Salt

Detailed description of the city revitalisation program

Annex 1
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The main challenge that the historic core of Salt is facing is to recover its urban centrality and be revived with a new “social and economic mission” within its regional context.

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

From an economic point of view, the revived historic core will establish the pre-conditions for the progressive development of tourism activities, which in Salt do not have any relevance.

From an urban point of view, the focus is on the improvement of the socio-urban fabric and the improvement of the urban environment as a high quality urban park.

The project aims at achieving these objectives through a structured city revitalization program, that includes regulatory actions; physical actions; capacity building actions.

The main focus of the program is on the realization of a new central urban space, achieved by the use of the area freed by the demolition of three existing modern buildings, and expanding the traditional space of the Saaha.

The main project actions are complemented by a provision of a Heritage Fund for the Protection of Salt Urban and Architectural Sites will be established to encourage appropriate rehabilitation of privately-owned heritage buildings.

The new Salt historic core regulation will ensure the preservation of the significant characters and assets and the completion, with time, of the improvement of the public spaces.

Finally, to sustain the municipality and ensure its participation in the program, a specific capacity building action is envisaged.
2. Scope of the program

2.1 SALT

The city of Salt is unique in Jordan, and probably in the whole region. The golden stone houses, clustered on the slopes of the hills without obstructing the view or intruding into the privacy of surrounding buildings, reflect the social relations that prevailed between the inhabitants. Salt is one of the most consolidated and oldest urban settlements in Jordan; today the old city centre maintains a very local original character.

The urban form of the city is strictly related to its development around the spring in the Akrad Valley, on three hills: Al-Qal'a, where still the ruins remain of the mediaeval castle, Al-Jada'a and As-Salalem, and it is separated by the flood plains of Wadi-Akrad and Wadi-Es-Salt. The small tree-covered hill of Al-Jadour gives additional enclosure to the south. The townscape quality of the mass of its buildings, spread out over the hillsides like an architectural amphitheatre, make Salt's urban landscape unique in Jordan. A web of footpaths and stairways run across the slope, while a limited street network follows the slopes where the contours allowed.

The early history dates back to the Bronze Age. Salt belongs to a group of towns including Nablus, Jerusalem, Hebron, etc. that used to be culturally and socially very strictly related. Most of these cities fall today in Palestine and the rest of the Occupied Territories where several of the old Salti families have their origins. The governorate was established in 1866; since then, Salt was transformed from a rural settlement into a rich city with a unique townscape and elaborate architecture.

During the Ottoman period, the new development of Salt was completely different from the former traditional village buildings - "peasant" houses. The golden stone houses clustered on the slopes of the hills, the unity and historic significance of the architecture, still bear witness to the "Golden Age" between 1890 and 1920, when a significant flow of population migrated from surrounding areas to settle in the city. The new buildings were urban in character, different in construction and with a distinctive regional architectural style, although village houses continued to be built on the outskirts for the more rural and poorer population. After 1920, the European influence and new materials such as steel and concrete increased. In the 1940's, buildings were an interpretation of international "modern", but still built in Salt stone with refined masonry details. Salt stone was not used after 1950, and the quality of craftsmanship declined.

Nowadays in Salt, not only does the built fabric retain its quality, but also much of the traditional way of life such as the Souk and the pedestrian circulation, which show a character totally different from the other cities of Jordan. The Saaha, where the governorate activities were concentrated, is the focus for the main institutional and merchant houses and commercial buildings. The historic core is still a bustling traditional market-town, adding up to a mixture of heritage, charm and tourism potential which has a great development potential.
Balqa Governorate covers an area of 1,076 km² and is located in the middle region of Jordan. Salt city, in Salt Sub-District within the Gasabat Salt District, is the main city in the Governorate and is located around 28 km to the north-west of Amman. It falls under the jurisdiction of the Greater Salt Municipality. In the last ten years Salt nearly doubled its population, registering an annual growth rate of 10%, which is almost five times bigger than the national average, currently at 2.1%. The population is young, with 45% below 19 years, mainly school, college or university students. The average annual household income of Salt Sub-District is estimated to be 8,045 JD, which may be considered as one of the highest incomes in Jordan; in fact, in Salt only 4.43% of the population is under the poverty line and the poverty rate has declined by 10.52% since 1997.

Only 39% of the 15+ years old population of Balqa Governorate is economically active (only 12% of the females). This low level of activity is related to the high presence of young and the lack of work among women; in fact, students constitute 1/3 of the economically inactive population, and the housewives almost a half. 34.4% of the population is employed (only 10% of the females); the three labor-intensive sectors are the public and armed forces sector (16% of the employed), which is up to now by far the more attractive for high-skilled young seeking for work, trade (13.4%) and education (11%), which is chosen by 34% of the economically active women. Similarly to the national level, in 2004 employment in public administration and defense has slightly decreased, with job shedding in other sectors such as real estate, personal services, manufacturing and agriculture. Wholesale and retail trade and the construction sector showed a slight increase.

Unemployment rate in Balqa Governorate has significantly decreased in the past years, and now stands at 11.8%, lower than the national average. Nevertheless, lack of employment still remains a problem for Salt residents; surveys realized at the Governorate level have shown that 58% of the economically inactive persons believe that there are no jobs around and are tired to seek a job. The unemployed are mostly educated holding diplomas or university degrees, and the trend over the past five years shows an increasing number of applicants for jobs in the government. By the end of 2003, the Ministry of Labor has permitted 8,345 foreign laborers for work, 71% of them being Egyptians who work overall in the construction sector and unskilled production, as well as in the agricultural sector and in services. In the private sector, almost all establishments are small, employing on average 2 or less employees, manufacturing establishments having the biggest dimension and trade the smallest. The two main commercial streets that encompass the commercial and service activities are Yarmouk and Maydan Street; however, given the increasing congestion of the historic core, many shoppers would now prefer to relocate elsewhere and avoid coming down-town.

The informal sector involves mostly men and women between 25 and 45 years of age. Half of the informal operators run their operation by themselves, while the rest employs only 1-2 persons; in most cases, the home-based activity is not the major income generator for the family and it is considered as a supplementary income averaging around JD 570. The informal sector is attracting new and young entrepreneurs who are joining the market especially after attending training courses as beauticians, or in embroidery, handicrafts and food production. The major problems faced by the informal operators are the lack of marketing and outreach programs, the absence of a fixed facility from where to display and sell the products in a sustainable manner, and competition from cheap imported products. Besides, finance is another need of the informal businesses; currently there are only 4 institutions offering micro-finance to 373 informal businesses, only one of them being private and having started its operations in the second half of 2004.

The presence of NGOs and CBOs is weak, most of them being oriented towards cultural and educational programs, while only a few charity associations actively support the informal businesses and provide them with training and awareness raising. Furthermore, they also provide marketing vehicles to informal businesses products, yet not in an organized manner.

Presently, the tourism sector has no significant activity in Salt. Actually there are no tourists coming to Salt and the supply of tourism related facilities is non-existent. The residents are aware of their city’s importance in Jordan and of its distinctive and attractive character; therefore, there is a widespread feeling of resentment amongst for the fact that Salt has been left out from the tourist map of Jordan, and blame for this is laid on Ministry of Tourism’s shoulders. On the other hand, there is a prevalent lack of awareness about the potential economic benefits of tourism. People are not used to interact or have cultural exchange with visitors and have no knowledge on how to dialogue with tourists or how to treat them. Generally speaking, at present it is expected a bigger role from the government and municipality regarding any effort in developing the tourism sector.

As a consequence of the increased population and the expansion of the construction activity, the municipal area of Salt has frequently expanded, and new neighborhoods were added laying over a mountainous region. The Municipality has expanded in the past century to the extent that, in 1993, it included the districts of Umm Zaytoona, Batara and Kafr Hooda. In 1997, the Al- Saru District was annexed to the Municipality.

The current land use Master Plan dates back to 1983. The zoning identifies residential areas that start from the historic core (mainly type D and E areas) gradually moving outside (mainly type A, B and C areas). There are also broad Residential Special zones, mainly on the southern side of the city and Agricultural residential zones, located on the north...
related to the general weakness of the municipal institution. The institutional assessment has shown that the weakness of the municipal institution is manifested on several interdependent levels, including (a) urban planning and management; (b) management of public spaces and urban services; (c) promotion and enforcement of sanitary and public health rules; (d) absence of coordination between the municipality and the public utility companies; (e) weakness of human resources and qualification; (f) organizational weakness; (g) weakness of financial management and of revenues generated by the municipality; and (h) absence of mechanisms of accountability and of forms of participation of the local population and stakeholders.

The condition of the municipal infrastructure has revealed some shortcomings concerning the storm drainage network, that is old, partly dating back to the Ottoman period, and requires significant improvement. The main traffic issues concern the concentration of traffic-attracting activities in the historic core (market, bus station, slaughterhouse, public buildings) and the limited availability of parking in the historic core; the municipality is engaged to tackle this issue with a number of actions.

### 2.2 KEY ISSUES

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

1. **Fragmentation of socio-urban fabric.** Salt is made of separated residential compounds highly characterized for tribal belonging. The core does not succeed in playing the role of federating place and pole of economic, social and urban centrality.

2. **Exclusion of the city from the economic benefits of tourism.** While people from Salt have been strong actors in the Country’s modern history, yet the city is excluded from tourist flows. The cultural heritage as an economic asset remains totally underdeveloped. The potential assets in terms of human resources, skills and culture, remain largely under-utilized.

3. **Physical decay of the urban environment.** Urban space is affected mainly by physical decay, traffic and parking congestion (with the resulting visual and acoustic pollution), and visual clutter. The urban fabric is threatened by uncontrolled urban growth dissecting the traditional urban structures. Visual clutter, particularly in the busiest commercial areas, is the result of physical decay of buildings and public spaces, presence of solid waste, uncontrolled signage and wires, traffic jams and uncontrolled parking.

4. **Threats to cultural heritage.** The built cultural heritage is threatened by lack of maintenance, neglect and encroachment. The significant built heritage of the Ottoman period is not protected by an appropriate legal framework.

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

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

7. **Economic stagnation.** The local economy is affected by a number of factors leading to economic stagnation. Salt potential development as a quality urban park is affected by the lack of tourist attention given to it.

### 2.3 MAIN CONCEPT OF THE CITY REVITALIZATION PROGRAM

The main challenge that the historic core of Salt is facing is to recover its urban centrality and be revived with a new “social and economic mission” within its regional context.

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

From an economic point of view, the revived historic core will establish the pre-conditions for the progressive development of tourism activities, which in Salt do not have any relevance.

Form an urban point of view, the focus is on the improvement of the socio-urban fabric and the improvement of the urban environment as a high quality urban park.

The project aims at achieving this vision through a structured city revitalization program, that includes: (a) regulatory actions; (b) physical actions; and (c) capacity building actions.

### 2.4 DESCRIPTION OF THE PROGRAM

The target area of the CRP is the historic core of Salt. The project area has been determined taking into consideration the site topography, the extension of the urban fabrics and the road network. It includes the Al-Qa'a Hill, the Al-Jada'a Hill and the western side of As-Saleam Hill. This area will be subjected to the new historic core regulation. Within this perimeter, an “inner core” has been individuated for a more comprehensive action of urban restoration.

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

The new urban quality space will also increase the appreciation by the residents and the visitors of their experience of the city and will attract more visitors and tourists, thus contributing to boost the handicraft, trade and create the pre-conditions for tourism related economic activities.

Within this inner core, the upgrading of the street network will com-
plement the on-going project from other international donors and mark
the territory of the historic core as a quality urban space. This action will
be limited to the “horizontal” part of the space (public property). The ap-
proach of the city revitalization program to the upgrading of the public
space is two-fold. The upgrading of the “horizontal” part, typically public
property, is ensured by the direct intervention of the project that will fund
and implement the overall up-grading of the street network and of the
public space. The upgrading of the “vertical” part (i.e. the façades of the
surrounding buildings) will be facilitated by the new regulatory frame-
work that will ensure an appropriate level of quality and sustainability of
all the building activities, within the perimeter. After adoption and en-
forcement of the new regulatory framework, all the building activities car-
ried on within the perimeter will contribute to the achievement of a high-
est quality space.

The actions will concentrate on Al-Dair Street, Qbqa Ben Nafe’ Street
and Sa’eed Sbiee Street.

In this area, street side parking pockets, with a pilot provision of parking
meters (44 parking stalls), will organize the parking. A possible man-
agement scenario of these parking stalls is described in the enclosed
parking management plan. Appropriate provision have been made for
parking stalls dedicated to loading and un-loading of commercial goods.
Moreover, urban décor will be enhanced by a new public lighting sys-
tem. Urban furniture includes, amongst others, appropriate bollards to
protect the platforms from unauthorized parking, while keeping the curbs
within a reasonable height.

The main project actions are complemented by a provision to encourage
the private owners of heritage buildings with specific financial incentives
to preserve, rehabilitate and restore their assets. For this purpose, a Heri-
tage Fund for the Protection of Salt Urban and Architectural Sites
will be established to provide the necessary funding. It will be a non-
repayable fund managed by Salt Municipality providing loans and finan-
cial assistance for the purposes within the framework of the new historic
core regulation.

While the physical actions described herein will have the most immedi-
ate impact on the city, the new Salt Historic Core regulation will oper-
ate in the background, gradually affecting all the aspects of the project
area, ensuring: (a) the preservation of cultural heritage; (b) the continu-
ous improvement of the urban environment; and (c) a baseline continua-
tion over time of the city revitalization process.

The new regulations are designed to govern the land use and the build-
ing activities to ensure that these respect and are compatible with the
character of the city and to provide for the protection of cultural heritage.
Since the UNESCO Chart of Venice for Cultural Heritage Protection, the
concept of cultural heritage has been increasingly widened. Today, the
concept of heritage is no longer confined to “monuments” but also in-
cludes approaches, extensive sites and whole urban complexes for
which the criteria are no longer just architectural merit but unity, univer-
sality and urban and spatial coherence deriving from the combination of
a series of elements which may be of fairly little artistic value in them-
selves.

It has been recognized that the preservation of historical continuity in the
environment is essential for the maintenance or creation of living condi-
tions that enable humankind to discover its identity, to find its bearings
both in the historical context and in its geographical setting in the broad-
est sense (physical, social etc.) and to acquire a sense of security
amid social upheaval through having fully understood the changes oc-
curring and thus being better equipped to control their effects.

One of the most disturbing factors in Salt urban environment is the vis-
ual clutter, particularly in the busiest commercial areas. Visual clutter
could be the result of physical decay of buildings and public spaces,
presence of solid waste, uncontrolled signage and wires, traffic jams and
uncontrolled parking. The new regulation will contribute in keeping under
control all these aspects, thus contributing to enhance the quality and
livability of the urban environment within the perimeter.

Moreover, the continuous improvement of the urban environment will be
further ensured by the specific norms concerning building rehabilitation
works. The new regulation will keep under control the building rehabili-
tation and alteration activities of the private owners of buildings and will
direct them in the direction of coherence with the overall city revitaliza-
tion program.

Provided its institutional duties, Greater Salt Municipality has a central
role to play in the city revitalization program. For this reason, a capaci-
ty building action is envisaged. This action includes the resources needed
for the successful implementation of the city revitalization program, in-
cluding the new Salt Historic Core Regulation.

As a result, it is expected that the improved municipal capacity will facili-
tate the launch and sustained continuation of the city revitalization proc-
Hence, the new skills and management know-how gained by the
Municipality within the context of the city revitalization program, targeted
to the historic core, could be further expanded to cover the management
of the whole city.

2.5 ECONOMIC SUMMARY

<table>
<thead>
<tr>
<th>PROJECT ACTIONS</th>
<th>JD</th>
<th>US$</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>S.01 Upgrading of the street network</td>
<td>458,864</td>
<td>647,654</td>
<td>11.92</td>
</tr>
<tr>
<td>S.02 The new “central square”</td>
<td>2,005,176</td>
<td>2,830,166</td>
<td>52.07</td>
</tr>
<tr>
<td>Capacity building</td>
<td>457,650</td>
<td>647,654</td>
<td>8.42</td>
</tr>
<tr>
<td>Heritage fund</td>
<td>1,500,000</td>
<td>2,140,000</td>
<td>27.60</td>
</tr>
</tbody>
</table>

Total cost of Salt CRP 5,435,470 100.00

OVERALL INVESTMENT COSTS BY ACTION

URBAN STAIRS
3. The regulatory actions

3.1 SALT HISTORIC CORE REGULATION

RATIONALE AND MAIN OBJECTIVE

Historic city centres in Jordan are a resource that can strongly participate to the improvement of the living conditions of the local communities. However, in most cases, very little perception of this valuable asset is registered. While the identification of the causes which created the conditions for lack of awareness from the socio economic point of view will be approached and discussed in the related sections of this study, the proposed building regulations are designed to regulate the building activities and ensure that these respect and are compatible with the historic character of salt core city.

The regulation provides also for the protection of monuments, traditional buildings, green areas and open spaces (especially those that fit within a clearly identified archaeological/historical context), giving clear indications about the forms of intervention applicable to each context, the restrictions introduced and the level of protection to be achieved in the different cases.

Urban planning by means of zoning has been abandoned in these regulations to introduce an approach that more specifically focuses on the peculiar character of each and every component of the urban fabric. The regulations distinguish between categories of buildings and categories of interventions accordingly. The empty urban areas (lands) that are relevant to the valorization of the urban fabric are also treated and regulated in these regulations since they are to be considered an integral part of the historic city centre.

The policies set by the regulations are especially designed to maintain and protect the traditional functions by consolidating the existing multifunctionality. In all cases where buildings have a clear commercial purpose, such as those lining the Al-Hammam Street, the regulatory policies confirm and reinforce this use through the rehabilitation of vacant or underused commercial structures.

Equally, the rehabilitation of residential buildings, mostly family houses, to be used as housing is strongly recommended in all cases where the original use was clearly residential.

The introduction/creation of alternative activities or the introduction of new or different functions is allowed by these regulations in the core city centre, provided that they are compatible with the characters of the traditional urban fabric. However, specific measures are indicated to disuade or definitely forbid the introduction of activities that clearly conflict with the historic core characters or that, by introducing evident heavy changes, undermine the peculiar townscape of the core.

The objective of the new Salt historic core regulation is to ensure protection while fostering liveability for the residents and visitors. In line with this principle, the new regulation gives relevance to rehabilitation activities aiming at improving the living conditions of the inhabitants inside their houses, while ensuring compatibility with the required level of respect for the general aesthetic of the historic city centre.

The new historic core regulation introduces a prescriptive framework where allowed building alterations must be coherent with the constructive techniques and the urban context.

Incentives to building recovery, upgrading, conservation (that could be provided in terms of reduced or spread payments of building taxes) are highly effective and educational in determining a tendency towards emulation.

It is expected that upon an inception phase of around three months from the beginning of the CRP execution, the Cross-Departmental Municipal Unit (CDMU) established in each city will be able to provide the services and monitoring action that are designed for. A complete documentation with detailed information on categories of buildings and categories of interventions permitted under the Historic Core Regulations will be submitted by the CDMU by the end of the first six months of activity.

In the case of projects requiring an urgent implementation (i.e.: emergency conservation, private initiatives, etc.) a detailed survey and study will be carried out by a private registered professional (on behalf of the landlord). However, this will be permitted only in the case of urgent needs for the use of a specific property, either land or building. The professional in charge must own a proved experience in city revitalization planning and in conservation. A specific study must be based on the guidelines provided in this study.

LEGAL FRAMEWORK

Since the principal law governing heritage protection in Jordan stipulates that only buildings erected before 1700 AD are protected, it is important to identify alternative measures to ensure a legal framework for the protection of Madaba’s built heritage.

The Cities, Villages and Buildings Planning Law no. 79/1966 provides for the adoption of a master plan, and indicates that specific regulations can be adopted for built heritage. Under this law, the municipality must declare the Madaba historic centre (historic core) a protected area in which special urban planning regulations are to be applied.

Another possibility consists in promoting legislative change that would allow buildings built after 1700 AD to be classified as heritage and thus be protected with the approval of Interim Law No. 49/2003 for the Protection of Urban and Architectural Heritage.

Anyway, a new comprehensive legislation focusing on heritage also addressing the issues concerning urban revitalization is expected it will be introduced as a result of the currently ongoing debate at the various level of the Jordanian society. However, the time necessary for issuing and enforcing a new law would by far exceed any realistic timeframe for the implementation of the CRP.

This is why guidelines are provided in this study to allow the local authorities to bypass the lack of a specific legislation by avoiding overruling the instruments of regional and urban planning currently in use in Jordan but rather making the best use of them.

This will permit the local authorities to implement the CRP based on the current legislation without renouncing to the adoption of the currently highest international standards.

OBJECTIVES

- To identify the boundary of an action area (historic core) as a special conservation district with appropriate conservation and development control standards.
- To describe buildings or groups of buildings and urban areas to be protected, conserved or rehabilitated according to provisions that are specific for each building and work category.
- To set standards to be observed in the works of maintenance, restoration and improvements and conditions governing the new constructions.
- To introduce regulatory criteria for the improvement of public open spaces.
- To describe the interventions and its ratified standards and criteria as for their architectural technique, height, forms, facades, building materials, colors, and their conformity to the surrounding architectural environment, eligible to access of The Heritage Fund.
- To set restrictive measures for the protection of the archaeological sites.
- To regulate all those “factors” that could cause visual clutter including: street signage; advertising and light signs of public and private activities; public lighting; urban furniture (public toilets, benches and others seats, telephone, booths, garbage containers, clocks, automatic dispensers, etc.).

DESCRIPTION

The new regulations will apply to a very specific portion of the territory referred to as the “historic core”. The area corresponds with the Historic City centre of Salt. The area has been determined taking into consideration the site topography, the extension of the urban fabrics and the roads’ network. It includes the Al-Qa’a Hill, the Al-Jada’a Hill and the western side of As-Salalem Hill. Its perimeter encompasses the whole part of the urban fabric, which has been previously defined as the “historic centre” of Salt.

The combination of old buildings and morphological conditions associated to a still very traditional way of life that can be found walking through its sharp narrow slope streets, realizes in Salt a unique townscape that also represents the real character of the city. Thus, the preservation of the old buildings represents a strategic factor for the rehabilitation of the town.

At the end of the nineteenth and the beginning of the twentieth century, farmers, merchants, builders and thinkers migrated from the surrounding areas and settled in Salt. It was at the end of the Ottoman rule, when the city developed its architectural character from a rural settlement into an...
urban centre, affected by the style of the surrounding towns. Changes to the building and to the urban growth within the perimeter, must abide with the general criteria of conservation, integral recovery and comprehensive urban improvement.

For this reason, § 4.7 of the Historic Core Regulation provides indications and restrictions for activities aimed at building, demolishing or re-storing buildings. More in general, changes to the building and to the urban growth within the perimeter, must abide with the general criteria of conservation, integral recovery and comprehensive urban improvement.

Special attention will be paid to the peculiarities of the specific parts of the urban fabric, including: the historic and the archaeological evidences, the buildings, the open spaces and the infrastructural networks of historic, artistic and documentary interest.

Salt is located on a very important geopolitical cross road and it has historically been at the centre of the regional interest and it played this role up to very recent times being the Capital city of Jordan until 1925.

Another very important factor that makes Salt very peculiar is the nature of the core city that is chiselled in a system of light wadis and hills following each other in a quick succession. This natural feature represents another strong characteristic of the city that determined its urban structure. This character definitely provides elements for the best site interpretation of the city and the recognition of its Architectural and Urban values.

As a matter of fact, the Municipality of Salt is the only Municipality that started locally a heritage protection and promotion policy so far, mostly in the direction of heritage building protection with the broadest approach. An experience still in progress that needs support since it sets for a real challenge.

For this reason, the regulation proposed here incorporates provisions to keep an open door for future research and provide for preventive measures not only addressed at the empty lands still available in town but also in the management of the built old city.

The new regulation focuses on modes of use and alteration of the buildings and related plots, and provides for specific urban and architectural prescriptions as well as implementation modalities for the CRP actions.

SUMMARY OF REGULATORY PROVISIONS

- General provisions: context of application; core boundary; definition and classification of buildings; action project areas; role of the CDMU.
- Operative tools for regulatory implementation: rules for permits and release modalities; categories of intervention.
- Building use: public spaces; architectural requirements; prescription for street furniture.

3.2 PARKING AND TRAFFIC MANAGEMENT

PILOT PARKING METERS ACTION

The physical action S.02 – The new central square - includes the realization of 44 new parking stalls along the street side, in order to improve the streetscape of Salt commercial core.

The new parking stalls will be managed by the Municipality as pilot payment parking through the provision of parking meter machines to be located within the parking stalls, with a ratio of one parking meter every two stalls. The Municipality will be the only authority in charge of the management of the parking stalls, and will therefore be responsible for enforcing the payment of the fee and for collecting the money from the machines.

In order to design a suitable management scenario for such an action, and to correctly estimate the revenues of such an activity for the Municipality, some preliminary assumptions have been made:

1) the payment timeframe will be from 6 a.m. to 10 p.m., thus the parking meters will be operational 16 hours each day. Parking after 10 in the evening will be free;
2) parking will be free on Friday and Saturday;
3) the parking fees will vary according to the time length of a car stop. According to available data, currently in Jordan parking fees rise from 0.25 to 0.75 JD; as for the King Talal Street new parking stalls the fee schedule would be as follows:
   - 0.25 JD/hour for the first hour
   - 0.50 JD/hour after the first hour
   - 0.75 JD/hour after the second hour
4) a monthly subscription of 15 JD would be available;
5) the parking stalls users will be divided into three different categories:
   - 50% would be people coming to the city centre for shopping, thus they will occupy the parking for 1 hour on average;
   - 30% would be people coming to the city centre not only for shopping reasons but also for business and to reach the public administration bureaus and will therefore occupy the parking for 3 hours on average;
   - 20% would be the owners of the many commercial activities located in the commercial core, and they will occupy the parking for 8 hours a day on average each working day; most probably, those people will buy the monthly subscriptions in order to save their money without incurring into fines.

As shown by the following table according to the hypothesis above, each parking stall will be occupied by the same car for 3 hours on average, and the hourly fee paid by each user will amount to 0.43 US$;

<table>
<thead>
<tr>
<th>Users category</th>
<th>Parking average length</th>
<th>% of total users</th>
<th>Hourly fee</th>
<th>Average hourly fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shoppers</td>
<td>1 hour</td>
<td>50%</td>
<td>0.35</td>
<td>0.04</td>
</tr>
<tr>
<td>City center visitors</td>
<td>3 hours</td>
<td>30%</td>
<td>0.71</td>
<td>0.21</td>
</tr>
<tr>
<td>Shop-keepers (subscribers)</td>
<td>8 hours</td>
<td>20%</td>
<td>0.21</td>
<td>0.18</td>
</tr>
<tr>
<td>Average</td>
<td></td>
<td></td>
<td>0.43</td>
<td></td>
</tr>
</tbody>
</table>

On the other side, with reference to the running costs that the Municipality would afford in order to manage the parking network, they will fall mainly under two items: personnel costs and maintenance costs.

As for personnel, considering that the 22 parking meters will function 16 hours per day, 4 public employees will be necessary in order to control and collect the money; 3 8-hour shift employees plus a supervisor. According to the cost estimates presented in Section 5 of this Annex as for the recruitment of personnel, an annual cost of 3,380 US$ can be estimated for each public employee, thus resulting in a total cost of 13,440 US$ per year for the personnel in charge of the management of the payment parking.

As for the maintenance, it has been estimated an annual cost of about 5,000 US$ per year.

PILOT PARKING METERS ACTION

TRAFFIC MANAGEMENT PROGRAM

In the medium term, a more comprehensive traffic management program is to be developed and enforced, to organize, administer, govern and rule the vehicular traffic within the historic core. The objectives of the traffic management plan will be:

1) to make the safest and most productive use of existing road-based transport system resources;
2) to adjust, adapt, manage and improve the existing transport system to meet specific objectives, including (but not limited to) the protection of the most sensible components of the urban environment;
3) to maximize the effectiveness of existing infrastructures, in order to avoid or minimize capital expenditures;
4) to improve traffic safety and protect the most vulnerable traffic components, such as pedestrians, bicycles and other non-motorized vehicles; bus priority;
5) to reduce the impact of road traffic on the environment (i.e. to reduce pollution, noise, etc.).

The contents of the Traffic Management Program will include:

1) traffic regulation (junction canalizations; signing and lining; traffic signals; area traffic control; pedestrian facilities and street space management; facilities for bicycles and other non-motorized vehicles; bus priority);
2) demand management (parking management; control and pricing; traffic calming; pedestrian only zones);
3) road use and classification (functional classification of road networks; road use regulation);
3.3 SALT HERITAGE FUND

RATIONALE AND MAIN OBJECTIVE

Almost all the Salt historic core buildings date back to the end of the XIX and the beginning of the XX century, thus representing important evidence of the historical, cultural and architectural features of that time and, as such, are worth to be protected and preserved. Unfortunately, Jordan Parliament has not yet licensed any law including them within the Jordan historical and cultural heritage, so currently they are in no way preserved from chaotic restoration, damages, and even demolition. In practice the owners, who in most cases are private citizens, are allowed to manage those heritage buildings as they like, without taking care for their maintenance, leaving them wasting and even collapsing.

One effective way to prevent the definite dismantlement of such a valuable heritage will be that of providing the owners with specific financial incentives to preserve, rehabilitate and restore the heritage buildings. Therefore, a Fund known as Heritage Fund for the Protection of Salt Urban and Architectural Sites (the so-called “Heritage Fund”) will be established for the purpose of providing the necessary funding for the protection and preservation of the above-mentioned heritage sites.

MAIN PROJECT ELEMENTS

The Heritage Fund will be a non-repayable fund managed by Salt Municipality in order to support private historic building stock preservation, rehabilitation and restoration providing loans and financial assistance to encourage the owners of heritage sites to restore and rehabilitate them.

LEGAL FRAMEWORK

The functioning and managing mechanisms of the Heritage Fund will be designed within the framework of the Interim Law No. 49/2003 for the Protection of Urban and Architectural Heritage, presently on approval at the Jordan Parliament.

TERRITORIAL CONTEXT

The Heritage Fund will be accessible to the owners of the buildings qualified as "heritage buildings" by the Salt Historic Core Regulation and located within the area there identified as Salt Historic Core.

BENEFICIARIES

The Heritage Fund would be accessible to the owners of the heritage buildings located within the identified historic core area of Salt, no matter for the final destination of the restored buildings – private housing, commercial activities, tourism related activities such as restaurants, hotels, handicrafts and souvenir shops - since the objective of Salt CRP is to revitalize the whole city center.

However, since the urban revitalization actions are aimed at strengthening the city cultural supply in order to contribute to the further development of the tourism sector in Salt, the interventions on buildings dedicated to cultural and tourism related activities would be given high priority in providing the financing.

MANAGING AUTHORITY

The public authority responsible for the Heritage Fund management will be Salt Municipality, which will nominate a dedicated committee.

The Heritage Fund Managing Committee shall have the following tasks:

- to prepare a list of all the heritage buildings, document them and identify their boundaries;
- to ratify the basis and standards that will ensure the protection of heritage buildings as stated in the Salt Historic Core Regulation;
- to manage the Fund and expand its money;
- to provide the necessary finances for the restoration and restructuring of heritage buildings in order to encourage the owners to protect their buildings;
- to call for bids in order to provide the loans for the preservation, restoration, rehabilitation of the heritage buildings;
- to approve the entities concerned with regards to the Heritage sites that needs to be assessed;
- to follow-up the restoration works;
- to follow up the enforcement of the agreements and contracts between the Committee and any of the owners of the Heritage Buildings or Engineering Bureaus, or the Contractors working in the field of studies and architectural designs, and the work being conducted on the Heritage buildings;
- to strive to spread awareness, at all levels, regarding the protection and preservation of urban and Architectural Heritage;
- to establish technical committees specialized in assessing Heritage sites, and making relevant recommendations to the Committee, to take the appropriate decision regarding these sites.

OPERATION OF THE FUND

The access to financing from the Heritage Fund will be regulated by the Managing Committee which will regularly call for bids in order to evaluate and select the restoration and preservation projects worth to support. Each call for bids will indicate:

- the beneficiaries of the financing;
- the kind of interventions eligible to financial support from the Heritage Fund;
- the evaluation criteria for the selection of projects eligible for financing;
- the maximum amount of money for each grant;
- the instructions to tenderers on how to participate to the call;
- the timing and way of disbursement of the financing;
- the timing for the realization of the restoration/preservation works;
- the monitoring and controlling activities envisaged by the Committee.

ALLOWABLE EXPENSES

The interventions eligible to access the financing will be those detailed by the Salt Historic Core Regulation and should adhere to its ratified standards and criteria as for their architectural technique, height, forms, facades building materials, colors, and their conformity to the surrounding architectural environment.

The financing will cover the 60% of the expenses incurred in the heritage buildings’ owners for:

- the design and works supervision of the interventions, included the expenses for scientific, economic, financial and juridical consultants;
- the recovering and restoration of buildings of proven historic and/or artistic value according to safety regulations;
- the buildings’ technological and plant updating.

The financing from the Heritage Fund will not be supplied if other financings, both from national and/or international bodies/institutions, have been already supplied for the same intervention.

MONITORING (PERFORMANCE AND IMPACT INDICATORS)

An independent body will monitor the effectiveness of the Heritage Fund in achieving its objectives according to the following indicators:

<table>
<thead>
<tr>
<th>REALIZATION INDICATORS</th>
<th>UNIT</th>
<th>VALUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interventions realized</td>
<td>n.</td>
<td>10</td>
</tr>
<tr>
<td>Investments activated</td>
<td>US$</td>
<td>1.7 million</td>
</tr>
<tr>
<td>Performance indicators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Private investments activated</td>
<td>US$</td>
<td>700,000</td>
</tr>
<tr>
<td>Potential annual visitors/users of the restored buildings</td>
<td>n.</td>
<td>25,000</td>
</tr>
<tr>
<td>Impact indicators</td>
<td></td>
<td></td>
</tr>
<tr>
<td>New jobs created during the investment phase</td>
<td>n.</td>
<td>300</td>
</tr>
<tr>
<td>New jobs created during the operational phase of which women</td>
<td>n.</td>
<td>20</td>
</tr>
</tbody>
</table>

COST ESTIMATE

The Heritage Fund will amount to 1.5 million US dollars that will be provided to Salt Municipality under the provisions of the CRP. Aid, grants and donations can income to the Fund from any other donor: other international organizations, NGOs, State and other public bodies, privates, foundations, etc.
4. Physical actions

4.1 S.01: UPGRADING OF THE STREET NETWORK

ABSTRACT OF THE PROPOSED PROJECT

The project’s objective is that of improving the functionality and décor of part of the existing street network in strict coordination with the on going J.I.C.A. infrastructural interventions.

The streets involved in the upgrading process are:
- Al-Dair Street,
- Oqba ben Nafè Street
- Sa’eed Stable Street

The system of the three streets extends from the Saaha area to Maidan Street and contributes to the urban integration of the eastern portion of the sloped urban fabric with the city center and the refurbished suq.

In feeding directly into the Saaha compound the system becomes an integral part of the infrastructural network which serves the proposed New Public Space facing the city Mosque.

The three streets are part of a package of infrastructural interventions which are presently being submitted to J.I.C.A. for additional funding, therefore WB’s availability to intervene has to be preventively arranged with the Salt Municipality.

The streets will be provided with wider sidewalks and with private and commercial street side parking facilities for visitors, residents and shopkeepers.

Vehicular accessibility shall be maintained for the entire area.

The necessary rationalization of vehicular movement through the historic core will be accomplished through the development of an organic traffic management plan during the detailed design phase.

The enforcement of traffic regulations and the careful reshaping of the street sections with the provision wherever possible of wider sidewalks and street side parking stalls for private cars and for loading and unloading of commercial goods will be necessary contributions to the overall success of the project.

Above and below-grade infrastructural refurbishment will be provided in connection to the proposed road works including the provision of an efficient storm water drainage system.

ASSESSMENT OF THE EXISTING INFRASTRUCTURAL SITUATION AND PROPOSED INTERVENTIONS

TRAFFIC

A number of traffic-attracting activities are located in the historic core such as the marketplace, the bus station and the slaughterhouse. The relocation of these activities is underway. The presence of commercial activities is also a factor that increases the volume of traffic.

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

The Saha project includes an underground 3 level parking garage.

The municipality is engaged in enforcing a local regulation according to which every new building has to have car parking.

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

SOLID WASTE COLLECTION

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

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

STORM WATER DRAINAGE

The existing storm water network is very old.

There is a 3 X 3 mt. concrete box culvert constructed in 1970-1973 which serves the area in the vicinity of the Mosque. This box culvert is in good condition but it does need some maintenance.

Another 0.80 X 1.00 mt. stone box culvert, built during the Ottoman period and presently in extremely precarious condition connects the Mosque area to the Church on Al-Dair Street.

A third 1.25 x 1.5 mt. box culvert, constructed in the 1940’s serves the lower portion of Al-Dair Street and drains in a lower 3 X 3 box culvert.

A new, continuous, 400 mt. long, 3 x 3 mt. box culvert running along Al-Dair Street is needed so as to connect the two existing 3 x 3 mt. box culverts and allow storm water to flow smoothly.

WATER SUPPLY

Water supply is the responsibility of Ministry of Water and Irrigation.

The network in the study perimeter was rehabilitated in 1996 using Ductile iron pipes for diameters greater than 4 inches and Polyethylene for pipes up to 2 inch diameters. The network is in a good condition.

SEWAGE

The sewage network within the study perimeter was constructed in 1978 and partially rehabilitated 3 years ago.

In general the network is in a good condition.

The only foreseeable maintenance is the adjustment of manhole covers as a consequence of street rehabilitation.

The Salt treatment plant is located in Wadi Shaeb, approximately 7 km from the center and it is in good working condition.
ELECTRICITY
The Jordan Electric Company supplies electrical power to the city. The study perimeter is completely served by the network.

PUBLIC LIGHTING
The historic core is completely served by the existing network which is in good working condition. The Municipality ensures proper maintenance.

TELECOMMUNICATIONS
The historic core is completely covered by the Jordan Telecom network.

COST ASSESSMENT OF INFRASTRUCTURAL UPGRADEING

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Quantity</th>
<th>Unit Rate</th>
<th>Total (JD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Box culvert (3x3 mts.)</td>
<td>400 mts.</td>
<td>500 JD/mt.</td>
<td>200.000</td>
</tr>
<tr>
<td>Manhole adjustment</td>
<td>20 (number)</td>
<td>50 JD/each</td>
<td>1.000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>201.000</strong></td>
</tr>
</tbody>
</table>

SEWAGE

<table>
<thead>
<tr>
<th>ITEM</th>
<th>Quantity</th>
<th>Unit Rate</th>
<th>Total (JD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adjustment of manholes.</td>
<td>100 (Number)</td>
<td>50 JD/each</td>
<td>5.000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td><strong>5.000</strong></td>
</tr>
</tbody>
</table>

**FINAL COST OF INFRASTRUCTURAL REFURBISHMENT:** 206.000JD.

PRESENT STATE AND USE
Because of Salt's steep, sloping topography, much of the street network is formed by pedestrian stairways linking the different residential and commercial quarters to the sunken city center.

Consequently, car traffic within the city core boundaries is concentrated along few vehicular arteries which, regardless of their otherwise adequate cross sections, end up being taken over by vehicular overcrowding and chaotic parking.

PROJECT RATIONALE AND MAIN OBJECTIVE
The proposed infrastructural upgrading aims at completing the ongoing streetscape rehabilitation which will find in the new proposed public space facing the existing Mosque its natural architectural terminus.

The principal project objectives are:
- Completion of the pattern of safe pedestrian paths, linking the different neighbourhoods with the central Saaha compound and the refurbished suq.
- Re-design of the street sections with the provision, wherever possible, of street side parking and goods-delivery stalls for visitors, shop owners and the local population.
- Contribution to the improvement of the streetscape and environment so as to create a pleasant walking and shopping experience for the local population and tourists.
- Refurbishment of damaged below-grade utilities including the provision of an efficient storm water drainage system (SEE DETAILED INFRASTRUCTURAL ASSESSMENT).
- Awareness raising of the local population regarding the rehabilitation of building facades flanking the refurbished streets.

MAIN PROJECT COMPONENTS

- Wider sidewalks with 30 cm. curbs
- Street-side parking for private and commercial vehicles, including parking stalls for the handicapped and stalls for loading and unloading of commercial goods.
- Refurbishment of damaged below-grade utilities including the provision of an efficient storm water drainage system.
- New street lighting.
- Urban furnishings (garbage containers, seating facilities, etc.).
- Street paving will be in bituminous asphalt, and sidewalk paving will be in modular concrete units with concrete curbs.

PROJECT INTERVENTIONS
The intervention will consist of:
1) Land preparation (excavations and filling, demolitions and removal of all non required elements and debris)
2) Carriageway and parking stalls cover with bituminous asphalt.
3) Sidewalks widening and re-paving with modular concrete units (sidewalks 30 cm high).
4) Sidewalk curbs in concrete, including special ramped pieces for handicapped access.
5) Refurbishment of damaged below-grade utilities (SEE DETAILED ASSESSMENT).
6) Storm water drainage (WHEREVER NECESSARY/SEE DETAILED ASSESSMENT).
   - The proposed storm water drainage network will comprise a combination of surface flows within the road cross section as well as, where necessary, a buried pipe network supported by gullies located at strategic points along the principal road network.

PANORAMIC VIEW OF THE SAHA AND THE ABU JABER BUILDING
7) Public lighting.
8) Street furniture (Garbage cans, street side seating etc.).
9) Signage (horizontal and vertical)
10) Planting of autochthonous tree species including planting grills with agricultural soil.

STAKEHOLDER CONSIDERATIONS
Street section refurbishments should be preventively discussed with local shop owners in order to avoid preconceived opposition and promote the positive commercial repercussions deriving from the overall upgrading of the urban environment.

FURTHER STUDIES NEEDED
• Institutional implementation and monitoring responsibilities and agreements.
• Extensive topographical surveys; archaeological surveys and excavations.
• Extensive detailed infrastructure and utility assessment
• Architectural surveys; structural surveys, analyses and assessments.
• Detailed traffic management plan.
• Detailed architectural and engineering design work.
• Careful phasing of the works so as to allow for the efficient operation of the streets during the course of the works.

COST ESTIMATES

A) WORKS
ROAD CONSTRUCTION:

<table>
<thead>
<tr>
<th></th>
<th>JD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type B At-Dar Str., Oqba ben Nafè Str., Sa’eed Sleeble Street (Total area Sq. Mts 6,650 X JD/sq.mt 16)</td>
<td>106,400</td>
</tr>
<tr>
<td>UTILITIES UPGRADING (Lump sum from municipal engineer’s analyses)</td>
<td>201,000</td>
</tr>
<tr>
<td>TRAFFIC MANAGEMENT PLAN (lump sum)</td>
<td>30,000</td>
</tr>
<tr>
<td>TOTAL COST OF THE WORKS</td>
<td>337,400</td>
</tr>
</tbody>
</table>

B) ADDITIONAL PROVISIONS

b1) TECHNICAL EXPENSES

<table>
<thead>
<tr>
<th></th>
<th>JD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed design consultancy (8% of A)</td>
<td>26,992</td>
</tr>
<tr>
<td>Construction supervision and management (8% of A)</td>
<td>26,992</td>
</tr>
<tr>
<td>Topographical &amp; archaeological surveys/specialistic investigations (5% of A)</td>
<td>16,870</td>
</tr>
<tr>
<td>TOTAL COST OF THE ADDITIONAL PROVISION</td>
<td>121,464</td>
</tr>
</tbody>
</table>

FINAL ACTION PROJECT COST (A+B) | JD 458,864 |

PROJECT TIMING
The time allocated for the implementation of the action project is based on the following phasing:

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Design stage –</td>
<td>9 months</td>
</tr>
<tr>
<td>Work stage –</td>
<td>5 months</td>
</tr>
<tr>
<td>Total implementation time –</td>
<td>14 months</td>
</tr>
</tbody>
</table>
4.2 S.02 - REALIZATION OF A NEW URBAN COMPLEX

ABSTRACT OF THE PROPOSED PROJECT

The project’s objective is that of creating an enclave dedicated to social encounter, leisure and entertainment adjacent to the existing Saaha compound.

The project proposes the demolition of three modern governmental buildings and the transformation of the resulting void into a mixed-use open-air facility space where the local population can meet and socialize.

The backdrop to the new leisure facility is a continuous architectural system, positioned roughly 12 mts. above the topographical level of the Saaha, formed by the following Ottoman heritage buildings:

- The Sukkar Complex
- The Khatib Complex
- The Sakit Complex

All of the buildings are in a severe state of decay and in urgent need of rehabilitation works. Acknowledging the fact that the appeal of historic Salt is based principally on the continuity of its articulated Ottoman urban fabric, the project proposes to allocate funds for the rehabilitation of privately owned heritage buildings (SEE RELATED HERITAGE FUND ACTION).

The above mentioned Ottoman complexes are outstanding examples of such architectural heritage and will, once rehabilitated, play an impressive and essential role for the success of the project.

The new leisure complex aims at providing the city with an outstanding architectural statement which will improve the environmental quality of the overall cityscape by enhancing the symbolic role of the Saaha as the umbilicus of Salt’s morphological structure.

PRESENT STATE AND USE

The project site is presently occupied by three modernistic, stone cladded buildings housing administrative governmental functions. The site is adjacent to the Saaha and faces the city’s central Mosque.

The heritage buildings to be refurbished are reached by a steep, sloping vehicular alley, included in the J.I.C.A. infrastructural refurbishment package, which feeds into a panoramic dead-end vehicular pocket, for parking and access to the buildings. The vehicular roundabout overlooks the entire Saaha compound from a height of approximately 12 mts.

The area is furthermore connected to the Saaha by a series of articulated pedestrian stairways, typical of the Salt cityscape and presently under rehabilitation by J.I.C.A.

PROJECT RATIONALE AND MAIN OBJECTIVE

Due to its location, the area has an important potential to become the central meeting point for the population whilst contributing to the further enhancement of the urban landscape of the historic Saaha compound whilst improving the environmental quality of the urban space by removing the intrusive modern governmental buildings and re-establishing the visual integrity of the traditional “amphitheatre” urban fabric.

The project therefore aims at providing the local population with open air spaces for leisure, entertainment and socialization in close connection to the Mosque and the nearby refurbished suq.

At the same time the project will provide economic benefits to the city by creating a commercial space to showcase the local handicraft and typical products whilst encouraging the improvement of local skills.

The morphology of the site has been exploited for the creation of an articulated ensemble of open air enclaves whose function is determined according to their location within the site boundaries (PARK, PLAYGROUND, AMPHITHEATER, PIAZZA, ETC.). The site is accessible through various interstitial spaces within the surrounding architectural fabric while the main entrance is located along the southern boundary of the Saaha.

The project is centered on two stone-paved enclaves linked by a gentle, pedestrian ramp and surrounded by soft landscaped areas with evergreen grass and autochthonous trees and greeneries. The existing, massive, reinforced concrete retaining wall, uncovered by the demolition of the existing governmental buildings has been completely refurbished.
cladded in the local yellow stone, and equipped with a panoramic, glazed elevator facility linking the top terrace with the lower leisure facilities. The existing reinforced concrete buttresses have been masked by a tilted stone cladded counter-wall, and the topographical drop has been down-scaled with the insertion of an intermediate panoramic terrace positioned about 6 mts. above street level. A series of commercial retail spaces for a total of about 250 sq.mts. are located under the new panoramic terrace so as to combine leisure and shopping activities whilst providing an opportunity for a public/private partnership. The partnership would be based on the possibility of private ownership and exploitation rights of the commercial spaces connected to private co-financing of the project works.

The upper portion of the retaining wall is equipped with a decorative, stepped, stone fountain providing a continuous waterfall.

The architectural composition is governed by a skew orthogonal geometry which replicates the orientation of the main axis of the existing Mosque, thus enhancing the architectural dialogue between new urban complex and the urban fabric of the Saaha area.

The action is tightly connected with the Heritage Fund that will contribute to the overall improvement of the urban environment, by providing financial support for the conservation of the heritage buildings.

The rehabilitation works concerning the heritage buildings surmounting the site will be carried out with rigorous respect of the local architectural heritage, of the local, traditional construction techniques and materials, within the framework of the new historic core regulation.

**MAIN PROJECT COMPONENTS**

The facility’s urban design layout is based on the interplay between the following primary elements:

- The needed landscape and environmental rehabilitation works, including refurbishment of damaged below-grade utilities, provision of an efficient storm water drainage system, soil consolidation, land reshaping and tree planting.
- A large public open space, with greenery and shaded areas, including the following functions:
  - children’s playground
  - amphitheatre for special events
  - piazza for social gatherings
  - retail commercial space
- The rehabilitation of the existing reinforced concrete retaining wall including the provision of an artificial waterfall and a panoramic, handicapped-friendly elevator facility.
- The provision of street side parking along the Saaha border and on the top vehicular roundabout adjacent to the heritage building complex.
- The refurbishment of the street section and paving of the top vehicular roundabout, including the adjacent West Jad'ah Stairway.
- The rehabilitation of the existing heritage architectural complexes through the available Heritage Fund (SEE RELATED HERITAGE FUND ACTION).

**PROJECT INTERVENTIONS**

The principal issues concerning this project are:

- Demolition of the existing governmental buildings and relocation of the existing functions.
- Preparation of the site as a public park and construction of its elements.
- Assessment of the rehabilitation priorities related to the existing heritage buildings and monitoring of the technical and artistic quality of the rehabilitation works within the framework of the new historic core regulatory prescriptions.
- Management and maintenance of the facility, for leisure and public occasions (SEE RELATED CAPACITY BUILDING ACTION).

The intervention will consist of:

- Land preparation for the realisation of the leisure facility and related structures (excavations and filling, demolitions and removal of all debris).
- Refurbishment of damaged below-grade utilities (SEE DETAILED ASSESSMENT).
• Storm water drainage (WHEREVER NECESSARY: SEE DETAILED ASSESSMENT) - The proposed storm water drainage network will comprise a combination of surface flows within the road cross section as well as, where necessary, a buried pipe network supported by gullies located at strategic points along the principal road network.
• Realization of 250 sq. mts of retail commercial space.
• Realisation of an open air reinforced concrete amphitheatre cladded in local natural stone.
• Stone cladded reinforced concrete retaining walls.
• Soft landscaped area including planting of evergreen meadows and autochthonous greenery and trees.
• Hard landscaped area and paths paved with local natural stone modular units.
• Sand-paved playground including fixed game-furnishings.
• Urban furnishings including garbage containers, seating facilities, etc.
• Public lighting

STAKEHOLDER CONSIDERATIONS
Relocation of governmental activities is an operational priority. A public-private agreement should be set up for the co-financing of the works based on the possibility of private property and exploitation of the planned commercial spaces.
A capacity building action is needed in order to ensure proper specialized maintenance and management skills on the part of the Municipality (SEE RELATED CAPACITY BUILDING ACTION).

FURTHER STUDIES NEEDED
Institutional implementation and monitoring responsibilities and agreements.
Extensive topographical surveys; archaeological surveys and excavations.
Architectural surveys; structural surveys, analyses and assessments.
Architectural, landscape and engineering detailed design.
Careful phasing of the works so as to allow for the efficient operation of the streets during the course of the works.
COST ESTIMATES

A) WORKS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>hard landscape (Total area Sq. Mts 3,600 X JD/sq.mt 30)</td>
<td>JD 108,000</td>
</tr>
<tr>
<td>parking lots (Total area Sq. Mts 400 X JD/sq. Mt 17)</td>
<td>JD 6,800</td>
</tr>
<tr>
<td>SPECIAL STRUCTURES AND FURNITURES (Lump sum)</td>
<td>JD 150,000</td>
</tr>
<tr>
<td><strong>COST OF THE WORKS</strong></td>
<td>JD 264,800</td>
</tr>
</tbody>
</table>

B) ADDITIONAL PROVISIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed design consultancy (8% of A)</td>
<td>JD 21,184</td>
</tr>
<tr>
<td>Construction supervision and management (8% of A)</td>
<td>JD 21,184</td>
</tr>
<tr>
<td>Topographical &amp; archaeological surveys/specialistic investigations (5% of A)</td>
<td>JD 13,240</td>
</tr>
<tr>
<td><strong>b2) CONTINGENCIES (15% of A)</strong></td>
<td>JD 39,720</td>
</tr>
<tr>
<td><strong>COST OF THE ADDITIONAL PROVISION</strong></td>
<td>JD 95,328</td>
</tr>
</tbody>
</table>

C) RELOCATION OF THE EXISTING MUNICIPALITY BUILDINGS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>DEMOLITION (Total Volume approx. cubic mts.19,000 X JD/sq.mt 10)</td>
<td>JD 190,000</td>
</tr>
<tr>
<td>LAND ACQUISITION for the bldgs. relocation (Lump sum developed from local market analysis)</td>
<td>JD 375,000</td>
</tr>
<tr>
<td>NEW BUILDING CONSTRUCTION municipal building (Total area approx. Sq. Mts 4,950 X JD/sq.mt 200)</td>
<td>JD 990,000</td>
</tr>
<tr>
<td><strong>COST for relocation of municipality buildings</strong></td>
<td>JD 1,555,000</td>
</tr>
<tr>
<td><strong>TOTAL COST (A+B+C)</strong></td>
<td>JD 1,915,128</td>
</tr>
</tbody>
</table>

PRIVATE SECTOR: commercial spaces

A) WORKS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>NEW BUILDING CONSTRUCTION commercial spaces (Total area Sq. Mts 210 X JD/sq.mt 200)</td>
<td>JD 42,000</td>
</tr>
<tr>
<td>INTERNAL FURNISHING commercial spaces (Total area Sq. Mts 210 X JD/sq.mt 120)</td>
<td>JD 25,200</td>
</tr>
<tr>
<td><strong>TOTAL COST OF THE WORKS</strong></td>
<td>JD 67,200</td>
</tr>
</tbody>
</table>

B) ADDITIONAL PROVISIONS

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Detailed design consultancy (8% of A)</td>
<td>JD 5,376</td>
</tr>
<tr>
<td>Construction supervision (5% of A)</td>
<td>JD 3,360</td>
</tr>
<tr>
<td>Construction site security (3% of A)</td>
<td>JD 2,016</td>
</tr>
<tr>
<td>Topographical &amp; archaeological surveys/specialistic investigations (3% of A)</td>
<td>JD 2,016</td>
</tr>
<tr>
<td><strong>b2) CONTINGENCIES (15% of A)</strong></td>
<td>JD 10,080</td>
</tr>
<tr>
<td><strong>TOTAL COST OF THE ADDITIONAL PROVISION</strong></td>
<td>JD 22,848</td>
</tr>
</tbody>
</table>

**TOTAL COST (A+B)**                               JD 90,048

**FINAL COST OF ACTION**                           JD 2,005,176

PROJECT TIMING

The time allocated for the implementation of the action project is based on the following phasing:

- **Design stage** – 10 months
- **Work stage** – 5 months
- **Total implementation time** – 15 months

CROSS SECTION OF THE NEW CENTRAL SQUARE
VIRTUAL VIEWS OF THE NEW CENTRAL SQUARE
### 4.3 COST SUMMARY OF THE PHYSICAL ACTION

<table>
<thead>
<tr>
<th>PROJECT ACTIONS</th>
<th>COST OF WORKS &amp; ADDITIONAL PROVISIONS</th>
<th>COST FOR DEMOLITIONS</th>
<th>PRIVATE SECTOR</th>
<th>TOTAL COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 S.01: Upgrading of the street network.</td>
<td>JD 458.864</td>
<td></td>
<td></td>
<td>458.864</td>
</tr>
<tr>
<td>2 S.02: The new “central square”</td>
<td>JD 1.725.128</td>
<td>190.000</td>
<td>90.048</td>
<td>2.005.176</td>
</tr>
<tr>
<td><strong>TOTAL COST</strong></td>
<td>JD 2.183.992</td>
<td>190.000</td>
<td>90.048</td>
<td>2.464.040</td>
</tr>
</tbody>
</table>
5. The capacity building actions

5.1 CONTEXT AND MAIN ISSUES

The decline of the historical center of Salt, the deterioration of its valuable urban and architectural heritage, the degradation of its urban and residential fabric and the crisis of its functions of centrality are strongly related to the general weakness that have characterized the municipal authority for a long time.

Conversely, the success and the sustainability of the program of revitalization and development of the historical center are strongly conditioned by the commitment and the capacity of the municipality, and by the improvement of its capacity to mobilize the local resources and to play its role effectively, in particular in the fields of urban planning and management, in the provision of better quality urban services and in the social and economic development of the city.

As the institutional assessment showed, Salt municipality has certainly achieved significant progress during the few last years. It succeeded in reinforcing its institutional and organizational capacities and in improving the mobilization and management of its financial resources. Nevertheless, the municipality still needs to make more efforts to be able to overcome the weaknesses and difficulties which appear on several independent levels:

- **Urban planning and management**: The weak municipal capacity to provide for structural and strategic planning and management, and to put in place and to enforce urban regulations for land use, construction and use of public spaces has resulted in an anarchistic and uncontrolled urban development and in the degradation of the environment and urban fabric of the historical center in particular.

In spite of the several actions taken by the municipality during the last three years (implementation of GIS software, study on current needs in term of geographic information, training & recruitment of several cadre and technicians, setting up of an heritage building division and an addressation division, etc.), several problems remain to be solved:

  - The weakness of competences and technical capacities of the department of urban planning and management, which has, at present, insufficient number of qualified and trained personnel;
  - The weakness in regulations: Absence of regulations defining the commercial activities in the various urban zones and more particularly in the historical center; absence of regulations related to the use of public pathways and spaces, and to construction and compliance with the rules of urban planning;
  - The absence of information and essential data starting from available and updated base cartography, concerning streets and roadway systems, urban infrastructure, commercial buildings and activities, existing constructions and their conformity with regulations, properties and their limits, existing utilities networks etc. in the historical center as well as in the other parts of the city.

- **The absence of technical tools necessary for urban management and planning** (data-processing tools, data bases, etc.)
- **Weakness of the functions of management and maintenance of public spaces**, and of **the quality of urban services**. The sustainability of the program of urban revitalization requires the improvement of the level and the quality of urban services and the maintenance of public spaces (maintenance of storm drainage and sewerage, street lighting; better maintenance of the roadway system; improvement of traffic management and better control of the parking places, control over signage and shop windows etc.)
- **Weakness of the capacities to promote and enforce the compliance with sanitary and public health rules**. At present, the municipality has the responsibility for monitoring and enforcing the compliance with the sanitary and health regulations, in particular those related to the marketing of foodstuffs (slaughterhouses and shops). It has also the responsibility for combating insects, rodents and reptiles. However, the municipality does not have sufficiently qualified and trained personnel to assume this responsibility. Even though, this is an imperative to protect the health of the local population, it is still of primordial importance from the point of view of the development of the touristic potentials of the city.

- **Absence of coordination between the municipality and public utility companies**. This problem manifests on multiple levels and undermines the effectiveness of the majority of municipal services. It is in particular the case of the Water Authority and the Electricity company, which, often, carry out work without any form of dialogue or coordination with the municipal departments.

  - The weakness of human resources and qualification. In spite of the effort in terms of training and recruitment of several cadre and technicians, the majority of the personnel is not sufficiently trained and the qualification and training level of its personnel and their weak engagement in the missions requested of them.
  - The insufficient number of technicians and of qualified personnel, of which all municipal departments and services suffer, constitutes today an obstacle for the organizational restructuring and improvement of the institutional capacities of the municipality. The new municipal professionals (primarily engineers) who were for their majority designated or detached by the Ministry of Municipal Affairs following the fusion of the municipalities have, undoubtedly, attenuated the problem without solving it because the majority of them were new graduates without experience.

In addition, the skills required for the management of historic cores and heritage buildings are very specific, and require trained architects and urban planners.

Moreover this problem is accentuated by the difficulty of retaining qualified personnel because of the low pay, and the working environment which is little motivating.

- **Weak efficiency of the collection of municipal revenues**: the collection of revenues is a crucial factor for the municipality including the improvement of the financial management of the municipality:
  - The large majority of the personnel consists of employees who have a very low qualification and training level. Moreover, having been often recruited on the basis of clientelism, the majority of these employees is little motivated and continues to see employment with the municipality as a source of income, which demands little or no return in terms of work and involvement. Thus, the Mayor considers that the solution should combine the setting up of effective and adapted training schemes, the restructuring and reorganization of administration, the establishment of an equitable and transparent system of evaluation of competences and follow-up of the work of employees including incentives, sanctions and dismissal.
  - **Weakness of financial management and of revenues generated by the municipality**. The financial situation of the municipality improved during the last three years thanks to the increase in the revenues transferred by the State, to the better collection of revenues and local taxes, and to the better management of expenditure. However, in spite of this effort, the financial situation remains marked by many weaknesses, particularly:
    - Weakness of financial resources in comparison to expenditure, especially in comparison to the needs for improvement of local services and the development of the municipal action, particularly in the field of management and urban planning;
    - Very limited revenue autonomy. The decrease of the share of the own revenues in the total revenues of the municipality (in spite of the increase of their absolute value) have strengthened the dependence of municipal financing on the governmental transfers;
    - Weak efficiency of the collection of municipal revenues: the collection of the majority of taxes and fees is still far from reaching the potential optimum level;
    - Weakness of the revenues generated by the productive projects;
    - Irregularities and variation in the revenues from year to year;
    - Low capital investment;
    - Salaries and wages eat up a big part of the budget;
    - High payment on interests.

Without taking here into account the structural factors which determine municipal finances (fields of competences and definition of the rights of the municipalities as regards taxes, nature of the relationship between the municipal institution and the State, etc), and while limiting the discussion to taxes and revenues, which the municipalities have currently the right to locally collect, one could underline several problems which block the optimization of the resources and the improvement of the financial management of the municipality:
Weakness of technical expertise and competences necessary for a good financial management;

Absence of performing means and tools of management (computer tools) which would make it possible to improve to a significant degree the collection of taxes and fees and the management of municipal finances;

Absence of a database and an information system allowing to identify the taxpayers, to evaluate and determine the taxes, fees and infringements which they must pay, and to follow up on the payments. It is the case for example of the Job Licensing tax, the revenues from planning and development, fruits and vegetables fees, sign and announcement boards fees, car park fees, etc.

Lack of accountability mechanisms, low effectiveness of the procedures of evaluation of the Land and Building Tax (Musaqalt) that the State currently collects for and in the name of the municipality, but which the municipality should take care of in the coming years. It should be stressed also that the optimization of the collection of this tax could not be done in the absence of a census and of a system of addressage of streets, buildings and land, and without the installation of a performing database and of procedures of evaluation and of collection;

Weakness or inexistence of procedures for the control and follow-up of the process of collection of taxes and revenues;

Low transparency of the procedures of evaluation and taxation and inequality in the treatment of taxpayers because of clientelism;

The lack of mechanisms of accountability and of forms of participation of the local population and stakeholders. This lack of participation and involvement of the population weakens in multiple ways the capacity of the municipality to co-produce with the users services of quality, to make them accept its decisions and its orientations, to make them respect the regulations and the standards of use of public spaces and services, and to obtain the approval and the collaboration of the local citizens in collecting municipal taxes. It also weakens the capacity of the municipality to continue to be the framework where the interests of and the rapport between the various social groups are negotiated and, consequently, to play its part in the construction and the reinforcement of social cohesion. However, the municipality recognizes the importance of this issue, in particular mobilizing the local resources necessary for the success and the sustainability of the program of urban revitalization, and therefore plans to set up local committees for consultation.

5.2 DESCRIPTION OF THE CAPACITY BUILDING ACTION

GENERAL OBJECTIVE

The general objective the action aims at is improving the organizational and institutional capacity of the municipality in order to: (i) play its role within the context of the City Revitalization Program, and to manage and preserve in a sustainable way the historical center; (ii) improve its performance in service delivery and (iii) play an increased role in the reinforcement of urban integration, and social and economic development of the city.

The actions of capacity building approached here are limited to those which are strictly related to the implementation of the program of revitalization of the historical center. However, the success of these actions in ensuring the sustainability of the objectives of the program of urban revitalization depends on their articulation with other general and transversal activities aiming at reinforcing the capacities of the various municipal departments in various fields on the totality of the municipal territory, in particular in the fields of planning and urban management, organization and management of personnel, budgetary and financial management, the mobilization of resources and the improvement of local taxes collection.

SPECIFIC OBJECTIVES OF THE PROGRAM

1) Development of the technical and institutional capacity of the municipality to implement, follow up and ensure the sustainability of the core city revitalization plan, including the capacity building actions.

The efficient implementation and the sustainability of the core city revitalization plan require the adoption of an organizational scheme and of an integrated transversal approach that allows:

- To closely connect the urban physical actions with the institutional capacity building actions;
- To integrate the core city revitalization as well as the functions of urban planning and management of the historical center in a strategy aiming at the modernization of all municipal departments and the improvement of the service delivery over the totality of the municipal territory.

This approach could be achieved by setting up a "cross-departmental municipal unit" under the direct authority of the Mayor and with the participation of the chief of the "technical support unit" (see 2), the person in charge of the department of urban planning, as well as those in charge of the various municipal departments concerned with the provision of services.

This "cross-departmental municipal unit" would have the authority and the responsibility for supervising the implementation of the program of urban revitalization of the historical core and the municipal capacity building, including planning and urban management and the improvement of the quality and effectiveness of the municipal services.

In other words, this unit would materialize the concept of "Administration de mission" and would be in charge, by mobilizing and coordinating the various municipal departments and their actions in the historical core, of accomplishing the functions of:

- Coordination with the other institutional partners of: putting in place, monitoring and evaluation of the physical actions of the program of revitalization of the historical core;
- Setting up, monitoring and evaluation of the actions of capacity building;
- Identification or definition of the needs for scheduling, in terms of urban management, the provision of urban services in the historical center according to a timetable and a given level of quality;
- "Maîtrise d’ouvrage" or overall supervision of all actions aiming at improving the services as well as other actions and work related to the program of urban revitalization of the historical center;
- Monitoring and evaluation (including the definition of the criteria of performance) of the provision of services and the urban management of the historical center.

Admittedly, the "cross-departmental municipal unit" should focus initially on the revitalization of the historical center and its management. However, the transversal approach and the mobilization of all municipal departments will permit to make of this program of revitalization a ground
of experimentation and of building municipal capacities, so that the im-
provement of the services and urban management of the historical cen-
ter could extend gradually to all of the territories of the city.  

2) Development of the technical and institutional capacity of the
municipality to enforce the new Historic Core Regulation, and to
promote, to assist on and to follow up the conservation and the re-
habilitation of the urban and architectural heritage.

This can be translated into action through the creation of a “technical
support unit” that will supervise the overall process and actions of con-
servation and restoration of the urban and the architectural heritage, and
will achieve more particularly the following specific objectives:

• To facilitate the access to clear, correct and detailed information
about the urban revitalization plan by the local community (informa-
tion & communication action, publication of the new regulations re-
lated to the historical core on different supports including the Inter-
net - this is particularly important for professionals like architects,
town planners, etc.)

• To orient both beneficiaries and stakeholders in the interpretation/
implementation of the core city revitalization plan regulations;

• To provide technical assistance to the lower income strata of the lo-
cal communities in the identification, design, approval of projects for the
recovery, conservation, and upgrading of historic buildings in the core
city;

• To authorize/ deny building licenses and permits (i.e.: new construc-
tions, old building restoration and conservation, demolitions) accord-
ing to core city center regulatory discipline;

• To coordinate with both local and national institutions such as DOA,
MOTA, etc. on matters that are in their specific institutional compe-
tences (i.e. Archaeological site protection and promotion; Heritage
and Environmental protection, etc.)

• To monitor the implementation of all restoration, conservation, refur-
bishing and upgrading projects regarding the historic buildings stock;

• To work closely with the municipal urban planning department in or-
der to improve the urban planning and management of the Historic
Core;

• To participate actively in the effort to ensure a better coordination
between municipal departments in order to improve the delivery of
urban services in the historical core;

• To secure harmonization between actions targeting public spaces and
properties and actions targeting private buildings (i.e.: streets, urban supplies networks, private buildings;

• To report irregularities and violations to rules and regulations con-
cerning the core city revitalization to the local authorities responsible
for the application of sanctions.

This technical support unit will consist of: 1 senior architect, 1 Architect
Conservator; 1 Structural engineer specialized in building consolidation; and
3 Surveyors. The staff of this unit should be trained on the use of GIS.

3) Reinforcement of the institutional and organizational capacities
of the municipality in urban planning and management, particularly
in the historic core.

• Reinforcement of human resources of the department of town plan-
ning by employing professionals having technical expertise (1 archi-
tect specialized in urban planning/management and 1 GIS specialist
who will work closely with the technical support unit);

• Staff training of this department;

• Equipping the municipality with the tools and technical instruments
necessary for planning and urban management (data-processing 
tools, GIS, databases, aerial digital maps, etc.);

• Assisting the municipality in starting to collect information and es-
sential data concerning the historic core and to organize them in the
form of databases (cadastre data and land information system, in-
ventory of and addressess of streets and buildings, and of commer-
cial buildings and activities, data on existing constructions and their
conformity with regulations, intelligent mapping and inventories of
urban networks and infrastructures, etc.) These databases that will
be built for the historical center could be enlarged thereafter to in-
clude the whole city.

• Mobilization of the resources and the competences of the different
municipal departments in order to enforce the respect of regulations
and to set up mechanisms of control to deal with violations (land use,
zoning and building regulations; commercial activities regula-
tions; signs and announcement boards, parking and use of pave-
ments and public spaces, etc.)

4) Improving the capacity of the municipality to provide urban ser-
vices of better quality, in particular in the field of maintenance and
management of the urban space of the historical center.

• Reinforcement and improvement of the quality of maintenance
of public spaces (maintenance of sanitary networks and drainage;
street lighting; garbage collection and cleanliness of public spaces
and places such as the road station and markets; maintenance
of the road network; traffic road management, and control of parking -
both free and paid, etc.) This improvement could be achieved
through a four-level intervention:

• Staff training;

• Improvement of human resource management and setting up of
evaluation and control procedures;

• Implementation of information tools, monitoring and evaluation
relating to urban services and to the functions of management
and maintenance of public spaces.

• Setting up a mechanism of coordination and cooperation between
the municipality and the public sector companies and the public util-
ity providers, in particular the Water Authority and the Electricity
Company for a better programming and organization of their work in
the city, particularly in the historic core.

• Creation, under the authority of the Governor, of a working group
in order to reach and to set up a formal agreement be-
 tween the municipality and the public utility providers. This
agreement should define the obligations and duties of each par-
ty and precisely the conditions of intervention of these compa-
nies in the historic core and in the municipal territory, and the
modalities of coordination with the municipal services.

5) Improvement and reinforcement of the forms of participation of
the local population and stakeholders.

• Establish a local committee of consultation and follow-up of revitali-
 zation formed from local stakeholders (associations, representative
of shopkeepers and traders...)

• To facilitate the access to clear, correct and detailed information
about the urban revitalization plan by the local community (informa-
tion & communication action, publication of the new regulations re-
lated to the historical core on different supports including the Inter-
net - this is particularly important for professionals like architects,
town planners, etc.)

• To orient both beneficiaries and stakeholders in the interpretation/
implementation of the core city revitalization plan regulations;

• To provide technical assistance to the lower income strata of the lo-
cal communities in the identification, design, approval of projects for the
recovery, conservation, and upgrading of historic buildings in the core
city;

• To authorize/ deny building licenses and permits (i.e.: new construc-
tions, old building restoration and conservation, demolitions) accord-
ing to core city center regulatory discipline;

• To coordinate with both local and national institutions such as DOA,
MOTA, etc. on matters that are in their specific institutional compe-
tences (i.e. Archaeological site protection and promotion; Heritage
and Environmental protection, etc.)

• To monitor the implementation of all restoration, conservation, refur-
bishing and upgrading projects regarding the historic buildings stock;

• To work closely with the municipal urban planning department in or-
der to improve the urban planning and management of the Historic
Core;

• To participate actively in the effort to ensure a better coordination
between municipal departments in order to improve the delivery of
urban services in the historical core;

• To secure harmonization between actions targeting public spaces and
properties and actions targeting private buildings (i.e.: streets, urban supplies networks, private buildings;

• To report irregularities and violations to rules and regulations con-
cerning the core city revitalization to the local authorities responsible
for the application of sanctions.

This technical support unit will consist of: 1 senior architect, 1 Architect
Conservator; 1 Structural engineer specialized in building consolidation; and
3 Surveyors. The staff of this unit should be trained on the use of GIS.

3) Reinforcement of the institutional and organizational capacities
of the municipality in urban planning and management, particularly
in the historic core.

• Reinforcement of human resources of the department of town plan-
ning by employing professionals having technical expertise (1 archi-
tect specialized in urban planning/management and 1 GIS specialist
who will work closely with the technical support unit);

• Staff training of this department;

• Equipping the municipality with the tools and technical instruments
necessary for planning and urban management (data-processing 
tools, GIS, databases, aerial digital maps, etc.);

• Assisting the municipality in starting to collect information and es-
sential data concerning the historic core and to organize them in the
form of databases (cadastre data and land information system, in-
ventory of and addressess of streets and buildings, and of commer-
cial buildings and activities, data on existing constructions and their
conformity with regulations, intelligent mapping and inventories of
urban networks and infrastructures, etc.) These databases that will
be built for the historical center could be enlarged thereafter to in-
clude the whole city.

• Mobilization of the resources and the competences of the different
municipal departments in order to enforce the respect of regulations
and to set up mechanisms of control to deal with violations (land use,
zoning and building regulations; commercial activities regula-
tions; signs and announcement boards, parking and use of pave-
ments and public spaces, etc.)

4) Improving the capacity of the municipality to provide urban ser-
vices of better quality, in particular in the field of maintenance and
management of the urban space of the historical center.

• Reinforcement and improvement of the quality of maintenance
of public spaces (maintenance of sanitary networks and drainage;
street lighting; garbage collection and cleanliness of public spaces
and places such as the road station and markets; maintenance
of the street network; traffic road management, and control of parking -
both free and paid, etc.) This improvement could be achieved
through a four-level intervention:

• Staff training;

• Improvement of human resource management and setting up of
evaluation and control procedures;

• Implementation of information tools, monitoring and evaluation
relating to urban services and to the functions of management
and maintenance of public spaces.

• Setting up a mechanism of coordination and cooperation between
the municipality and the public sector companies and the public utility
providers, in particular the Water Authority and the Electricity
Company for a better programming and organization of their work in
the city, particularly in the historic core.

• Creation, under the authority of the Governor, of a working group
in order to reach and to set up a formal agreement between
the municipality and the public utility providers. This
agreement should define the obligations and duties of each party
and precisely the conditions of intervention of these companies
in the historic core and in the municipal territory, and the
modalities of coordination with the municipal services.

5) Improvement and reinforcement of the forms of participation of
the local population and stakeholders.

• Establish a local committee of consultation and follow-up of revitali-
zation formed from local stakeholders (associations, representative
of shopkeepers and traders...).
5.3 ESTIMATED COST OF CAPACITY BUILDING ACTIONS

The estimated cost takes into account:

- The economy of scale related to the coordinated realization of the actions for the four towns
- The collaboration and partnership with the CVDB in particular for the training and technical assistance
- The un-accounted for time-salary of the municipal staff participating in these actions

RECRUITMENT OF PERSONNEL

<table>
<thead>
<tr>
<th>Action</th>
<th>Objective</th>
<th>Modalities/Means</th>
<th>Schedule</th>
<th>Cost</th>
</tr>
</thead>
</table>
| Creation of a “technical support unit” | Development of the technical and institutional capacity of the municipality:  
- to enforce the new Historic Core Regulation;  
- to promote, assist, and monitor the conservation and the rehabilitation of the urban and architectural heritage. | Recruitment of 8 people:  
1 senior architect  
1 Architect conservator  
1 Structural engineer specialized in building consolidation  
3 Surveyors | Year 1 | 3,360 US$ per person per year |
| Reinforcement of capacities of the municipality in urban planning and management, particularly in the historic core. | to ensure a better urban planning and management of the historic core. | 1 architect specialized in urban planning/management  
1 GIS specialist | Year 1 | 3,360 US$ per person per year |
| Total | 8 people | | | 134,400 US$ (for the 5 years) |

TRAINING

<table>
<thead>
<tr>
<th>Action</th>
<th>Objective</th>
<th>Modalities/Means</th>
<th>Nb of days for each municipality</th>
<th>Nb of days for 4 municipalities</th>
<th>Cost for each municipality</th>
</tr>
</thead>
</table>
| Training on:  
- Historic Core Regulations  
- Conservation and restoration of historic buildings | Development of the technical and institutional capacity of the municipality to enforce the new Historic Core Regulations, and to promote, assist and monitor the conservation and the rehabilitation of the urban and architectural heritage. | Training of 6 people from the Technical support unit and from the Urban Planning department | 15 | 15 | 15*1,800+4,6750 US$ |
| Training on:  
- The use of GIS and other tools (aerial digital maps, databases) for urban planning and management | Reinforcement of the capacities of the municipality in urban planning and management, particularly in the historic core. | Training of 6 people from the Technical support unit and from the Urban Planning department | 15 | 15 | 15*1,800+4,6750 US$ |
| Training on maintenance and management of urban services and spaces:  
- Sanitary networks and drainage  
- Maintenance of the street network  
- Traffic road management | Improving the capacity of the municipality to provide urban services of better quality, in particular in the field of maintenance and management of the urban space. | Training of 6 to 9 people from different technical services  
- 2 or 3 persons from Sanitary networks and drainage;  
- 2 or 3 from Maintenance of the street network;  
- 2 or 3 from Traffic road management | 15 (5 days for each service) | 15 | 15*1,800+4,6750 US$ |
| Total | 26 people | | | 20,250 US$ |

NB: The training will be organized by group of people from the 4 municipalities (maximum 24 persons). The cost for each municipality is calculated on the basis of the number of days per group divided by 4. The cost of one day training is estimated, on average, at 1,800 US$ which includes:

- 1,300 US$: trainer fees for the 1 international trainer + 1 local trainer (including preparation of the training materials, DSA and transport expenses)
- 150 US$: training material
- 150 US$: transportation and catering of the trainees
- 200 US$: organization

MUNICIPAL INFORMATION SYSTEM

<table>
<thead>
<tr>
<th>Action</th>
<th>Objective</th>
<th>Modalities /Means</th>
<th>Schedule</th>
<th>Cost</th>
</tr>
</thead>
</table>
| “Adressage” | Improvement of urban planning and management of the historic core | Pilot operation for the Historic core including  
- Surveys  
- Codification  
- Cartography  
- construction of a database  
- Installation of signs with names of streets and buildings | Year 2 | 40,000 US$ |

TECHNICAL ASSISTANCE

The training should be complemented by specific technical assistance of a limited duration. An assistance group, made up of consultants, could be established under the responsibility of the MOTA and in collaboration with the Ministry of Municipalities and the CVDB. Such a group could assist the four municipalities in:

- Enforcement of the new Historic Core Regulation
- Improvement of the urban management of the historic core
- Conception of the “Adressage”
- Setting up of indicators for the monitoring and evaluation of the urban service delivery

Cost : 40,000 US$

IN-KIND ASSISTANCE

- GIS tools for the department of Urban Planning and Technical Support Unit
- Software for the management of databases for the Technical Support Unit
- Plotter, printers, etc. digital camera, etc. (20,000)
- 10 Computers, printers for the Technical Support Unit (8 x 10,000 + 2 x 4,000)
- Satellite imagery and aeriel cartography for the Technical Support Unit and the department of Urban Planning (7,000)

Partial renovation of the equipment at the fourth year.

Cost : 223,000 US$

Total Cost for the municipality: 457,650 US$