
Jabal al-Qal'a Neighborhood Improvement

Participatory Project: Report and Recommendations

The report is prepared
By the **Center for the Study of the Built Environment**
For the **Amman Commission**

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1. INTRODUCTION

Jabal al-Qal'a Neighborhood Improvement Participatory Project is a pilot community-based planning project that addresses the disengagement of local communities from the decision-making process that has a direct impact on their daily lives. The project was undertaken by Greater Amman Municipality (GAM) and the Center for the Study of the Built Environment (CSBE) to upgrade a focus area within the Jabal al-Qal'a neighborhood (fig. 1) while engaging the residents in a participatory discourse.

The project was the first phase of a larger project that aims at engaging the local communities in Amman in the planning process and making recommendations for GAM to better connect with its constituencies. The focus of this activity in Jabal al-Qal'a, overlooking the Raghadan Complex, was to better engage people in the new urban landmark that would affect their daily lives. The result proposes a set of improvement initiatives to be considered by GAM based on the community's input.

The project started in October 2006. Throughout the project, CSBE's role was a liaison between GAM and the community, by helping the latter create a vision for itself and communicate its concerns to GAM. By implementing the activities of this project CSBE has engaged the public and the private sectors and introduced them to the participatory planning approach.

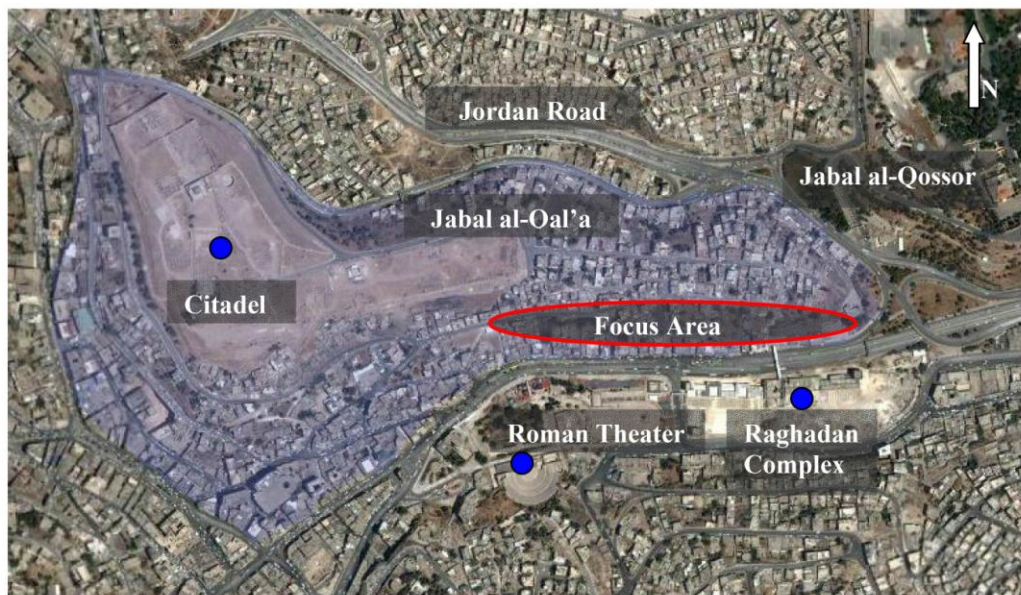


Figure 1: Aerial view of Jabal al-Qal'a
(Source: Google Maps web site, <http://maps.google.com/>, accessed March 2007)

2. OBJECTIVE

This activity was the first phase of a larger project that aims at engaging the local communities in Amman in the planning process and making recommendations for GAM to better connect with its constituencies. CSBE focused its activities on the Jabal al-Qal'a neighborhood, and acted as liaison between GAM and members of the community, assisting them in communicating their concerns GAM.

After identifying the Jabal al-Qal'a neighborhood, CSBE mapped its assets and challenges, connected with its leaders and key civil society actors, and identified solutions that GAM would be able to implement.

2.1 Scope of Work

CSBE assisted the selected community in creating a vision for itself through identifying its immediate needs and articulating its identity in relation to GAM. CSBE proposed workable upgrading activities that GAM would be able to address. CSBE also mediated between the community and GAM regarding the realization of the community's proposals.

Specific tasks included the following;

1. Initial investigation

- Setting criteria for selecting a community
- Identifying a community adjacent to Raghadan to work with, in conjunction with the Amman Commission
- Connecting with community leaders and civil society organizations to understand their needs

2. Analysis and problem-solving

- Mapping the community physically and socially to understand its assets and challenges
- Providing technical input to the proposals and developing drawings where needed

3. Implementation

- Providing the community and GAM with a document that enlists all actions that need to take place, with a clear identification of responsibilities.
- Providing GAM with a final report in the form of a set of recommendations regarding next steps that should be taken to deepen community participation in the planning process.

3. PROCESS

At the preliminary stages of the project, CSBE drew a road map for its work as the following diagram shows (fig. 2). This road map was meant to guide CSBE through the lifetime of the project.

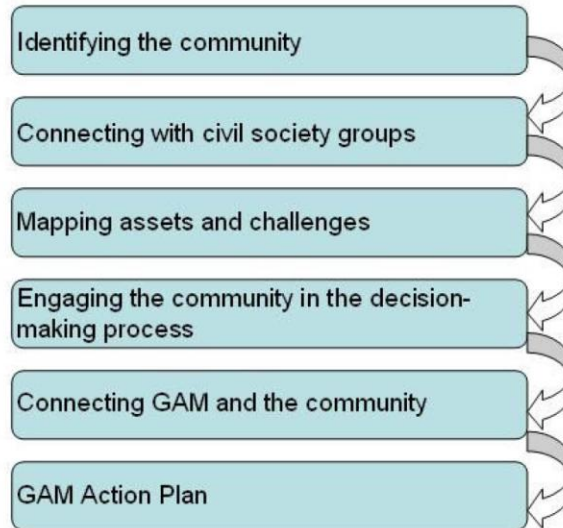


Figure 2: Preliminary project roadmap

3.1 Identifying the Community

To identify a community to work with, CSBE met with HE the Mayor of Amman and Amman Commission members to establish selection criteria. In addition, initial visits and data collection were done to a number of neighborhoods around Amman to select the focus area.

3.1.1. Field visits

CSBE conducted a number of field visits to various neighborhoods in East Amman. Among the neighborhoods visited were al-Nasser, Jabal al-Jofeh, al-Tafayleh, and Jabal al-Qal'a. The neighborhoods were visually surveyed and photographed with special emphasis on the structure of the urban fabric and similarities to a previous neighborhood upgrading project initiated by CSBE and implemented by GAM¹.

3.1.2. Discussions with HE the Mayor and the Amman Commission

The preliminary survey of selected neighborhoods was presented to the Amman Commission and the Mayor for feedback. A consensus was reached to select Jabal al-Qal'a neighborhood due to its proximity to the down town area and its direct relationship with the Raghadan Complex. Furthermore, the neighborhood met the criteria established through further

¹ In June 2006 CSBE initiated a community participatory neighborhood upgrade project in Jabal al-Jofeh funded by Goethe Institute. The project was the first of its kind in Amman and very well received by the community.

deliberations with the Commission and Professor Babar Mumtaz, special consultant to the project (See section 3.2 for details on selection criteria).

3.1.3. Initial data collection

During the field visits, informal discussions took place with residents, taxi drivers, and merchants in Jabal al-Qal'a and other potential communities. The purpose of these informal discussions was to gain input for selecting the community and gauge the residents' receptiveness to a participatory project focusing on neighborhood upgrade. Basic data pertaining to the presence of civil society groups, population size, and socio-economic context was also collected (refer to section 4.1 for initial field notes on Jabal al-Qal'a).

3.2 Selection Criteria

CSBE held several meetings with the Amman Commission and Professor Babar Mumtaz to establish the selection criteria. An important consideration in establishing the criteria was to ensure that the project become replicable and therefore the neighborhood should be "typical". Accordingly, the following characteristics were deemed important in the selection of the focus area:

- The presence of visible and relatively common challenges that relate to public spaces in Ammani neighborhoods.
- Clearly defined boundaries, either spatially by the urban fabric, historically, or socially.
- A reliable community-based group or leadership that enjoys the community's support and trust. In the absence of such groups, other organizations such as social associations, sports clubs, or women empowerment organizations would be considered.
- A small population (since this is a pilot project, the participatory processes adopted by the project would be more efficiently implemented in an areas with a small population).

Jabal al-Qal'a Neighborhood meets the above mentioned criteria and also enjoys other unique and strategic advantages, namely:

- It is located close to downtown and across from the Raghadan Complex. Any new developments in the area can therefore link with regeneration plans for downtown Amman and commercial activities in the Raghadan Complex.
- It is situated on a tourist trail linking the Roman Theater and the Citadel.
- The physical improvements that need to take place can build on previous work completed by JICA and the Ministry of Tourism and Antiquities.

For the purpose of the physical upgrade, CSBE chose a focus area within Jabal al-Qal'a to address. This area is Salama Bin al-Akwaa Street. It is the main street in Jabal al-Qal'a and parallel to al-Hashimi Street in downtown Amman with significant views to the Roman Theater and the Raghadan Complex.

4. ANALYSIS

Upon the selection of Jabal al-Qal'a as pilot neighborhood, initial analysis and problem solving activities took place. These included: physical mapping, background data collection, survey activities, focus groups and public meetings.

4.1 Initial Field Notes

CSBE visited Jabal al-Qal'a several times through the early selection phase and spoke with a number of community members and leaders, public officials, and civil society groups. Through these talks, CSBE gathered baseline information on Jabal al-Qal'a both anecdotal and quantitative as provided below. This information was helpful in understanding the neighborhood and its needs. It was also helpful in identifying the appropriate groups and institutions to connect with the community. However, more thorough and precise information may be accessed through the needs assessment study done by the Community Centers Association (CCA) (refer to sections 6.1 and 6.2 for more details).

4.1.1 Location and Urban Fabric

Jabal al-Qal'a neighborhood is located to the north of the Roman Theater in downtown Amman. It has been given that name which means "mountain of the Citadel" because the Citadel (the archeological site containing Roman, Byzantine, and Umayyad antiquities) is located at the summit of the hill. According to Dr. Mohammad Najjar from the Ministry of Tourism and Antiquities, it is suspected that the entire built-up area of Jabal al-Qal'a sits on archeological site.

Jabal al-Qal'a has a unique urban fabric that consists of Salama Bin al-Akwa' main Street that runs as a loop in the neighborhood. In addition, there is another important street called al-Mut-haff which connects the neighborhood north to Wadi al-Haddadeh and Jabal al-Hussein passing by the entrance of the Citadel site.

As for pedestrian walkways, the Japanese International Cooperation Agency (JICA) funded the construction of two sets of steps and an observatory deck to the south of the neighborhood (fig 3a). One set of steps leads to the area across from the Roman Theater (fig 3b), while the other leads to Raghadan Complex (fig 3c).



Figure 3a: the observatory deck in Jabal al-Qal'a funded by JICA



Figure 3b: Stairway leading to al-Hashimi Street across from the Roman Theater



Figure 3c: Stairway leading to Raghadan Complex

4.1.2 Area and Population

The total area of Jabal al-Qal'a is approximately 461,238.7 m². The Citadel archeological and tourist site occupies almost one third of the total area. Jabal al-Qal'a has a population of approximately 5,000 residents living in 1432 households. According to the Department of Statistics, 44.3 percent of the buildings in the neighborhood are residential (table 1). Information also shows that 57.2 percent of the population are under the age of 30 (table 2).

Structure Use	Frequency	Percent
Residential only	260	44.3
Work only	146	24.9
Multi functional	154	26.2
Vacant	26	4.4
Under construction	1	0.2
Total	587	100

Table 1: Structure use breakdown
(Source: Department of Statistics. Obtained Nov 14, 2006, date not specified.)

Age group	frequency	percentage	Cumulative percentage
0-4	419	8.6	8.6
5 -9	419	8.6	17.1
10- 14	457	9.3	26.5
15-19	453	9.3	35.8
20-24	526	10.8	46.5
25- 29	522	10.7	57.2
30- 34	539	11.0	68.2
35- 39	418	8.5	76.8
40- 44	329	6.7	83.5
45- 49	209	4.3	87.8
50-54	148	3.0	90.8
55-59	140	2.9	93.7
60-64	117	2.4	96.1
65-69	70	1.4	97.5
70-74	52	1.1	98.5
75 +	67	1.4	99.9
Unspecified	4	0.1	100
Total	4889	100	

Table 2: Jabal al-Qal'a population breakdown in age groups
(Source: Department of Statistics. Obtained Nov 14, 2006, date not specified.)

The community does not appreciate the archaeological site located in their neighborhood. Through various interviews with the community, CSBE learned that many residents consider the presence of the Citadel a disadvantage, as it presents obstacles for urban growth and expansion. Moreover, the community is not engaged in any activities occurring there, and they are not benefiting economically from the tourists that visit the site.

The Jabal al-Qal'a neighborhood has a close connection with neighborhoods surrounding it, especially the downtown area and Jabal al-Hussein. Residents approach these neighborhoods for commercial, economic, educational, and healthcare purposes as their neighborhood lacks these services. Some residents view this connection as an asset to their neighborhood, while

others consider it a negative attribute. Many residents would like to see their neighborhood furnished with basic services like a pharmacy, a health center, a bakery, better schools, etc...

4.1.3 Socioeconomics

Through discussions with various community members, it was apparent that the majority of the residents work in lower-income jobs such as taxi-drivers or labor workers. Only a small number of residents own their homes or commercial stores. According to residents, the wealthier homeowners moved to the West Amman neighborhoods and lease their properties to low-income families and immigrant workers.

4.1.4 Education

There are three public schools in Jabal al-Qal'a: Balqees Girls' School, Isaaf al-Nashasheebi Boys' School, and al-Qayrawan Coed Elementary School. Balqees School has nearly 360 students divided into two shifts. Isaaf al-Nashasheebi also has nearly 400 students divided in two shifts. Al-Qayrawan has almost 60 students. These schools are only secondary and elementary. High school students (11th and 12th grades) have to commute to Jabal al Hussein for the closest public schools. According to residents, the quality of education in these schools is very poor. The Girls' School is slightly better than the Boys', however, both are much below standard.

As for the buildings, they are very old structures that need a good amount of maintenance. They are also small, which necessitates having one shift for students from the first to the sixth grade, and another shift for the seventh to tenth grade.

4.1.5 Security

According to the residents, the neighborhood suffers from security problems that are both internal and external to the area. The internal problems are caused by the unsupervised youth and the immigrant population, while the external problems come from al-Hashimi Street which brings drug dealers and addicts to the neighborhood.

4.2 Mapping

CSBE conducted physical mapping activities documenting the focus area in Jabal al-Qal'a throughout the project period. The mapping focused on Salamah Bin al-Akwa' Main Street and included the following:

- Current land use map (fig.4) that shows the following:
 - Commercial buildings
 - Mixed use buildings
 - Residential building
 - Vacant land
 - Abandoned structures
 - Public areas
 - Civic institutions: mosque, schools,.. etc.
 - Archaeological sites
- Land ownership map (fig. 5) as follows:
 - GAM owned
 - Privately owned

- Circulation map (fig. 6) shows both vehicular and pedestrian circulation as follows:
 - Pedestrian walkways
 - Stairways
 - Vehicular routes

- Site analysis map (fig. 7) shows the following:
 - Important views
 - Services
 - Problem areas
 - Selected Buildings of historic significance

Figure 7 also shows the results of a cursory survey of buildings with historic significance conducted with the help of Dr. Rami Daher, expert in heritage conservation and historically significant buildings, to assess the need for further investigations. It is important to note that a comprehensive survey and identification of buildings with historical significance should be conducted.





Fig. 6 Circulation Map

- Two-way Street
- One-way Street
- Traffic Direction
- Pedestrian Walkway
- Stairway



Fig. 7 Site Analysis Map

- Problem Area
- Land for Potential Development
- Significant Property
- Buildings of Significance
- Services
- Civil Institution
- Important View
- Picture Reference

4.3 Survey

CSBE undertook a survey for the community that included a questionnaire that was filled out by a number of households living in Salama Bin al-Akwa' Street and around al-Moghrabi Site. A number of interviews were also conducted as the sections below show.

4.3.1 Questionnaire

CSBE prepared a questionnaire for the residents of Salamah Bin al-Akwa' Street in Jabal al-Qal'a. A total number of 33 questionnaires were filled out by household members living on the first floor of each building in the main Street. The questionnaire, provided in Arabic as appendix 1, comprised of four main parts. The first sought simple demographic information while the second part addressed the neighborhood and concerns facing the community. It also addressed the residents' acceptance of a participatory neighborhood improvement project. The third part addressed transportation modes and the Raghadan Complex while the final part addressed people's perception towards GAM and their understanding of its mandate.

The results showed that the 24 out of 33 of surveyed residents were born and raised in Jabal al-Qal'a. The results also showed that the 22 out of 33 of surveyed residents are tenants while 9 are landlords. Furthermore, nearly half the questionnaire takers rated the neighborhood's general appearance as being good while 12 found it to be unacceptable. More than half of the surveyed residents said that the strategic location of the neighborhood is the most important asset, while 6 said it was the view. 7 residents said there is nothing positive about their neighborhood. As for what they dislike most about their neighborhood, 13 out of 33 said the chaos and disorganization of the neighborhood while 8 said unavailability of adequate transportation.

When asked about challenges facing the neighborhood, two-thirds questionnaire takers shared the same concerns that include:

- Transportation
- Sidewalks
- Commercial, health, and educational services
- Sanitation, sewage, and garbage issues
- Safety and security
- Lighting

As for transportation modes, 13 out of 33 said they or their household members drive their own cars to work, while the rest walk or take public transportation. As for shopping, 14 out of 33 walk, 6 take taxis, and 7 use their own car. As for other transportation needs, 11 out of 17 said they take a taxi. However, we later realized that resident change transportation modes for the same trip; they would start by walking to Raghadan bus station or al-Hashmi Street then get on the bus or the service car to their destination. They would do the same on their way back. When commuting for shopping, residents would walk downtown, then take a taxi back to the neighborhood. However, many residents complained that it was often difficult to take taxis to their neighborhood as taxi drivers refuse to drive up to Jabal al-Qal'a.

When residents were asked about the best use of Raghadan Complex, 17 out of 33 said they would prefer it to be a transportation hub for buses and service cars, whereas 11 said a hub for taxis and service cars. No one however, supported having it as a commercial center.

Residents said al-Hashmi Street is a commercial hub; therefore, there is no need for another one (fig. 8).



Figure 8: al-Hashmi Commercial Street

When further asked about the advantages and disadvantages of having a transportation hub nearby, 23 said they were aware of the negative environmental impacts.

Moreover, when asked about the possibility of being involved in neighborhood improvement activities like painting, planting cleaning and establishing a neighborhood association, two thirds said they would be happy to get involved. The other third supports the project but do not have either the time or physical ability to help.

Finally, regarding GAM's role in the neighborhood, 18 out of 33 recognized its responsibility for cleaning and garbage collection. 13 people added that GAM has a regulatory role. When asked about the means used to contact GAM, 19 out of 33 used the phone, while 4 went through the Mokhtar. Four people had no idea how to get in touch with GAM.

4.3.2 Interviews

A number of interviews were conducted with selected persons in the community to learn more about their concerns and to collect relevant information.

Key people included:

- Mr. Feras Zawaneh, Jabal al-Qal'a Mokhtar
- Ms. Ghana Shraydeh, secondary Girls School Principal
- Ms. Imtithal al Saqqa, elementary Girls School Principal
- Mr. Imad Eddeen Sudqi, elementary Boys School Principal
- Mr. Imad Nawras, al-Qal'a Sports Club Coordinator
- Mr. Yahia al- Soud, GAM Council Member

Further interviews were conducted with GAM staff and other experts, these included:

- Eng. Mohammad Kiswani, former Madina District Director
- Eng. Ahmad Mbaydeen, Madina District Director

- Eng. Tahseen Abbadi, Raghadan Complex Manager
- Eng. Hisham al-Omari, Director of Sidewalk Upgrading Department
- Amman Commission Members
- Eng. Ammar Khammash, Amman Commission member with special interest in heritage conservation.
- Prof. Rami Daher, University Professor, practicing architect, and heritage conservation Specialist.
- Dr. Mohammad al-Najjar, Department of Antiquities and Excavation at the Ministry of Tourism and Antiquities, and Survey Director of Friends of Archaeology.
- Ms. Samar Dudin, Founder & Artistic Director, Takween Theatre & Arts Workshop for Youth.
- Ms. Nadia al-Saeed, CEO of Dead Sea Institute.

5. PARTICIPATORY PROBLEM-SOLVING

CSBE moved to the problem-solving phase after the completion of compiling background information, mapping activities, questionnaire and interviews. CSBE's problem solving approach was participatory. CSBE held several focus group sessions and public meetings to discuss neighborhood issues with the community and create solutions together.

5.1 Focus Group Sessions

Four focus group sessions were held to exchange views and discuss issues in groups with similar interest or issues. Following is a summary of each meeting.

5.1.1 Focus Group 1: Women

The meeting took place on Oct. 31, 2006 in Dar al-Qor'an in Jabal al-Qal'a at noon. Around twenty mothers of the students in Balqees Girls School joined the meeting upon the invitation of the Principal Ms. Ghana Shraydeh. The purpose of the meeting was for CSBE to introduce the project to the community and get a sense of the urban challenges facing the community. The attendees communicated many of their concerns which included:

- Public transportation issues
- Lack of services such as pharmacies, bakeries, butcher shops, etc.
- Speeding cars
- Safety and security issues
- Unsupervised youth
- Lack of open and green spaces for children
- Lack of appropriate stairs and pedestrian pathways
- Abandoned property problems
- Sewage and water run-off problems
- Sanitation and garbage issues
- Lack of women's organizations
- Poor quality of education,
- Poorly maintained school buildings

5.1.2 Focus Group 2: Community Leaders

The meeting took place on Dec. 20, 2006 at Sleiman's; Abu Hilal al-Sa'adi residence in Jabal al-Qal'a at 3:00 pm. DSI and CCA representatives attended the meeting along with CSBE. Five of the community leaders joined and presented the challenges facing the community. The purpose of the meeting was to introduce the project to the leaders and get their feedback and support. Also, the meeting was intended to give DSI and CCA (see section 6 for more information) a sense of the socioeconomic conditions in the neighborhood. The leaders' concerns included:

- Lack of playgrounds for children
- Poorly maintained schools
- Poor quality of education
- Lack of secondary schools
- Lack of a health facilities in the neighborhood
- Poorly maintained roads, sidewalks and alleys
- Old and possible hazardous electricity infrastructure
- Security and safety issues

- Lack of adequate transportation
- Abandoned structures and properties
- Lack of adequate lighting
- Lack of economic activity
- Sanitation and garbage issues
- Lack of attention from the Ministry of Tourism and Antiquities

5.1.3 Focus Group 3: School Activity with CFCEA

CSBE planned two activities for the boys and girls schools in Jabal al-Qal'a. Child Friendly City Executive Commission (CFCEA) joined the Center in these activities.

5.1.3.1 Girls School

The meeting took place on Dec.13, 2006 at the Balqees Girls School in Jabal al-Qal'a at 11:30 am (fig. 9). A CFCEA staff member attended the meeting as an observer along with CSBE. Nearly 40 students from the 8th grade joined. The purpose of the meeting was to introduce the project to the girls and get their feedback. The girls were asked to name things they liked and disliked about their neighborhood. They were also encouraged to undertake group projects where they can demonstrate how they can make positive changes in their community.



Figure 9: Balqees School 8th grade students.

The students liked the following about their neighborhood:

- The presence of the Citadel
- The neighborhood's strategic location and proximity to the Raghadan Complex
- The view

The students disliked the following:

- Lack of adequate transportation
- Poorly maintained sidewalks and walkways
- Lack of health facilities and other services
- Deteriorated school buildings
- Lack of playgrounds and open spaces
- Lack of an internet cafe
- Narrow streets and parking issues (cars parking on sidewalks and girls having to walk on the street)
- Pests issues
- Sewage issues
- Negligence of decision makers

5.1.3.2 Boys School

The meeting took place on Dec. 20, 2006 at Isaaf al-Nashasheebi Boys School at 9:00 am. The target group was students from the 6th grade and the activity was run in coordination with CFCEA (see section 6.3 to learn more about CFCEA). Students were asked to name things they liked and disliked about their neighborhood. In addition, students were given material to draw their vision of their own neighborhood. The majority of boys drew playgrounds and open spaces (fig. 10).



Figure 10: Samples of 4th grade students' work

5.1.4 Focus Group 4: Women of al-Moghrabi

The meeting took place on Dec.19, 2006 at noon. It was held at Abu Saeed Muhareb's residence, a community member of Jabal al-Qal'a. The meeting was very successful and dynamic. 14 women living around al-Moghrabi site, a two-parcel lot of nearly 700 square meters, attended the meeting. The purpose of the meeting was to get initial feedback on what could be done to address the problems of al- Moghrabi site that are caused by the rubble and debris of two demolished residential buildings. The debris posed safety, accessibility, and sanitation issues. It is also a source of both visual and physical pollution as it is used as a garbage dumpster area (fig. 11).



Figure 11: al-Moghrabi site

The women were enthusiastic and suggested building a park or an open space on the various levels in the plot. They expressed their interest in having durable benches, lighting, shade trees, flowers, and green plants. A sand pit or a playground was also suggested. The women also expressed the need for better garbage collection schedules from GAM, and the need to raise awareness of sanitation and cleanliness issues within the community. They also assured CSBE that they were willing to take care of the property themselves if it were properly cleaned. More pictures of the site are available in appendix 2.

5.2 Public Meetings

Two separate public meetings were held to continue with problem solving efforts and discuss specific issues that relate to the neighborhood. Invitations to the meeting were distributed to residents living on Salama Bin al-Akwa' Street. Following is a summary of the meetings.

5.2.1 Al-Mughrabi Site Public Meeting

The meeting took place on Feb.10, 2007 at the Jordanian Architects Society (JAS) in Jabal al-Qal'a at 5:00 pm. Representatives from JAS, GAM, DSI, CCA, joined CSBE at this meeting. The purpose of the meeting was to follow up on the suggestion of building a park on al-Mughrabi site and further involve the community in the design and program development of the proposed park.

Although the majority of community members indicated that they were in favor of a park during a previous focus group session, further deliberations indicated otherwise. Several members disagreed on the park idea. They voiced concerns that a park would be noisy and would attract unsupervised youth to their private residential area. It became apparent that a totally public area would not be acceptable as it would bring outsiders to a private "courtyard" setting.

Community members communicated that they were more interested in an open space with controlled access rather than a completely open public space. A consensus was reached that a center that could accommodate specific activities for women and children would be more appropriate for this setting. The building could then include an open space component with limited access.

Another suggestion put forth by the community provided a short-term solution to al-Moghrabi site problems. All the attendees were in favor of simply clearing the rubble and building debris as well as leveling the area using retaining walls and slopes. Stairs connecting to the lower street were also suggested and were deemed a priority.

5.2.2 *Salama Bin al-Akwa' Street Improvement Public Meeting*

The meeting took place on Mar.7, 2007 also at JAS in Jabal al-Qal'a at 3:00 pm. Ms. Firyal Saleh from the CCA was invited and kindly presented to the community the components of needs assessment study that was currently being conducted in the neighborhood. The meeting was meant to introduce the community to the idea of a tourist street, and get their feedback on the themes presented by CSBE (see section 8.1 for more details).

The meeting was very positive and the majority of the attendees indicated that they were in favor of the idea of a tourist street. However, they stressed that they prefer that the services and shops proposed serve their needs before the tourists. A list of all the needs of the community was prepared and presented to the Mayor and Amman Commission (see section 8 for more details).

The following table (table 3) summarizes the feedback provided by the community grouped by the institution responsible for addressing each issue.

GAM	GAM and other institutions	Other institutions and private sector
Library	Police hut	Health center and facilities
Stairs	Public transportation	Elementary and secondary schools
Playfield	Fitness facility for women- as part of a community center	Commercial outlets
Green spaces	Hotel- on GAM owned property	Vocational or training center
Sidewalks and walkways	Bakery- in space appropriated by GAM	Literacy center
Lighting		Internet cafe
Parking		
Rest stops		

Table 3: Summary of the community's needs grouped according to the body responsible for addressing each issue

6. CONNECTING TO INSTITUTIONS WITH COMPLEMENTARY EXPERTISE

Meetings and surveys showed that most of the community's needs were not purely physical or fall under GAM's mandate. Therefore CSBE connected with other institutions with socio-economic, tourism, and child development expertise. Among these were:

6.1 The Dead Sea Institute (DSI)

The Dead Sea Institute is a newly established Jordanian not-for-profit institute that focuses on Public Private Partnerships for development. DSI is examining innovative models for intervention in local communities to employ a holistic approach towards development. This process will involve all stakeholders and mainly the communities themselves to see how we can go from meeting basic needs to enhancing good citizenship and positive attitude, trying to take development to the next level by creating hope. DSI is currently working on finalizing its model for intervention in cooperation with the Earth Institute at Columbia University.

Jabal al-Qal'a and Hai al-Tafayleh are two potential communities for such work. DSI sees the Greater Amman Municipality (GAM) as the ideal champion for this project, specifically in light of its current and future plans for reviving the down town area and surrounding communities. Moreover, DSI has arranged for a local NGO; namely, the Community Centers Association (CCA) to conduct a comprehensive needs assessment for the area. DSI hopes to be able to conclude a model for cooperation in light of their work and model developments².

In addition to arranging for the needs assessment study, DSI team has met with Jabal al-Qal'a community leaders, attended focus group and public meetings, visited the site numerous times and met with CSBE team to learn more about the project and the community.

6.2 Community Centers Association (CCA)

Community Centers Association (CCA) was founded in 1977 with the aim of contributing to sustainable social development in deprived urban and rural communities. CCA has established a network of 15 community centers mostly in the south of Jordan, located in poor and underdeveloped areas.. CCA encourages women, children, adolescents and young adults to make use of their own potential and to initiate self-help programs. Additionally, CCA conducts awareness building courses for women in basic democratic principles to enable them to explore opportunities how to gain influence on their living conditions through their own initiatives³.

The CCA also were approached by the DSI to conduct a needs assessment study for Jabal al-Qal'a and Hai al-Tafayleh. In preparation for that, CCA staff member attended focus group and public meetings with CSBE team.

² Source: DSI, March, 2007.

³ Source: The Konrad-Adenauer-Stiftung consulting agency website:
< <http://www.kas.de/proj/home/partners/81/2/index.html> > date not specified.

6.3 The Child Friendly City Executive Agency (CFCEA)

The Executive Agency for a Child Friendly City was set up as a response to the National Jordanian Plan For Childhood, and the Middle East and North Africa Initiative for the Protection of the Child which in turn was brought about in response to the conference on “Children and the City” held in Amman, January 2002 under the patronage of Her Majesty Queen Rania Al Abdullah. The Initiative aims to generate knowledge of the issues and needs of children in cities (from 0-18 years), and to enhance the awareness of municipalities and local authorities of their major role in this regard, and to assist and build their capacities in their striving to improve the welfare of their children.

CFCEA team contributed to the project by attending the school focus group meetings and planning activities for the children of Jabal al-Qal'a⁴.

6.4 Save the Children

Save the Children is the leading independent organization that creates lasting change for children in need in the United States and around the world. Save the Children USA is a member of the International Save the Children Alliance, a global network of 28 independent Save the Children organizations working to ensure the well-being and protection of children in more than 110 countries.

Save the Children has been active in Jordan since 1985 developing, implementing, scaling up and sustaining a continuum of highly successful programs to improve the living conditions and opportunities of young children, youth, women and families. Save the Children's programs are innovative, responsive to community needs, designed to build on individual and community assets and are implemented in partnership with government, Civil society and the private sector. With more than 70% of the population in Jordan under the age of 30, Save the Children's efforts to engage youth and foster a culture of hope through positive alternatives, affirmative civic action and linkage to the economy are at the center of our development strategies.

This year marks the 75th Anniversary of Save the Children. In keeping with the spirit of service to Jordan, staff at Save the Children chose to mark this anniversary and celebrate 75 years of global work for children in a “CELEBRATION THROUGH SERVICE” initiative. By teaming up with CSBE in Jabal al-Qal'a, Save the Children staff reflected on 75 years of service to children by continuing the tradition of contributing to community development by volunteering their time to paint frontal commercial façades of Salama Bin al-Akwa' Street in Jabal a-Qal'a⁵

6.5 Takween & HAI program:

In 2006 Ms. Samar Dudin established a theater & arts initiative as a not for profit company: "Takween Open Spaces for Enlightenment & creativity", the mission is to disseminate enlightenment content to children & youth of Jordan & the Arab world through the powerful mediums of arts & theater.

Takween is currently launching its 1st child mobile theater & creative arts workshops program: "HAI" a powerful Arabic word which means the alert mind and thinking spirit!

⁴ Source: CFCEA, March 2007.

⁵ Source: Save the Children, March 2007.

HAI is reaching out for 3000 children and 180 teachers. Currently HAI is being implemented in 13 schools; 8 public and 5 private. It has also been tested on 900 children so far. HAI is a fable about an Arab boy bound to hope.

HAI is both a theater production and cultural program which aims to enhance children's understanding of the notions of loss and empowerment in the contemporary context of Jordan and our Arab region and the world. The production is accompanied by teacher orientation & training workshops; a full day in classroom workshops with children in addition to the experience of attending HAI performance at Al Ballad Theater space in Jabal Amman 1st circle, an alternative space for alternative arts and culture.

The participant schools from Jabal al-Qal'a were chosen based on CSBE's recommendation. According to Ms. Dudin, Jabal al-Qal'a students will also be part of KANZ which is extremely relevant to their context at Jabal al-Qal'a. KANZ will be launched in December 2007. In addition, on May 12th, Ministry of Education (MOE) teachers attended a full day workshop at Al Hussein cultural center using a special kit on HAI to stimulate the use of creative mediums in the classroom. Also, between May 20 -25, 2007, there had been classroom workshops with teachers on HAI using creative arts mediums.

On May 3rd, 2007, 320 children from Balqees, Isaaf Nashashibi & Qayrawan public schools of Jabal al-Qal'a attended HAI at al-Ballad Theater at 10:00 am. The experience was hoped to be an initial collaboration that will spark the minds and souls of the 6-9 year old children of Jabal al-Qala⁶.

⁶ Source: Takween Open Spaces for Enlightenment & Creativity, March 2007.

7. IMMEDIATE IMPACT ACTIVITIES CONDUCTED DURING THE PROJECT PERIOD

To gain the trust of the community and to establish credibility, GAM and CSBE conducted various visible immediate impact activities which included: painting of building facades and retaining walls, cleaning vacant plots, pest control, and sewage network maintenance.

7.1 Painting

The following images (figs. 12a & 12b) illustrate examples of the paint activities undertaken by GAM in Jabal al-Qal'a.



Figure 12a: Painting concrete facades in Jabal al-Qal'a



Figure 12b: Painting of frontal commercial facades in Salama Bin al-Akwa' Street.

7.1.1 *Save the Children*

The following image (fig. 13) shows Save the Children employees volunteering to paint commercial facades in Salama Bin al-Akwa' Street in Jabal al-Qal'a.



Figure 13: Paint in Jabal al-Qal'a by Save the Children

7.2 **Clean up**

The following images (figs. 14 & 15) illustrate examples of cleaning activities in Salama Bin al-Akwa' Street and al-Moghrabi site in Jabal al-Qal'a.



Before



After

Figure 14: Cleaning plots in Salama Bin al-Akwa' Street



Before

After

Figure 15: Cleaning al-Moghrabi site

7.3 Planting

The following image (fig. 16) shows GAM staff planting the GAM owned property across from the Roman Theater.



Figure 16: GAM staff planting a GAM owned property

7.3 Sewage

The following image (fig. 17) demonstrates sewage problems facing residents in Jabal al-Qal'a, particularly, near al-Moghrabi site.



Figure 17: Sewage issues in al-Moghrabi site

8. PROPOSED ACTION PLAN FOR GAM

To continue work in Jabal al-Qal'a and take on the suggestions and input of the community, CSBE is proposing an action plan for GAM. Among the most urgent issues to be addressed are: improving Salama Bin al-Akwa' Street, considering the establishing of a community center, and addressing al-Moghrabi site.

8.1 Salama Bin al-Akwa' Street Improvement

CSBE has looked at the main street in Jabal al-Qal'a and its high potential as a tourist attraction. The Street has over 70 commercial spaces. Nearly 20 of these are open whereas the rest are either rented as storage spaces or closed.

To improve the main street, CSBE is suggesting the following (fig. 18):

- Improving sidewalks and allowing parking only on one side.
- Planting trees when sidewalks are wide enough according to GAM's sidewalk regulations.
- Improving lighting fixtures in terms of number of fixtures, type of light, style, and durability.
- Unifying the color of commercial facades.
- Unifying signage.
- Placing shading elements on facades.
- Providing open spaces and rest stops for residents and tourists.



Figure 18: Conceptual plan for Salama Bin al-Akwa' Street improvement

More drawings are provided in appendix 2. These drawings were shown to the community in the first public meetings.

8.2 Community Center

As mentioned earlier, many of the community's needs and requests can be incorporated in a community center that would serve men, women, youth, and children. This center may include:

- Children's play areas
- Multi-purpose outdoor space that the community could use for gatherings and celebrations
- Educational, cultural, or vocational component that can be better determined after the completion of the needs assessment study.

CSBE is proposing that GAM hold a competition for private architecture firms to design a community center with an open space component. Having this competition will increase awareness of the private sector of public participatory planning discourse. Community members can also participate in the competition by participating in the evaluation process.

8.2.1 Proposed Locations for the Community Center

CSBE recommends two possible sites for locating the community center. The first is the approximately (1,100m²) GAM-owned property overlooking the Roman Theater (figs. 19 & 20).



Figure 19: GAM-owned land facing the Roman Theater
(Source: Google Maps web site, <http://maps.google.com/>, accessed April 2007)



Figure 20: Views to the Roman Theater from JICA observatory

The second site is a (1,500m²) undeveloped property adjacent to what is known as the White Palace located to the east of the neighborhood overlooking Raghadan Complex (fig. 21).



Figure 21: Privately owned land nearly 1,500 m²
(Source: Google Maps web site, <http://maps.google.com/>, accessed April 2007)

8.2.2 Evaluation of Proposed Locations

The following tables (tables 4 & 5) show the advantages and disadvantages of each of the two properties (fig. 22) proposed for the community center.



Figure 22: Two proposed locations for the community center
 (Source: Google Maps web site, <http://maps.google.com/>, accessed March 2007)

Opportunities	Constraints
Approximately 1,100 m ²	The property has a great view to the Roman Theater and may be more strategically developed as a tourist destination (hotel or commercial center).
GAM owned	Two lots separated by stairs.
Vehicular access	A tourist development on that property would complement the plan for the tourist street as it is situated centrally on it.
Pedestrian access linking it to downtown area	The site has a steep slope; proposed outdoor areas would have to be significantly terraced to include a play field.

Table 4: Evaluation of GAM-owned property

Opportunities	Constraints
Approximately 1,500 m ²	Multiple private ownership
Open views to Raghadan Palaces and Raghadan Complex.	Limited vehicular access due to dead end street; parking would have to be mediated.
Pedestrian and vehicular access.	
Located adjacent to a site with potential for being a cultural center.	
The site has a moderate slope (compared with other properties on the hill) to allow for an open area or field.	

Table 5: Evaluation of privately-owned property

8.3 Al-Moghrabi Site

In anticipation of solving al-Moghrabi site issue, CSBE recommends that GAM undertakes the following:

- clear plot from rubble and building debris either manually or with machine power
- remove remaining deteriorated stairs and other obstacles
- level and terrace plot according to already existing three levels
- build appropriate stairs and walkway to connect levels with each other and with lower street
- continue with the clean up efforts.

For more details on al-Moghrabi Site issue, refer to section 5.2.1 and to appendix 2.

9. REFLECTIONS

Jabal al-Qal'a Participatory Planning Project has been an exciting exercise that involved many parties and stakeholders. The most important of these were the community members and GAM staff. At the beginning of the project, neither the community nor GAM technical staff realized the project's importance. Both parties assumed that the project would fail even before it started. There is great mistrust between the local communities and government officials. Many GAM officials believe that local communities are incapable of making decisions on their own when it comes to GAM related issues. They believe that trained personnel are the ones equipped to make decisions. Communities on the other hand, do not trust GAM personnel to make appropriate decisions suited to their needs and priorities.

As the project has been an experimental one for both CSBE and GAM staff, many valuable lessons have been learned. Below is a summary of strengths, weaknesses, successes, and challenges:

9.1 Strengths

- The CSBE team gained the community's trust because the center is an independent non-profit entity that did not show any biases. It functioned as neutral facilitator in the dialogue between the community and GAM.
- The female CSBE team was granted easy access to households managed by female members of the community.
- The continued CSBE presence in the neighborhood showed commitment and dedication.
- The assignment of a GAM liaison person, even though it came at a later stage, helped the CSBE team accomplish its mission in a timely manner.

9.2 Weaknesses

- The short time frame allocated for the project limited the penetration into the community and resulted in less-than-desired involvement of the community in the participatory activities.
- The absence of a GAM liaison at the earlier stages of the project delayed some of the activities.

9.3 Successes

- The immediate impact activities such as painting and clean up conducted by GAM and other stakeholders established credibility with the community.
- Involving multiple partners like private institutions and civil society groups helped address needs outside GAM's mandate.
- Focus group sessions allowed people to be more open and provided opportunities for voicing opinions.
- Public meetings showed that people were good listeners. The meetings were very well received by the community and GAM staff also had the opportunity to engage in a public participatory activity.
- GAM acted promptly in response to reported problems or issues.
- The community took part in maintaining clean spaces after seeing GAM staff's hard work.

9.4 Challenges

- A somewhat antagonistic relationship between the community and GAM.
- GAM staff was pessimistic and did not believe in public participation.
- Helping the community distinguish between issues that are under GAM's mandate and other issues that involve other parties.
- CSBE's female team had fewer channels to connect with the male dominant leadership.
- Local communities are not accustomed to being consulted in the decision making process.

9.5 Suggestions for improvement

- Conduct a socioeconomic needs assessment study at an early stage of a project.
- Conduct a thorough survey for historically significant buildings with the help of qualified experts.
- Allow for a longer timeframe for the community to get involved in participatory activities.
- Keep response to complaints prompt to maintain credibility.
- Involve communities in all stages of a given project; the development of the program, the design, as well as the implementation.
- Communicate the progress of activities to communities throughout the different stages of projects. The following diagram (fig. 23) demonstrates the recommended planning process that GAM should follow with communities.

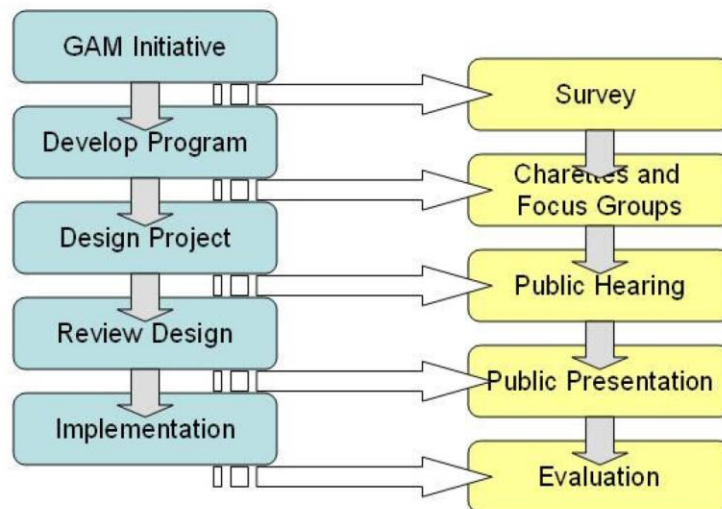


Figure 23: Diagram demonstrating recommended planning process for GAM

- Provide public with easy access to information.
- Establish a community development department that follows up on community's needs and new related developments.
- Communities to form neighborhood associations and formal representation.
- Communities to increase attendance in participation activities.

10. OBSERVATIONS ON GAM'S APPROACH TO COMMUNITIES

The following observations were made based on the work in the Qala'a area. However, a thorough assessment of GAM's structure and procedures was not part of this study, and would be needed to confirm some of the observations.

10.1 Structure

GAM divides its area of responsibility into 27 geographic Districts or Regions, six of which have been recently added. Each District has a Director - a GAM employee, who operates a small staff of GAM employees. The Regional Director is appointed by GAM, as are his staff. Jabal al-Qal'a lies within al-Medina District. The Director has a small budget annually allocated by GAM, based on the Director's annual report.

The District reportedly deals with sanitation works, building permits, planting, and other areas of interest. The staff takes care of small infrastructure repairs with the machinery the District has. However, the District is not responsible for issues such as construction work, pavements, lighting, and annual planning for the district.

The Director's counterpart in GAM is the Assistant to the Mayor for Districts Affairs. He reports to the Undersecretary of the Mayor. There is a monthly meeting of Regional Directors with the Assistant to the Mayor for Districts Affairs.

The District reportedly has liaison officers to coordinate work with other governmental agencies like the Ministry of Tourism, the Water Authority and Electricity Company, and other organizations, but the effectiveness of this for issues other than reactive problem solving, is not clear.

Within al-Medina District, there is a Local Council of 5 members. These include the local GAM council member (who heads this Local Council), the District Director, the Head of the District Engineering Office, and 2 other GAM council members from neighboring Districts (in this case, from al-Abdali and al-Nasser). The council meets monthly to discuss projects in the district. The actual role and effectiveness of this Local Council is not clear.

The smallest unit in the District is the neighborhood. However, major roads are also recognized as units. al-Medina District has 10 major neighborhoods, one of which is Jabal al-Qal'a, and 6 major roads. However, neither the actual administrative or operational meaning of 'neighborhood', other than as a geographic sub-division of a District, is clear.

10.2 Complaints Follow Up

The District staff members do appear to have a role in identifying problems through daily site visits, and through complaints from the community. They then report these to GAM headquarters.

Citizens file complaints to the District's Bureau or Diwan. The Bureau staff actions a field officer to check on it. The officers compile reports and send them to the Engineering

Department which sends the report to the relevant Department within the District. If they cannot deal with it within the District, they contact the relevant Department from GAM headquarters. If the case is urgent, they may sort the issue out within the same day, if not, it will take a few days.

10.3 General Observations

The District's role appears to be almost entirely reactive. There is little indication of strong engagement of the Director and the District in proactive planning, either for infrastructure upgrades, or for urban development.

There appears to be a low threshold for work (either repairs or upgrades) which is carried out at the District level. The impression is that any significant work will be carried out by GAM Departments other than the District. While this may be necessary for operational reasons, the District may feel disenfranchised as a result, especially if it is not involved in the planning process. The role of the District in larger scale infrastructure planning is unclear, but the indications are that it has little role.

In common with other public sector institutions, especially at the local level, the levels of qualifications and training of the District staff are fairly low.

The role of the elected Council Member in community liaison is unclear. There does not appear to be an adequately defined and understood role for Council Members, other than as a channel for complaints and favors.

10.4 Links with the Community

Other than receiving and processing complaints, there appears to be little collaborative interaction between the District and the community. Even at the District level, there is an attitude that GAM knows best and that the people are not qualified enough to be involved in decision-making. There appears to be no mechanism for proactive interaction with the community in terms of envisioning for the neighborhoods, or for identifying planning or infrastructure needs, or for integrating the services of GAM with those provided by other institutions (health, education, etc).

There are no formal linkages with the community. The Local Council has no community representatives, other than the GAM Council Member. The smaller District sub-divisions – the neighborhoods – have no representative body, and do not appear to have any real operational function.

There is a strong feeling on the sides of both GAM and the community, that the other is not interested in dialogue. There is little trust between the two sides. GAM officials do not see themselves as needing to respond to the community, and the community does not view GAM as a partner with an interest in community issues.

10.5 Recommendations

There needs to be a formal mechanism of community representation to GAM. This could be formed on a District level, but should have neighborhood representatives. If there are such bodies already existent, their role should be invigorated.

Such bodies should have a defined role, not just in complaints, but in proactive planning. GAM has a role in stimulating and facilitating economic development, and these local community bodies should be involved in identifying needs and opportunities at a local level. As an example, in al-Qal'a, despite its proximity to the tourist sites of the Qal'a and the Roman Theater, there is almost no community vision for how to engage with the tourist sites and tourists. The JICA-funded steps project appears to have been imposed with little community involvement, and no follow up in identifying if and how the community can generate more interest in the area amongst tourists, and in what services could be provided there.

Both GAM and the communities need training on how they can communicate and engage with each other. The community may need assistance in forming a properly functioning representative body. GAM need help to re-think the role of communities in planning for their own areas.

There is a need for technical capacity building, and motivational improvements at all levels in GAM.

Overall, there is a democratic deficit whereby GAM has little incentive to provide good services to the community. The Director is appointed centrally. The Council Member is elected on a 4 year cycle, and his/her involvement at the community level is low. In parallel, the community has little leverage with GAM. There needs to be a stronger means of holding GAM accountable to the communities. However, it is recognized that this will be a process whereby both GAM and the communities need to be built up and educated to a state of responsible, accountable, partnership.

Appendix 1: Questionnaire in Arabic

استبيان لأهالي حي جبل القلمة

مركز دراسات البيئة المبنية

Page 1 of 4

التاريخ:

أهالي الحي الكرام
تحية طيبة وبعد،

تم تصميم هذا الاستبيان من قبل مركز دراسات البيئة المبنية، كجزء من مشروع تأهيل الأحياء المجاورة لردغان بالتعاون مع أمانة عمان الكبرى، للتعرف على احتياجاتكم من أجل إيجاد أكثر الحلول ملائمة لتساويال الحي العمرانية. من أجل ضمان أفضل النتائج، الرجاء أن تتم تعبئة هذا الاستبيان من قبل رب العائلة ومن جميع أفراد الأسرة ممن يهتمهم الشؤون بالحي، ولكم جزيل الشكر.

تعبئة الاستبيان تستغرق ٢٠ دقيقة فقط.

١	اسم رب العائلة (تعبئة هذا البند اختياريه)	اسم معي، الاستبيان:
٢	حافظ المنزل/ الطوي (تعبئة هذا البند اختياريه)	
٣	العنوان	
٤	نوع المنزل على الخريطة	
٥	عدد الطوابق	
٦	مادة البناء	حجر
		حجر و باطون
		باطون

الرجاء وضع دائرة على الجواب الصحيح أو الأكثر صحة			
٧	كيف تقيم الحي كمكان للسكن	جيد جداً	
٨	كيف تقيم الطيور الإجمالي للحي	جيد جداً	
٩	متد متى وأنت تسكن هذا الحي	أقل من عام واحد	١ إلى ٥ أعوام
١٠	هل أنت	مالك	مستأجر
			تشارك العائلة المتدة في نفس البناء؟
			سئ
			سئ
			أكثر من ٢٠ عاماً

١١	هذا الجزء من الأسئلة عن حي جبل القلمة	
	ما هو أكثر شيء ييجب في الحي؟	

عنوان: ١١١٨٣ عمان (٨٣٨٥١) هاتف: ٤٦٦٦٤٦٦٤٦٧
www.csbe.org

مركز دراسات البيئة المبنية

استبيان لأهالي حي جبل القلعة

Page 2 of 4

ما هو أكثر شيء يزعجك في الحي؟		١٢
هل أنت أو عائلتك مهتمين بالمشاركة في مشروع إعادة تأهيل حي جبل القلعة عن طريق:		
المشاركة في لجنة تنظيمية للحي تقوم بتنفيذ الحي أمام أمانة عمان الكبرى أو وسائل الإعلام	نعم	١٣
المشاركة في تخصيص الحي	نعم	١٤
المشاركة في دھان الأوجهات الخارجة للمنازل	نعم	١٥
المشاركة في تنظيف الحي	نعم	١٦
هل توافق على استعداد الأحياء الخارجة لذلك بإعادة تزيين الأبنية بها لاستعمال الأبن	نعم	١٧
ما هي الجائزة التي تتفضي أن يحصل عليها حي جبل القلعة؟		١٨
هذا الجزء من الأسئلة عن مشروع وھدان الجديد		
سواء خاصة	نعم	١٩
سواء خاصة	نعم	٢٠
سواء خاصة	نعم	٢١
سواء خاصة	نعم	٢٢
سواء خاصة	نعم	٢٣
سواء خاصة	نعم	٢٤
سواء خاصة	نعم	٢٥
سواء خاصة	نعم	٢٦
سواء خاصة	نعم	٢٧
سواء خاصة	نعم	٢٨
سواء خاصة	نعم	٢٩
سواء خاصة	نعم	٣٠
سواء خاصة	نعم	٣١
سواء خاصة	نعم	٣٢
سواء خاصة	نعم	٣٣
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سواء خاصة	نعم	٣٥
سواء خاصة	نعم	٣٦
سواء خاصة	نعم	٣٧
سواء خاصة	نعم	٣٨
سواء خاصة	نعم	٣٩
سواء خاصة	نعم	٤٠
سواء خاصة	نعم	٤١
سواء خاصة	نعم	٤٢
سواء خاصة	نعم	٤٣
سواء خاصة	نعم	٤٤
سواء خاصة	نعم	٤٥
سواء خاصة	نعم	٤٦
سواء خاصة	نعم	٤٧
سواء خاصة	نعم	٤٨
سواء خاصة	نعم	٤٩
سواء خاصة	نعم	٥٠
سواء خاصة	نعم	٥١
سواء خاصة	نعم	٥٢
سواء خاصة	نعم	٥٣
سواء خاصة	نعم	٥٤
سواء خاصة	نعم	٥٥
سواء خاصة	نعم	٥٦
سواء خاصة	نعم	٥٧
سواء خاصة	نعم	٥٨
سواء خاصة	نعم	٥٩
سواء خاصة	نعم	٦٠
سواء خاصة	نعم	٦١
سواء خاصة	نعم	٦٢
سواء خاصة	نعم	٦٣
سواء خاصة	نعم	٦٤
سواء خاصة	نعم	٦٥
سواء خاصة	نعم	٦٦
سواء خاصة	نعم	٦٧
سواء خاصة	نعم	٦٨
سواء خاصة	نعم	٦٩
سواء خاصة	نعم	٧٠
سواء خاصة	نعم	٧١
سواء خاصة	نعم	٧٢
سواء خاصة	نعم	٧٣
سواء خاصة	نعم	٧٤
سواء خاصة	نعم	٧٥
سواء خاصة	نعم	٧٦
سواء خاصة	نعم	٧٧
سواء خاصة	نعم	٧٨
سواء خاصة	نعم	٧٩
سواء خاصة	نعم	٨٠
سواء خاصة	نعم	٨١
سواء خاصة	نعم	٨٢
سواء خاصة	نعم	٨٣
سواء خاصة	نعم	٨٤
سواء خاصة	نعم	٨٥
سواء خاصة	نعم	٨٦
سواء خاصة	نعم	٨٧
سواء خاصة	نعم	٨٨
سواء خاصة	نعم	٨٩
سواء خاصة	نعم	٩٠
سواء خاصة	نعم	٩١
سواء خاصة	نعم	٩٢
سواء خاصة	نعم	٩٣
سواء خاصة	نعم	٩٤
سواء خاصة	نعم	٩٥
سواء خاصة	نعم	٩٦
سواء خاصة	نعم	٩٧
سواء خاصة	نعم	٩٨
سواء خاصة	نعم	٩٩
سواء خاصة	نعم	١٠٠

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استبيان لأهالي حي حمل القلعة

مركز دراسات البيئة المبنية

اجابة اخرى، حدد:	سلبياً	اجابياً	سلبياً	اجابياً	
اجابة اخرى، حدد:	سلبياً	اجابياً	<p>٢٠. كيف يارت بقل موقف السيارات من منطقة زعتان إلى منطقة المحطة</p>		
اجابة اخرى، حدد:	سلبياً	اجابياً	<p>٢١. كيف يتغير أن تتأثر بإعادة موقف السيارات إلى منطقة زعتان فيما يتعلق بالأمور التالية:</p> <p>الوقت المبني</p> <p>الطرق الواسعة</p> <p>السلامة العامة والأمن</p> <p>أزمة الورد</p> <p>المواصلات</p> <p>الوضع الاقتصادي</p> <p>أمور أخرى</p>		
اجابة اخرى، حدد:	سلبياً	اجابياً	<p>٢٢. هل لديك مخاوف حول بناء موقف السيارات في منطقة المحطة، حدد:</p>		
اجابة اخرى، حدد:	سلبياً	اجابياً	محطة سيارات ورفيس	محطة سرفيس وحلات تجارية	ما هو بريك أفضل استخدام لتزويد زعتان الجديد
اجابة اخرى، حدد:	سلبياً	اجابياً	تجارية	تجارية	٢٣

استبيان لأهالي حي جبل القلعة

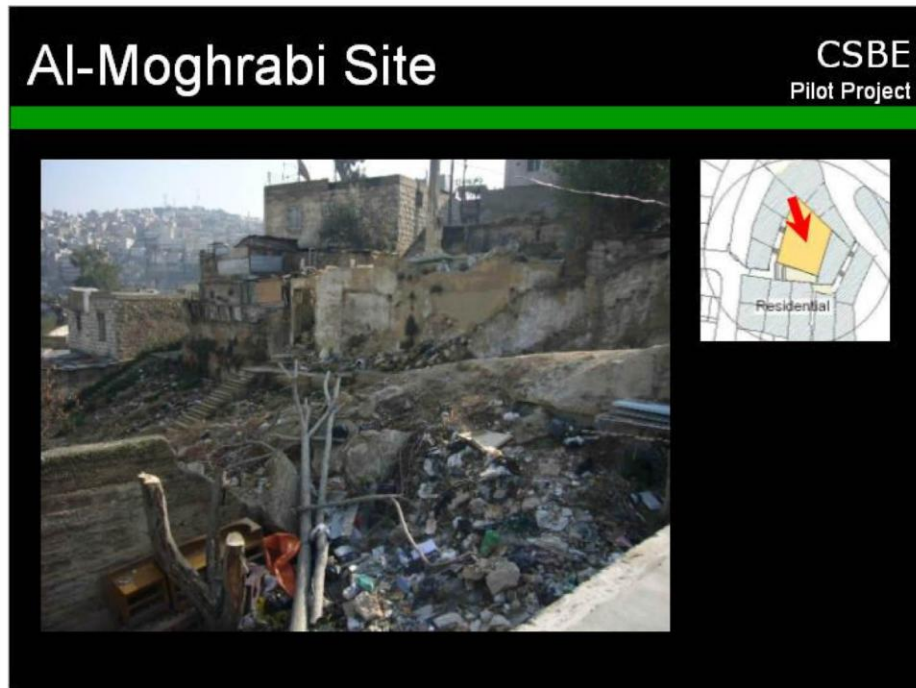
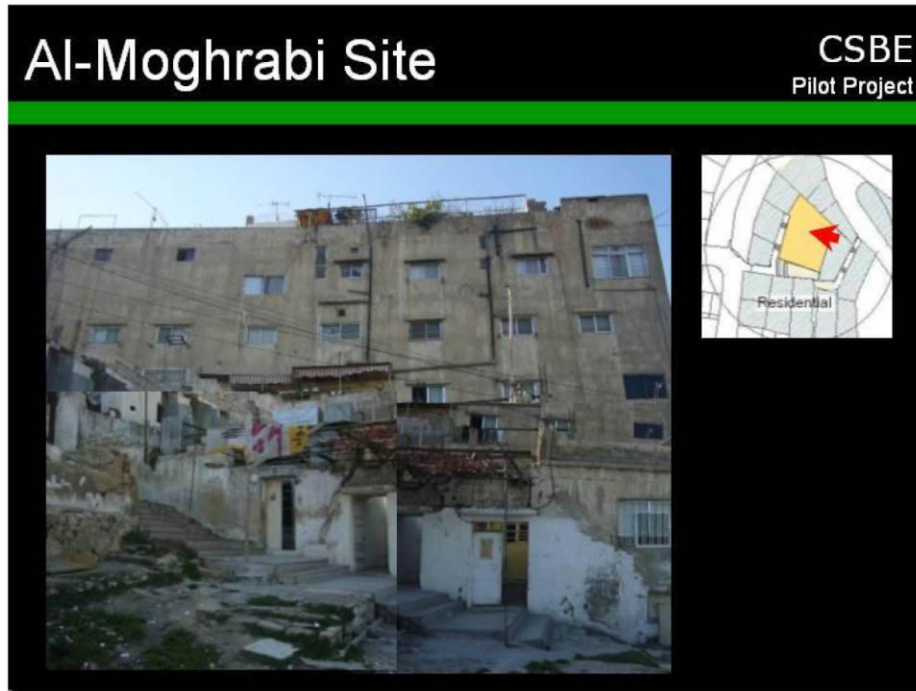
مركز دراسات البيئة المبنية

٢٤. هو الدور الذي تتصوره لجنة عدنان الكفوري في الحي ؟

٢٥. تفضل تواصل مع لجنة عدنان الكفوري ؟



نشكركم لحسن تعاونكم ونتمنى لكم يوماً سعيداً

Appendix 2: al-Moghrabi Site



Al-Moghrabi Site



CSBE
Pilot Project



A photograph showing a residential building with a corrugated metal roof and a satellite dish. The building is situated on a hillside with other residential structures in the background. A site map in the top right corner shows a residential area with a red arrow pointing to a specific building.

Al-Moghrabi Site



CSBE
Pilot Project



A photograph showing a residential building with a stone wall and a view of a hillside. The building is situated on a hillside with other residential structures in the background. A site map in the top right corner shows a residential area with a red arrow pointing to a specific building.

Al-Moghrabi Site

CSBE
Pilot Project



The image block contains a photograph of a damaged concrete structure, likely a foundation or wall, with debris and rebar visible. To the right is a site map showing a yellow highlighted area labeled 'Residential' with a red arrow pointing to the site location.

Appendix 3: Street Improvement Public Meeting

Slides presented to the community in the Public meeting.

مركز دراسات البيئة المبنية وأمانة عمان الكبرى

قطعة المغربي



- الاجتماع مع السكان
- تنظيف الارض
- تسهيل الارض
- عمل درج للشارع
- التفكير في مشروع مناسب

مركز دراسات البيئة المبنية وأمانة عمان الكبرى

تطوير الشارع السياحي

