholars widely consider Busayra to be the capital city of ancient Edom, a kingdom that emerged in southwest Jordan during the early first millennium BCE. The Busayra
Cultural Heritage Project (BCHP), implemented by SCHEP, investigates the history of ancient Busayra while developing site management solutions and sustainable economic opportunities for the adjacent Busayra community. The project seeks to elevate awareness of the site both for tourists and school groups, hopefully becoming a regular feature on the well-traveled tourist circuit along the King’s Highway. More than 25 community members have been trained in excavation, preservation, cleaning, and interpreting the site during the first phase of the project. Now in phase two, some 15 new community members are employed to develop a tourism path and signs to help visitors understand the site and its history.

In September 2018, an agreement was signed with Busayra’s site steward Safa Faris AlRfou’, to establish a community-based enterprise called “Busayra Foundation for Cultural Heritage” to sustain the work carried out during SCHEP. The enterprise will organize qualified members of the local community to conduct necessary maintenance of the site (in coordination with the Department of Antiquities in Tafíleh), and to operate the Heritage Lab to increase students’ awareness about preserving archaeological sites and findings, and teach them valuable new skills. Busayra Company will also work on developing tourism products and raising awareness of tourism to Busayra, and will facilitate service provision for visitors in partnership with the local community.

**Umm Al-Jimal**

Located just south of the Syrian border, the ancient city of Umm al-Jimal is known for its the signature black basalt stone. Primary work at the site is done by the Umm el-Jimal Project, which began as an archaeological research program in 1972. Today it is an ongoing collaborative enterprise between the project and its international partners, including the residents and Municipality of Umm al-Jimal, the Jordanian Department of Antiquities, Jordan’s Ministries of Education and Tourism, the American Schools of Oriental Research (ASOR), American Center of Oriental Research (ACOR), and Open Hand Studios. In June 2015, the project launched a new round of community engagement and archaeology ventures funded by USAID SCHEP.

Activities include creating a tourist path throughout the site and installing interpretive panels so that visitors can experience the full history of the site, as well as training residents of modern Umm al-Jimal to serve as professionals in sustainable site management. This has included providing employment opportunities for 63 local residents and 13 continuing professional development opportunities.
Ghawr Al Safi

Located near the southeastern end of the Dead Sea, the town of Ghawr as-Safi lies at the lowest point on earth, more than 400 meters below sea level, and has a population of around 20,000 people. Sugar production dominated the area’s economy from the 11th to 15th century, an industry that demanded tremendous technology and tools. Site stewards Bilal al Deghemat and Nayef Shamalat have advocated for protection of the site with various stakeholders, and raised awareness for the site’s cultural heritage value through activities with local grade-school students.

As part of a long-term initiative to create a tourism cluster at Ghawr as-Safi, USAID SCHEP’s goal is to bring the Islamic sugar factory of Zughar to a level of preservation and interpretation such that it can be presented comprehensibly to the public, and conserved and protected by skilled local teams. The project seeks to formalize their skill-sets into three teams of 4 to 5 skilled workers from the local community.

The surrounding community is eager to diversify their economic opportunities through expanding tourism to entice visitors to the nearby Dead Sea to hike through Wadi Hasa or explore the historic sugar mill. Additionally, Ghawr as-Safi is home to an ambitious and talented Women’s Association, which uses natural dyes found in the area to die fabrics and create unique hand crafts that depict scenes from their daily lives. Initially supported by UNESCO, Al Hima, and the Drosos Foundation, the Women’s Association launched Safi Crafts, a collection of hand-dyed and eco-friendly textiles such as pillowcases and reusable shopping bags created using colors made from soil and natural dye plants.

Another attraction in Ghawr as-Safi is the Museum at the Lowest Place on Earth, which hosts numerous artifacts from the area including Greek and Arabic inscriptions, Bronze Age artifacts, and many tools related to the sugar industry.

Most recently, SCHEP worked with its Site Stewards to establish the South Valley Company for Sustainable Cultural Heritage and Tourism Promotion. This organization provides alternative tourism to the entire Dead Sea area, focusing on agro tourism and introducing visitors to a truly locally focused experience.

XXVIII. Stakeholders

The heritage sector is wide and there are many players in Jordan that have a role in preserving, celebrating, and promoting Jordan’s heritage assets. Several of the sites presented in this case study have received attention and support from different local and international agencies including USAID, the EU, GIZ, UNESCO, and others. The key stakeholders on these initiatives are:

- USAID SCHEP implemented by ACOR
In addition to the local communities represented by different civil society organizations and private sector companies.

**XXIX. Challenges**

Despite the value of archaeological conservation through community engagement presented above, implementation has many challenges. As mentioned earlier, most of the archaeological sites are located in underserved areas, which often lack public awareness of the value of the archaeological sites, the importance of their conservation, and how they could benefit surrounding communities economically.

Communities need to understand these potential benefits early on in order to become real partners in the development process. Women’s participation is another challenge, as throughout Jordan women’s participation in the tourism sector is extremely low, and women’s participation in the workforce in general is only around 13%. This overall low number is mainly due to much lower participation among women in the labor market in the areas outside of Amman.

**XXX. Results/Impact**

The active involvement of surrounding communities in the presented projects has generated a renewed sense of ownership over sites. Such perceptions are critical to overall site preservation, which needs not only the technical and financial support of large scale projects, but also the daily care and concern of the people who live and work around the sites. More specifically, the following achievements have been recorded:

- Increased visits by 57% and decreased threats by 80% through target interventions to improve education, community involvement, and site facilities.
- Engaging host community members in CHR promotion and management. More than 300 individuals, including local youth, have received hands-on training in CHR best practices across the nine SCHEP sites.

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8 USAID SCHEP Website
- Creating jobs and improving the type and quality of employment for CHR host communities. Thus far, SCHEP sites have generated 300 employment opportunities in rural areas and specifically numbered 198 employment opportunities for those living in poverty pockets or with high refugee populations, with a focus on youth (75%) and female (20%) employment.

- Completing comprehensive assessments to support CHR capacity building and training for the staff of the Department of Antiquities, as well as the faculty members and students of some Jordanian universities.

- Raising awareness for 6900 Jordanian youth through a cultural heritage education and engagement program in cooperation with the Ministry of Education, HM Queen Rania’s Madrasati Initiative, SOS Children’s Village, the Children’s Museum, Handicap International, Friends of Archaeology, DoA, PAP, the Royal Marine Conservation Society of Jordan (JREDS) and Wadi Rum Protected Area (WRPA).

- Developing professional skills and opportunities for 150 students and young professionals through the SCHEP Internship and Fellowship Program.

- Developing five separate training courses and materials in CHR related fields that reached 98 individuals. These touched on the skills most demanded in the sector, including GIS, site management, MEGA Jordan, Wall Paintings Conservation, Cultural Heritage Documentation, and other capacity building workshops.
The Strategy for Management of Jordan’s Archaeological Heritage:

http://inform.gov.jo/en-us/By-Date/Report-Details/ArticleId/196/The-Strategy-for-
Management-of-Jordan-s-Archeological-Heritage

Other:

https://www.acorjordan.org/research/publications/acor-newsletters/

https://www.acorjordan.org/archaeology-jordan-aij/

http://www.jordantimes.com/news/local/role-local-communities-vital-sustaining-cultural-
heritage—-experts

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heritage-scholar-says

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<td>Eman Hadweh Sa’id</td>
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Using this Case Study for Training – Facilitator’s Guide

The purpose of this case study is to expose learners to the real context behind SHCEP USAID initiatives. It can be used as part of a training workshop to facilitate a learning point and for sharing experiences and reaffirming knowledge and understanding.

The case study will help:

- Increases awareness of a problem and helps teams formulate possible solutions.
- Exchanges ideas and helps team members share past experiences.
- Helps to analyze a problem and reach a decision as a team.
- Facilitates and reaffirms key learning points.

Case Length - 10 pages

Space Required - Classroom or training room set up in round tables.

Group Size - 10 to 20 people

Total Time - 60 minutes

- 5 minutes to introduction and setup
- 30 minutes per case study for reading and discussion among groups
- 25 minutes for final review and case study debrief

Case Study Setup

Allow participants to reflect on the unique model implemented by USAID SCHEP through their initiatives. Stress on sustainability factors, engagement of local community, etc. Ask participants to try and apply such a model to one of the project related to their work back in Palestine.

When leading the exercise, it is better that learners get a brief introduction but that the main points are concluded by learners themselves.

Case Study Instructions

Split the group into smaller sub-groups and provide each group with the scenario. Once all groups have an opportunity to analyze and discuss the scenario, ask each group to present
their findings back. Ensure that the groups have different representation of key stakeholders including those working the Palestinian public sector, civil society, etc.

Facilitator will need to print the following discussion question on a piece of A4 paper and laminate them ready for workshop:

1. What makes this model unique?
2. How can Conservation of Cultural Heritage be linked to economic empowerment of societies?
3. How were the communities engaged in each of the initiatives/locations that USAID SCHEP worked on?
4. Can you think of specific factors that can be successfully applied to projects in your home country?

When leading the case studies session, actively listen to discussion and provide necessary assistance to facilitate (guide) the analysis and discussion in the proper direction. Make sure you lead the discussion towards the learning objectives of the training workshop. If you have people that conflicting views, then let them argue their points. If the discussion becomes too heated, stop them and summarize the discussion points and move on. If everyone in the group agrees on something, or the discussion becomes stagnant then try playing devil’s advocate to get participants to look at the scenario from a different point of view.

When introducing the scenario, ask the group to think about the following 4 questions:

- What’s the problem?
- What’s the cause of the problem?
- What are the solutions to the problem?
- What can you learn from this scenario?

Try to be flexible with your timings to ensure that the important issues on the case are brought up and discussed.

**Tips and Guidance**

- A good way to save time is to present the case to the group at the end of the day and ask them to read up on the material and prepare in the evening. The first part of the following days’ workshop should then be the case study.
- Let the group begin the discussion on their own. At the end of the discussion, summarize the key points – help them identify why the case study was important to the learning and move on to the next one.
Proposed Scenario for Study Tour in Jordan

As part of a study tour to Jordan, as part of the EU project, there could be a visit to ACOR location in Amman to hear about the different initiatives. In addition, a visit Bseira and Ghor Al Safi can be organized to be able to experience the initiatives on the ground. Learners should be required to read the case the evening before the visit occurs and review the questions provided with the case. Questions can be used during the visit to SCHEP premises or the field locations, as well as discussions with management and beneficiaries.

“This publication was produced with the financial support of the European Union. Its contents are the sole responsibility of “My Heritage! My Identity!” project and do not necessarily reflect the views of the European Union.”