



The Amman Citadel

Action-Oriented Site Management Plan

11 / 2025 | 2025 - 2030



The Amman Citadel 2025-2030 Action-Oriented Site Management Plan
was approved by:

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MINISTRY OF PLANNING AND INTERNATIONAL COOPERATION

الصندوق الائتماني متعدد
المانحين للنمو في الأردن
JORDAN GROWTH MULTI DONOR TRUST FUND



وحدة دعم تنفيذ
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This Plan will be complemented with an Environmental and Social Safeguards Management Framework that is under preparation.

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Acronyms

- **WB:** World Bank Group
- **DoA:** Department of Antiquities
- **MoTA:** Ministry of Tourism and Antiquities
- **GAM:** Greater Amman Municipality
- **MoPIC:** Ministry of Planning and International Cooperation
- **MPWH:** Ministry of Public Works and Housing
- **MoSD:** Ministry of Social Development
- **USAID:** United States Agency for International Development
- **SCHEP:** Sustainable Cultural Heritage Through Engagement of Local Communities Project
- **CBRL:** Council for British Research in the Levant
- **ACOR:** The American Center of Research
- **JICA:** Japanese International Cooperation Agency
- **CSBE:** Center for the Study of the Built Environment
- **RSS:** Royal Scientific Society
- **GJU:** German Jordanian University
- **SABE:** School of Architecture and Built Environment at GJU
- **PS:** Public Security
- **KAFD:** King Abdullah II Fund For Development
- **GIS:** Geographic Information System
- **MEGA-Jordan:** Middle Eastern Geodatabase for Antiquities—Jordan.
- **ADAJ:** Annual of the Department of Antiquities of Jordan
- **The 2008 Plan:** The Citadel Site Conservation and Management Plan, 2008.
- **The Plan:** The Amman Citadel Action-Oriented Site Management Plan.

1. Introduction

1.1. Background

Since the formation of the Jordanian State, the management of archaeological and heritage resources has been one of the most important measures that the country has sought to develop and maximize. The management of such resources is a longstanding process that has had a significant impact and is of immense importance to the country. Jordan features a vast diversity of archaeological and legacy resources that generate the greatest tourism revenues, particularly through cultural tourism, which is one of the largest contributors to the national economy. The largest challenge facing the management of heritage sites is preserving and sustaining them for future generations while optimizing their use and presenting them in the best way possible to raise public awareness. In that context, the local communities possessing enduring traditions and rich narratives associated with the sites are not to be overlooked, but rather it is aimed to turn such cultural heritage sites into sustainable economic opportunities for local communities. In that sense, the management of Jordan's archaeological and heritage resources has adopted an approach aimed at significantly contributing to community development not only culturally, but also economically and socially. (DoA 2023)

In that light, the Amman Citadel Action-Oriented Site Management Plan has been conducted under the World Bank's technical assistance and in collaboration with the DoA. The project included a thorough stock-taking (inventory) exercise for the Amman Citadel and utilized a participatory, contextualized approach to inform this plan. This plan is result-oriented; it identifies concrete objectives and actions that are aimed at enhancing the cultural heritage site of Amman's Citadel within its urban context.

1.2. Purpose of the Action-Oriented Plan in Light of Needs and Limitations

The principal aim of this plan is to further promote the sustainable management of the cultural heritage site of the Amman Citadel, informed by prior archaeological investigations, conclusions, existing projects, and work plans. It heavily investigates the Citadel Site Conservation and Management Plan of 2008 (referred to as the 2008 Plan), and within the limited timeframe allocated for this project, it builds on the following:

- Maintaining the unique qualities, values and cultural significance of the Citadel, for future generations;
- Enhance visitors' understanding of the site by providing improved access, trails, and interpretation;
- Continue to provide a better framework for site protection and a good basis for decisions for generating revenue and promoting benefits for the local community.

and finally

- Prioritize actions that respond to available funding, possible funding resources, management capabilities, impacts on the site, and estimated costs.

1.3. Scope of the Plan

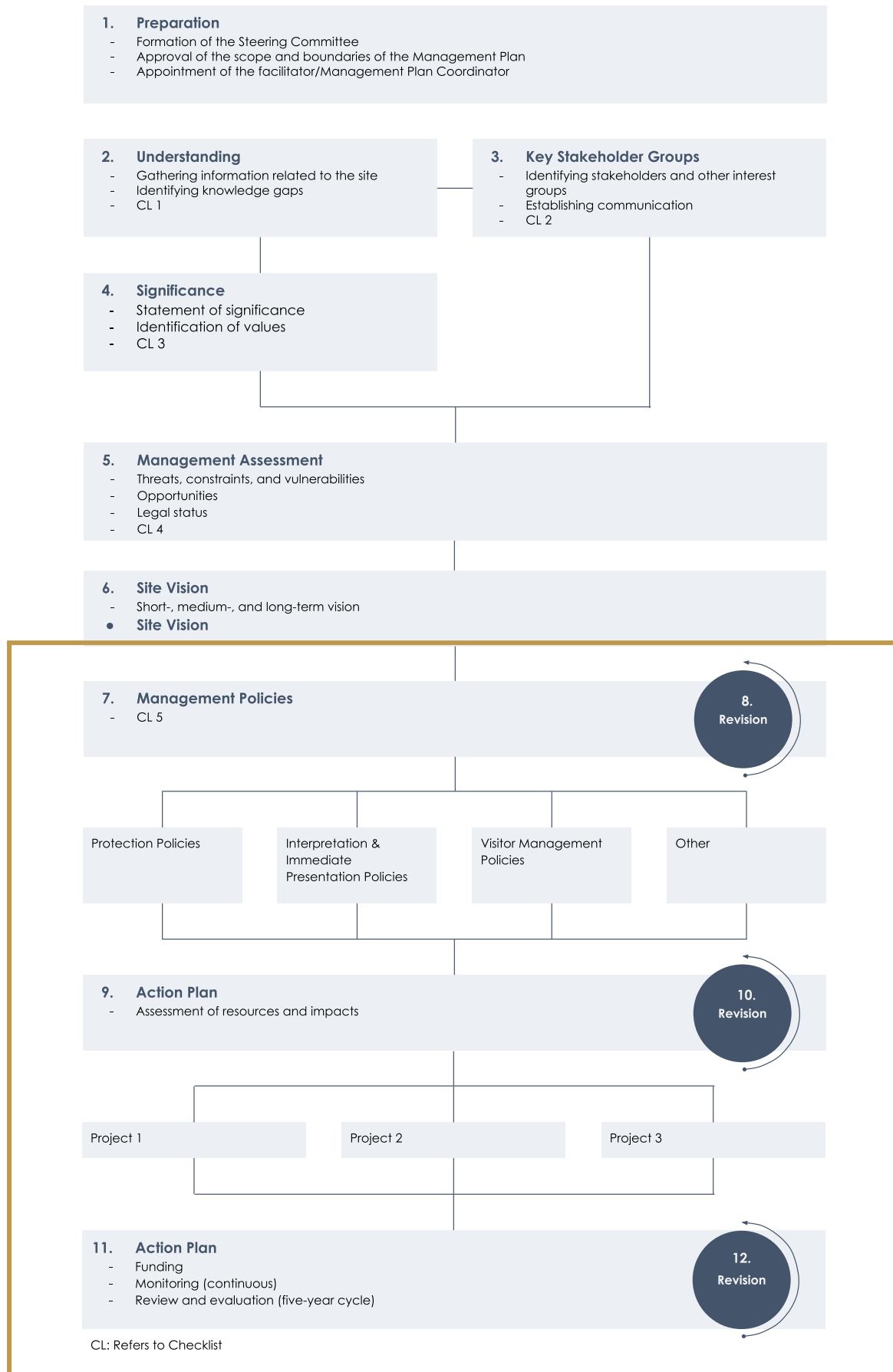
The 2023-2027 Strategy for the Management of Jordan's Archeological Heritage (DoA 2023) summarizes its vision, mission, and strategic objectives under the following pillars:

- Preserve archaeological resources and apply the principle of sustainable use in accordance with best practices adopted in the management of archaeological heritage and museums;
- Maximize the value of archaeological resources and their associated economic returns;
- Promote awareness of the importance of archaeological heritage and museums and their value;
- Provide an enabling and effective legal and institutional environment for the management of archaeological heritage
- Provide financial, human, and technical resources to optimize Jordan's archaeological heritage
- Improve the sector's performance by ensuring coordination between concerned parties, including local communities.

This plan adheres to the vision, mission, and strategic objectives of the 2023-2027 Strategy, focusing primarily on the needs of the Amman Citadel site, its neighborhood, and its local community. While taking into account preserving the site's archeological elements, it aims to enhance the site as an attractive visitor destination, thereby maximizing its associated economic returns. The plan seeks to improve the site's performance through optimized activation and coordination among concerned parties, with a primary focus on the local community's involvement. The focus on the local community is not limited to providing economic resources and opportunities; it also sheds light on their needs and aspirations for the site and for their inclusion, whether that is in providing leisure spaces or ensuring active participation and satisfaction of the site's uses, events, and activities. Additionally, the plan promotes awareness of the site's values through sufficient digitized multilingual interpretation while ensuring that all relevant human resources have up-to-date access to the site's database as a pool of its knowledge.

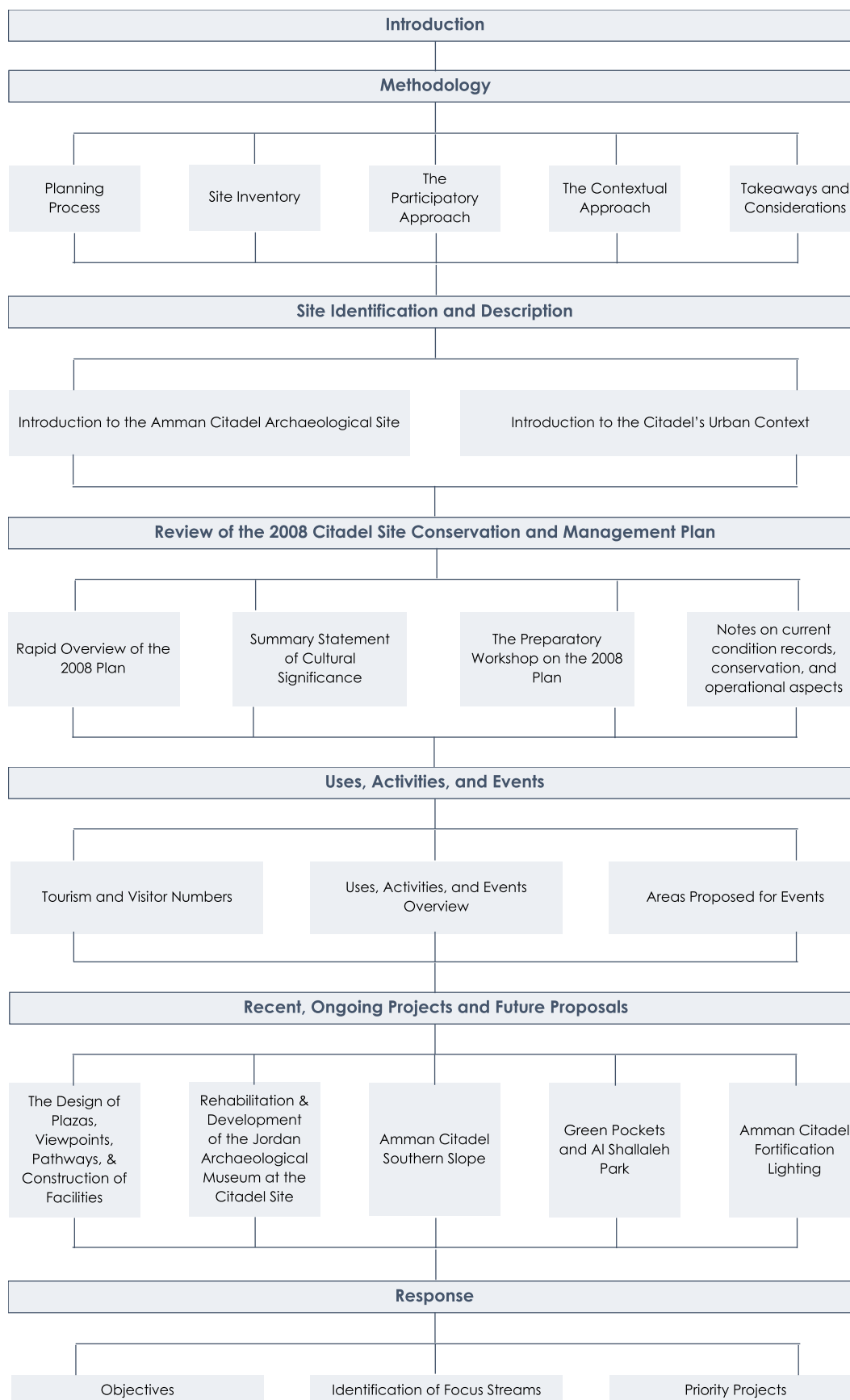
As an action-oriented site management plan, this plan is results-oriented; it identifies concrete objectives and actions that aim at site enhancements in light of the site's uses, activities, and events, in addition to recent, ongoing, and planned projects, all while taking into account the site's community and neighborhood. The objectives and actions of this plan are primarily informed by a thorough review of the Citadel Site Conservation and Management Plan (USAID Jordan, Chemonics International Inc. 2008), identifying the 2008 Plan's relevant objectives and valid actions that are yet pending but still essential. Additionally, the contributions of the DoA's staff, based on their daily work and insights from experts, along with stakeholder and community consultations, significantly influenced the identification of focus streams and actions.

According to the Site Management Plan for the Citadel Report Phase 1 (USAID Jordan, Chemonics International Inc. 2007), USAID Jordan commissioned the preparation of a Manual of Management Planning for Antiquities and Tourism Sites in Jordan (Dr. Aylin Orbasli, Chemonics International, Inc. 2006); the draft incorporates a diagram that illustrates the general framework and steps for the preparation of a site management plan, from which this plan identified focus packages that build on the 2008 Plan, revise the 2008 Plan's objectives and action plans, and fill the gaps based on current needs and limitations.



Dr. Aylin Orbasli, Chemonics International, Inc., 2006

1.4. Plan Structure



1.5. Project Team

This Plan is a World Bank project, funded by the multi-donor trust fund, led by Senior Financial Sector Specialist Raha (Rachel) Shahidsaless. Coordination from MoPIC was facilitated by Sectoral Specialist Eng. Mayssam Mahadin.

The following is a short list of the many professionals who contributed their time and expertise to the research and compilation of the Plan.

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2. Methodology

2.1. Planning Process

The following outlines the steps, notes, and approach proposed by the team of consultants:

1. The overall approach and a work plan were presented to the DoA for the delivery of the action-oriented WB site management plan deliverables. Consensus by DoA was sought on the proposed approach and work plan.
2. DoA's technical team and the Capital's Directorate team participated in a series of workshops and meetings, including a kick-off workshop, a special session to assess the 2008 Plan, site visits, and meetings with GAM, MoTA, and the Amman Citadel Tourism Association (see Annex 3. Stakeholder Consultation).
3. Revision of the final document of the Citadel Site Conservation and Management Plan (the 2008 Plan), submitted in September 2008, and its annexes, including the Site Management Plan for the Citadel Report Phase 1, submitted by Lori Anglin, Chemonics International, Inc., 2007. This was to set the core of priority projects and actions that still needed to be implemented.
4. A work plan was proposed and shared with the DoA following the revision of the 2008 Plan's objectives, strategies, and action projects, based on the recommendations from the kickoff workshops and consultations.
5. Early on, some actions, such as the activation of the southern slope, were proposed, which allowed them to be better integrated into the work plan as priority actions.
6. Collaboration with the School of Architecture & Built Environment (SABE) of the German Jordanian University (GJU) students of the Urban Design and Landscape Design studios taught by Ind. Prof. Arch. Leen Fakhoury to conduct the studio design projects to explore the

surrounding urban context of the Citadel, especially the Southern slope. This is to explore urban development opportunities, visualize scenarios for developing a network of open spaces and possibly integrate them into the future recommendations for neighborhood studies and related programs for activation of key traditional buildings that could contribute to better linking the Citadel site with its urban context.

7. The preparation of this report involved identifying gaps based on available information and establishing a feasible timeframe for gathering information and proposing actions.
8. The participation of various stakeholders, including different directorates of DoA and GAM, and consultations with experts, was deemed necessary to update information on actions proposed by the 2008 Plan and projects carried out to date, as well as to reach consensus on priorities and actions.
9. Setting priorities as a collective step required the involvement of many in the workshops to respond to develop priority actions and action plans.
10. It is noted that condition assessment and monitoring records, priority conservation measures, and operational management aspects are still a priority and need to be noted in this report but cannot be included in this framework of the action-oriented management plan due to several limitations.

2.2. Site Inventory

A comprehensive stock-taking (inventory) exercise took place prior and parallel to the compilation of the Plan. The stock-taking process was based on a clear understanding of its objectives related to the result and action-oriented SMP. After conducting rapid yet comprehensive desk research, the WB team compiled the inventory by identifying priority data and stakeholders. Subsequently, focused literature and archival research took place, along with conducting multiple site visits and various stakeholder consultations, meetings, and interviews.

The inventory was stored and shared with the project team, including the WB team as well as the DoA's technical team, granting full access to all members throughout the compilation of this plan.

The following outlines the inventory's structure, which encompasses available and compiled data on:

- History & Significance

- Site History
- Significance
- Archival Images

This contains the bulk of the comprehensive literature and archival research, which includes, but is not limited to, the digital and physical archival records from the DoA's Directorate of Studies and Publishing, as well as the DoA's online Publication Archive. This involved compiling all publications and archival records related to the Citadel site found in ADAJ publications from 1951 to the present, along with archival records from the Directorate of Studies and Publishing that date back to 1927.

- Site Management

- Management Plans
- Site Management
- Site Operation, Monitoring, & Maintenance
- Tourism

The primary focus of this section is the 2008 Plan, including its final report and annexes. Acquiring the 2008 Plan folder was pivotal to the development of this plan. This is in addition to the acquired quantitative data on the site's tourism numbers from 2014 until 2024, which are later linked to the operational and monitoring aspects within this plan.

- Actions & Activities

- Projects
- Activities
- Risks

Main focus streams of this plan overarch recent, ongoing, and current projects, as well as the site's past and current uses, events, and activities. Therefore, this includes acquired data on the aforementioned, which built the foundation for the focused and comprehensive review of each as well as the various consultations with relevant stakeholders informing the feedback, lessons learned, and recommendations exemplified within this Plan.

- Site & Context

- Policy
- Boundaries & Surroundings
- Development

This includes available data on relevant laws, standards, and regulations, as well as up-to-date maps illustrating boundaries and ownerships. In addition to an overview of past developments within the site's neighborhood.

- Site Sustainability

- Environmental
- Economic
- Tourism
- Social

In addition to the acquired data regarding past reports on environmental, economic, tourism, and social sustainability that either directly or indirectly relate to the Amman Citadel, an important contribution to this folder are the works produced by GJU SABE students as part of the Urban Design and Landscape Design studios taught by Ind. Prof. Arch. Leen Fakhoury. The student's works focused on the site and its urban fabric, including its local community and neighborhood, which further emphasizes the contextual and participatory approach of this plan.

- Site Visits - Photo Bank

This includes a photographic record compiled during the various site visits for this project, which include some of the site's Archaeological Elements, the Jordan Archaeological Museum, Jabal Al Qal'a Municipal Park, Dar Ne'meh, the site's Neighborhood, the Plazas Viewpoints Pathways and Facilities Project, Al Rawda Building, and the Southern Slope Project.

- Meetings, Interviews, & Consultations

This folder contains a record of meetings, interviews, consultations, workshops, and discussion circles that were held as an integral part of the development of this plan. This includes MoMs and relevant material such as presentations.

For more details concerning the stock-taking methodology, work plan, structure, and content, refer to Annex 2: Stock-taking: 2.1. Stock-taking methodology and work plan, 2.2. Inventory document listing all acquired data.

2.3. The Participatory Approach

This plan adopted a decentralized participatory approach at every stage of its preparation. The structure of this plan, as well as its inputs and outcomes, are all informed by the constant consultations with relevant stakeholders, including the DoA, Capital's Directorate, GAM, MoTA, and the Amman Citadel Tourism Association as a representative of the Citadel neighborhood's local community. Consultations with various stakeholders could be summarized but are not limited to the following:

| Date(s) | Stakeholder(s) | Activity & Title |
|--|--|--|
| December 11th, 2024 & January 13th, 2025 | DoA's Technical Team DoA WB Team | Several preparatory consultation meetings took place at DoA. |
| January 16th, 2025 & February 20th, 2025 | GAM WB Team | Several preparatory consultation meetings took place at GAM. |
| January 20th, 2025 | Capital's Directorate Team WB Team | Site visit and meetings at the Amman Citadel, including the Jordan Archeological Museum, to gain on-site perspectives and insights. |
| January 21st, 2025 | Previous acting Director General of DoA, Mr. Aktham Oweidi DoA's Technical Team MoPIC WB Team | The Plan's Technical Kick-Off Virtual Meeting |
| February 9th, 2025 | DoA's Technical Team Capital's Directorate Team WB Team | Preparatory Workshop on the Citadel Site Conservation and Management Plan 2008, held at DoA. |
| February 12th, 2025 | DoA's Technical Team Capital's Directorate Team WB Team | A follow-up meeting to the Preparatory Workshop on the Citadel Site Conservation and Management Plan 2008, held at DoA. |

| | | |
|---------------------|--|--|
| February 18th, 2025 | DoA's Technical Team Capital's Directorate Team GAM The WB Team | A consultation meeting was held at GAM to explore future sustainable actions for the protection and development of the Amman Citadel and surrounding neighborhood. |
| February 20th, 2025 | GAM WB Team | A consultation meeting was held at GAM to discuss its involvement with Amman Citadel events and projects. |
| March 3rd, 2025 | Amman Citadel Tourism Association WB Team | Preparatory meeting at the Amman Citadel Tourism Association with the aim of highlighting and incorporating the local community's insights, aspirations, and concerns |
| March 3rd, 2025 | DoA's Technical Team Capital's Directorate Team GAM WB Team | Site visit towards exploring future sustainable actions for the protection and development of the Amman Citadel and surrounding neighborhood |
| March 19th, 2025 | DoA's Technical Team Capital's Directorate Team MoTA Amman Citadel Tourism Association WB Team | Discussion Circle held at the DoA to Explore Opportunities of Engaging the Local Community & Potential Stakeholders in the Activation of the Amman Citadel Southern Slope |
| June 25, 2025 | DoA's Technical Team WB Team | Meeting at the DoA to discuss the Plan draft, with a focus on the proposed action plan. |
| July 6, 2025 | The Director General of the Department of Antiquities of DoA, H.E. Prof. Fawzi Abudanah DoA's Technical Team WB Team | Meeting at the DoA to discuss the Plan draft, with a focus on the proposed action plan. |

For more details refer to Annex 3. Stakeholder Consultation: 3.1. Consultations & the Participatory Approach Towards the Amman Citadel Action-Oriented Site Management Plan 3.2. Stakeholder consultation material.

2.4. The Contextual Approach

This plan does not isolate—in thinking—the Amman Citadel from its context but rather understands the site through and within its environment, consisting of its immediate neighborhood and its social and economic fabrics. From the inception to the compilation of this plan, the site's context was one of the main pillars in identifying and understanding the site's layers and subsequently informing the plan's focus streams, recommendations, and actions. Whether that is in enhancing the site within its boundaries, its boundaries, and the site's relationship with its tangible and intangible contexts.

While this plan adopts a participatory approach evident through the involvement of various stakeholders throughout the project, it was possible to achieve the contextual approach through the involvement of GJU SABE students who helped shape the understanding of the site's urban context.

Under the Urban Design and Landscape Design studios, taught by Ind. Prof. Arch. Leen Fakhoury, GJU SABE students studied the site's urban context with the aim of exploring and visualizing potential actions towards the enhancement of the Amman Citadel. With a focus on the Southern Slope, Jabal Al Qal'a Municipal Park, and the site's boundaries later discussed in the Plan, the students carried out several field missions to the site and its neighborhood and conducted interviews with the local community and various stakeholders to investigate the site's urban context.

The groups of students had different focus areas that collectively encompassed the educational, social, economic, agricultural, leisure, and artistic layers of the urban context, while concentrating on the diverse demographics of the local community and opportunities that lie within the Amman Citadel site as well as its immediate neighborhood through the small urban pockets and buildings of potential.

Consequently, as part of the participatory and contextual approach to this plan, the students supported the visualization of several understandings and actions, some of which are incorporated within the Plan.

2.5. Takeaways and Considerations

The methodology and lessons learned are intended to benefit the process of developing Plans at the other heritage sites.

- Each heritage site has its own characteristics, and thus it is important to start by reviewing available data and understanding the site's significance.
- Working with the DoA's technical team is crucial to the success of the actions.
- It is necessary to have an advisory group for each site.
- The scope and time frame for each action plan need to be clear for all stakeholders, including the DoA's team
- A participatory approach involving the local community and civil society is essential for long-term sustainability of the action plan.

3. Site Identification and Description

3.1. Introduction to the Amman Citadel Archeological Site

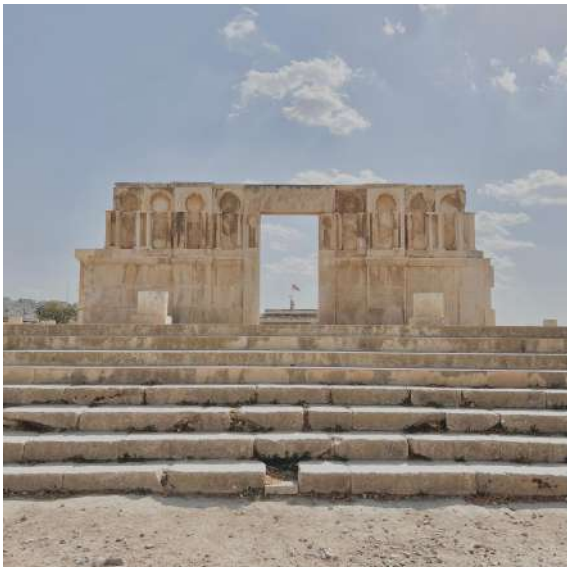
3.1.1. Overview of the Amman Citadel

The Amman Citadel, or *Jabal Al Qal'a*, is located in the heart of the vibrant city of Amman, the capital, and its seven mountains, at a strategic location. *Jabal Al Qal'a* is about 800 meters above sea level and is one of the seven mountains of the city of Amman. It enjoyed military and strategic advantages, as it was surrounded by a high and immense fortification wall, supported by watchtowers, rising to approximately ten meters.

The site history extends over many thousands of years of civilization. From the Neolithic (Stone Age) period, through the Chalcolithic and Bronze Ages, Rabbat Ammon in the Iron Age, the Hellenistic and Nabataean Periods, the Roman Philadelphia, the Byzantine period, the construction of an early city in the Umayyad period, to the Abbasid, Ayyubid, late Ottoman, and Trans-Jordan periods, to the present contemporary times. The first archaeological museum in Jordan is also located at the Citadel site.

The remains of the different ancient periods are spread across the site, and the relics' cultural resources are not limited to the identified borders of the declared archaeological site but are evident in the tombs and architectural remains extending around the surrounding urban plots. The estimated area of the archaeological site is 120 square dunums (Abu Ali 2024).

The Citadel has attracted the interest of archaeologists from the early 20th century onward (Porter 2022). Significant reconstruction work has been undertaken in conjunction with foreign institutes, 'specifically in the Umayyad and the Roman precincts, and this has provided interesting features for visitor appreciation.' (USAID Jordan, Chemonics International Inc. 2008). It is also a dominant tourist location for Amman visitors.



October 28th, 2024 - Site Visit:: The Amman Citadel

The Citadel is also located in an urbanized, old residential neighborhood of *Al Qala'*, where the Citadel has traditionally also been a recreational open area for local residents. The novel 'Sons of the Citadel' by Ziad Qassem narrates the story of the diverse mosaic of its residents, a mixture of Circassians, Bedouins, Syrians, and Palestinian Muslims and Christians, all of whom lived in coexistence. Hence, the Citadel site needs to also narrate the urban and social formations of early- and mid-twentieth-century Amman.

- **Contextual Understanding of the Amman Citadel**

The Citadel formation and fortification is a response statement for a strategic and previewing location. This high place has been occupied, formed, and reformed as a statement of exclusion from the surrounding threats and/or a statement of control.

One way to study the nature of the change is to examine the sequence of the fortification wall, in as far as periods of work on the fortifications reflect periods of development in the city. Fortification of the Qal'a has had a long history. The fortifications are complex, with many changes of construction and line. In addition, traces of rebuilding are visible at many points. Four main different periods of work on the fortifications of the Qal'a are identified: the Roman Wall, an Umayyad Wall, early Abbasid restoration as a response to damage to the Umayyad wall that likely stemmed from the earthquake of 130/747, and an Ayyubid Tower. (Northedge 1983)

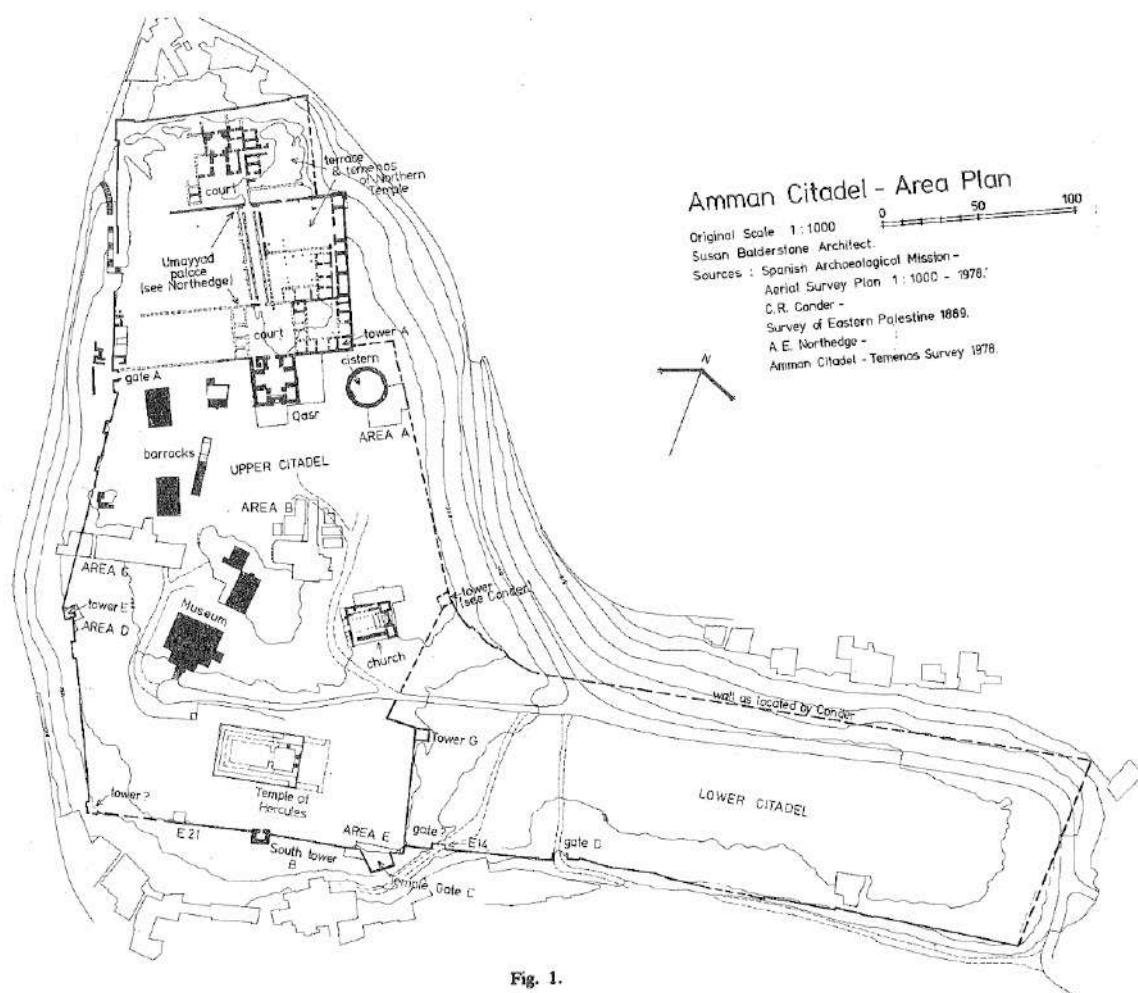
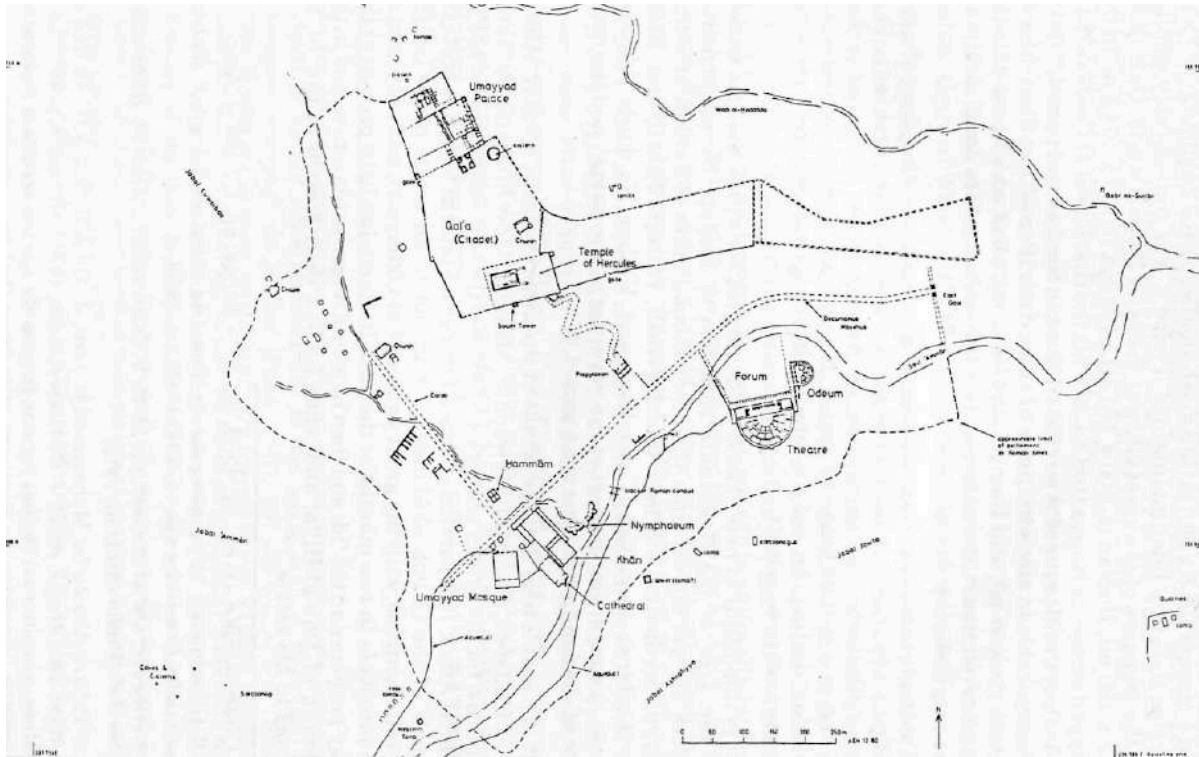
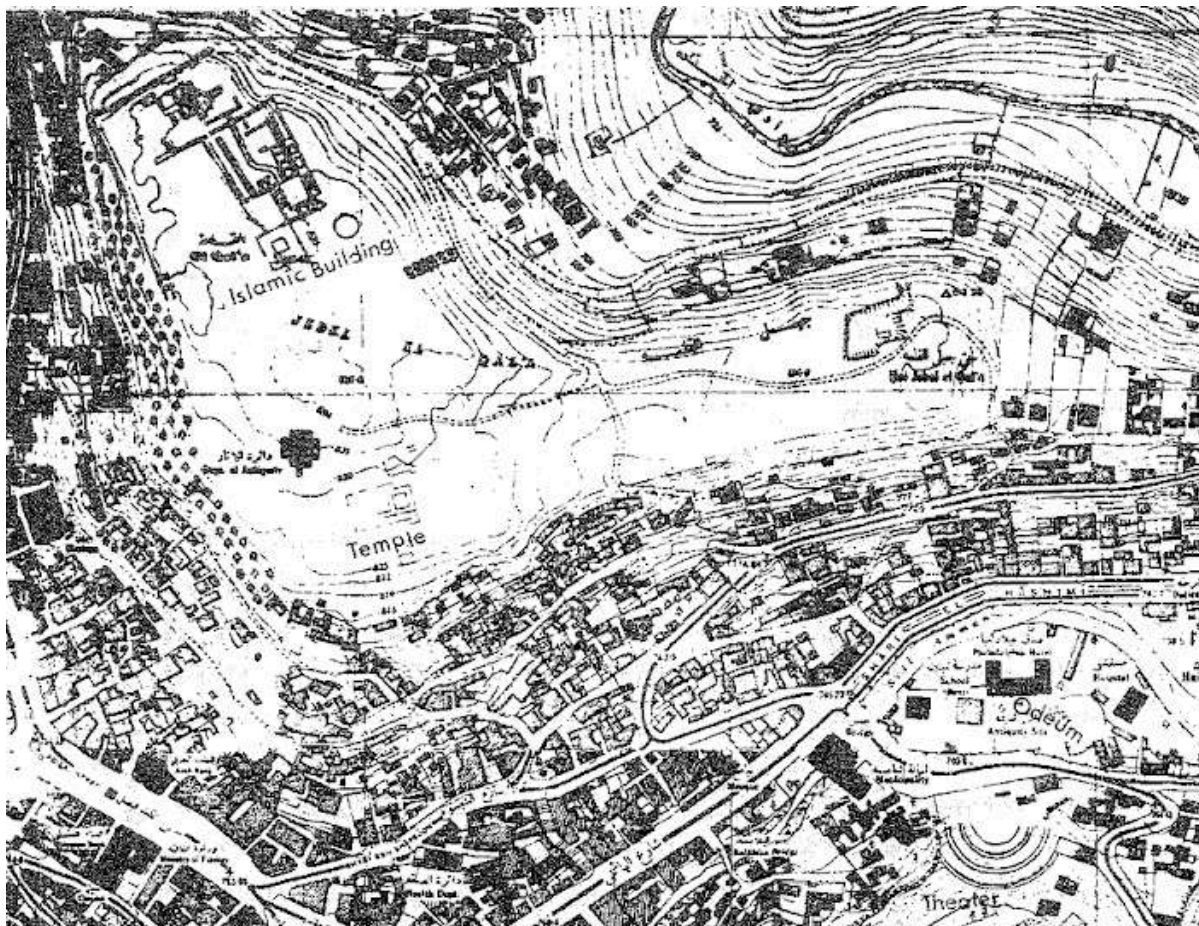


Fig. 1.



1989 _ The Umayyad Mosque of Amman _ Alastair Northedge



1964-1967 _ The Excavation of the Roman Forum at Amman (Philadelphia) _ Adnan Hadidi

The harsh landscape of the Southern slopes and terraces marked the Citadel fortification, with the stairs linking to the theater but also hosted a later layer of twentieth-century houses that aligned the terraces. Those houses from the beginning of the twentieth century were demolished by GAM to create new tourist terraces and experiences.

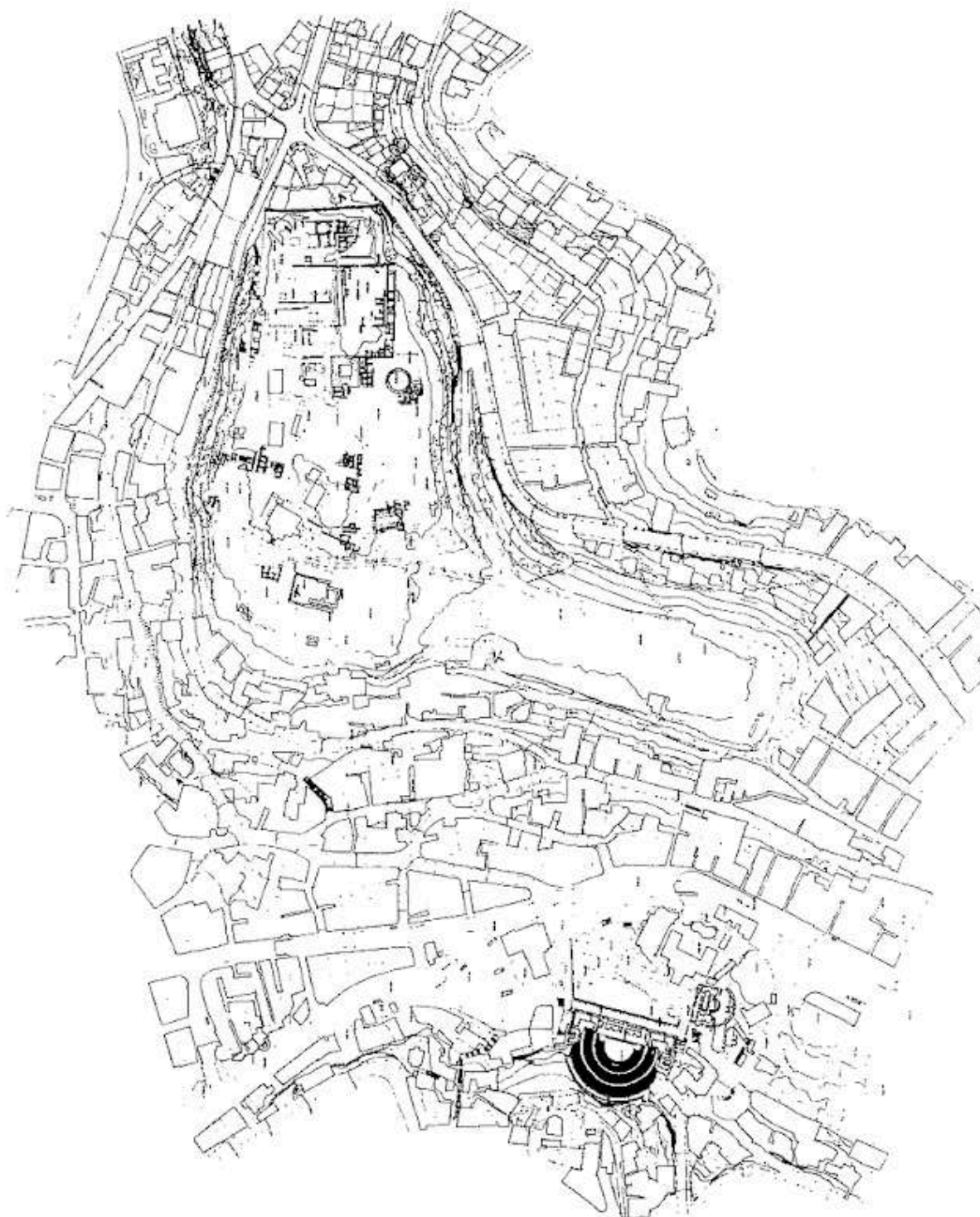


October 28th, 2024 - Site Visit: The Acropolis and the Roman Theatre
December 17th, 2024 - Site Visit: Southern Slope Terraces

During the Roman philadelphia and the Umayyad upper city, the adapted acropolis responds to this expression of dominance successfully again. The Citadel's Umayyad upper city is another expression for distancing away from the lower city without severing the urban and natural links.

This contextual understanding should not annihilate the understanding of the heritage resource but would respond directly to protect the visual realm, for it is hard to see a contemporary neighborhood of Al Qala' of Amman understood without the Citadel or vice versa.

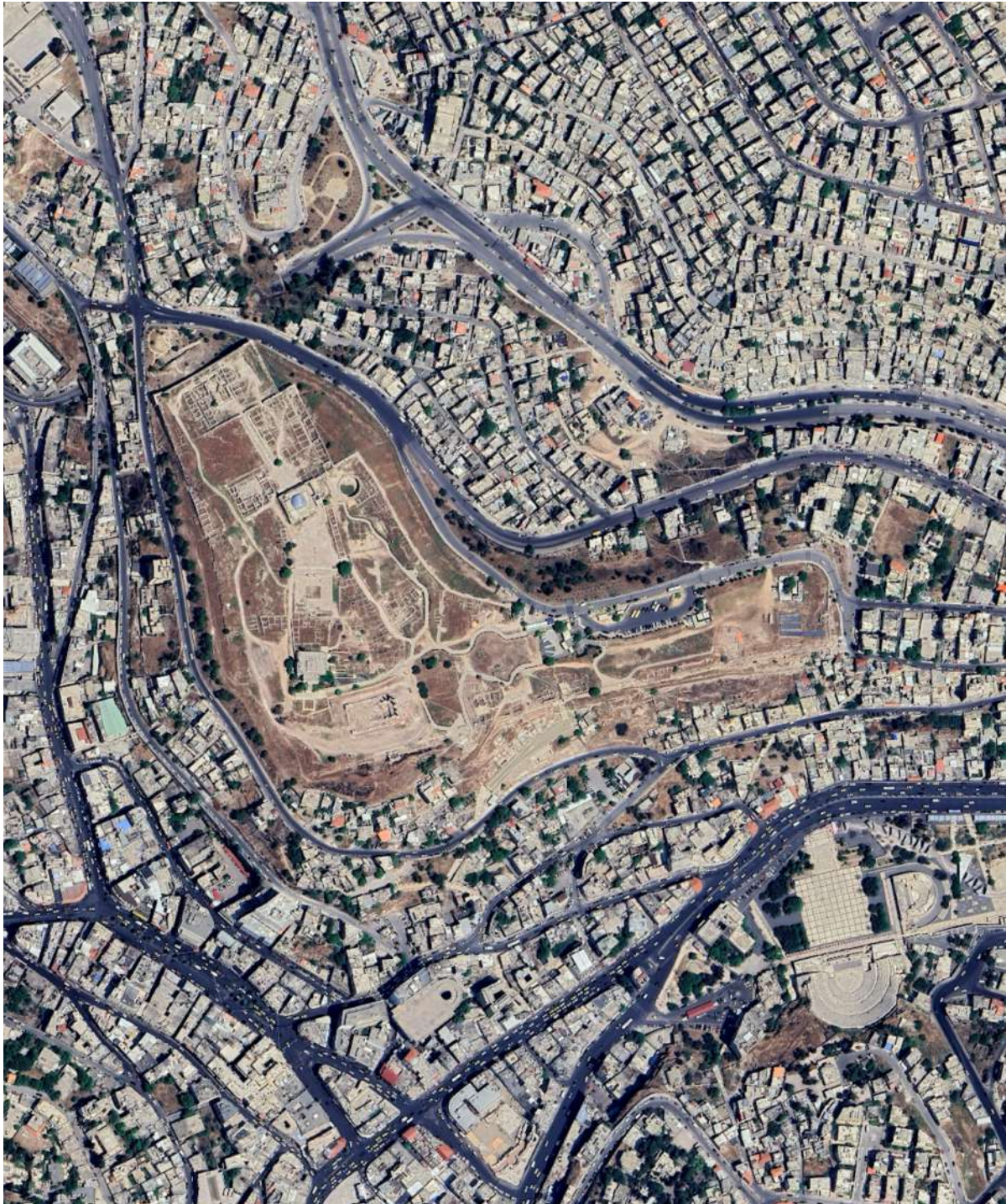
Hence, all these levels of natural context or societal and urban physical fabric need to drive the development of the Citadel neighborhood at the resource level. Here the urban fabric, the Citadel neighborhood, and the local community need to be constantly informed as pivotal anchors for protection, development, and change.



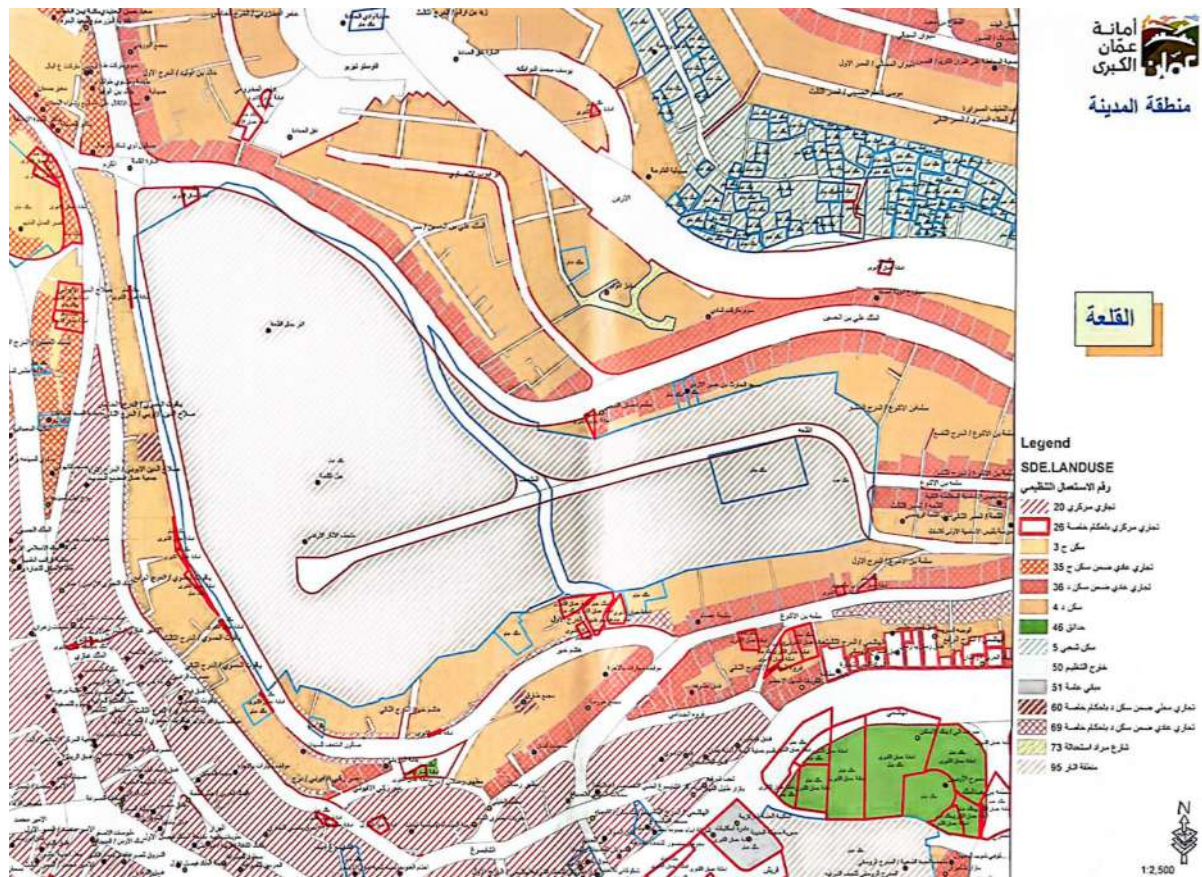
1980 _ The Photogrammetric Survey of the Citadel of Amman and Other Archaeological Sites in Jordan _ Spanish Archaeological Mission - Antonio Almagro

- **Site Location, Boundaries, & Ownership**

The Citadel site is located in the neighborhood of *Jabal Al Qal'a* within the directorate of Amman.



2025 _ The Citadel - Aerial Image _ Google Earth



2024 _ Land Use - Citadel & Periphery _ GAM

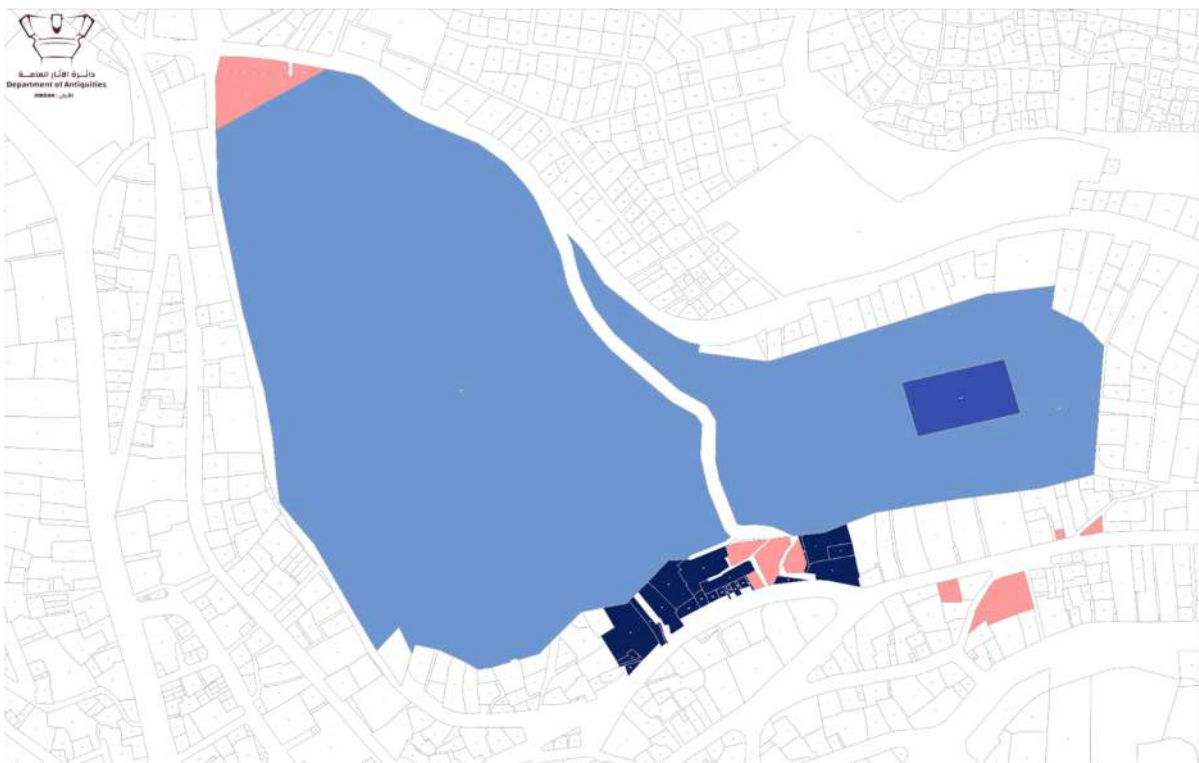
The 2008 plan identified the potential for the Southern slopes of the Citadel at Al Qaissieh neighborhood, yet the drive to change the status of some of the deserted buildings led GAM to the demolition of several buildings and the appropriation of the slopes, which were later registered in the name of MoTA.

The 2025 land ownership maps of the Citadel below show the ownership of the archaeological site, indicating that the registered public ownership is under the name of DoA, while the new addition to the South is registered under MoTA, illustrated in the dark blue color.



■ DoA ■ MoTA ■ GAM ■ PS

2025 _ Land Ownership Map of Amman Citadel Site _ DoA



■ DoA ■ MoTA ■ GAM ■ PS

2025 _ Land Ownership Map of Amman Citadel Site _ DoA

3.1.2. Early Landmark Projects & Recent Excavations



2004 _ Amman Citadel _ ACOR - Jane Taylor

- **Overview**

- 1927-1938 | Italian Archaeological Mission in Trans-Jordan
- 1960s-1990s | American Center of Oriental Research in Amman
- 1970s | British Institute at Amman for Archaeology and History
- 1979-2011 | Spanish Archeological Mission in Jordan
- 1980s | French École Biblique

The Citadel was the focus of virtually all the institutes in various ways over the decades, from the Italian excavations in the 1920s to recent geophysical prospecting conducted by the German Institute in 2021. With the DoA, various projects were undertaken by specific institutes: American (1960s to 1990s), British (1970s), French École Biblique (late 1980s), and Spanish Mission (1979 to 2011). (Porter 2022)



1933 _ Amman, official visit to the Italian Archaeological Mission at the Citadel - centre, Emir Abdullah; left, R. Bartoccini - *One Hundred Years of Foreign Research Institutes in Jordan* _ Barbara A. Porter

● The Jordan Archaeological Museum

The Jordan Archaeological Museum was established in 1951 on the Citadel Hill in Amman (Universes in Universe 2025), marking the first national archaeological museum in Jordan (USAID Jordan, Chemonics International Inc. 2008) until the establishment of the Jordan Museum in 2014.

The building was designed by the British-born architect Austen Harrison, who also designed the Palestine Archaeological Museum in Jerusalem. Its location was chosen to host the archaeological findings from different eras from the Citadel site. Additionally, the museum houses artifacts from different archaeological sites in the country, including Ain Ghazal, among the earliest known large-scale human figures, dated to approximately 8700–8500 years ago; Neolithic plastered skulls from Jericho; a huge anthropomorphic sarcophagus from the Iron Age found in Amman; the Nabataean fish goddess from the temple of Khirbet et-Tannur; and the Tyche of Amman, the white marble bust of the protector of Roman Philadelphia. (Universes in Universe 2025)



Jordan's Museums Official Website



October 28th, 2024 - Site Visit:: Jordan Archaeological Museum - Statues from Ain Ghazal



Jordan's Museums Official Website

- **Reconstruction of Temple of Hercules (the Great Temple of Amman)**

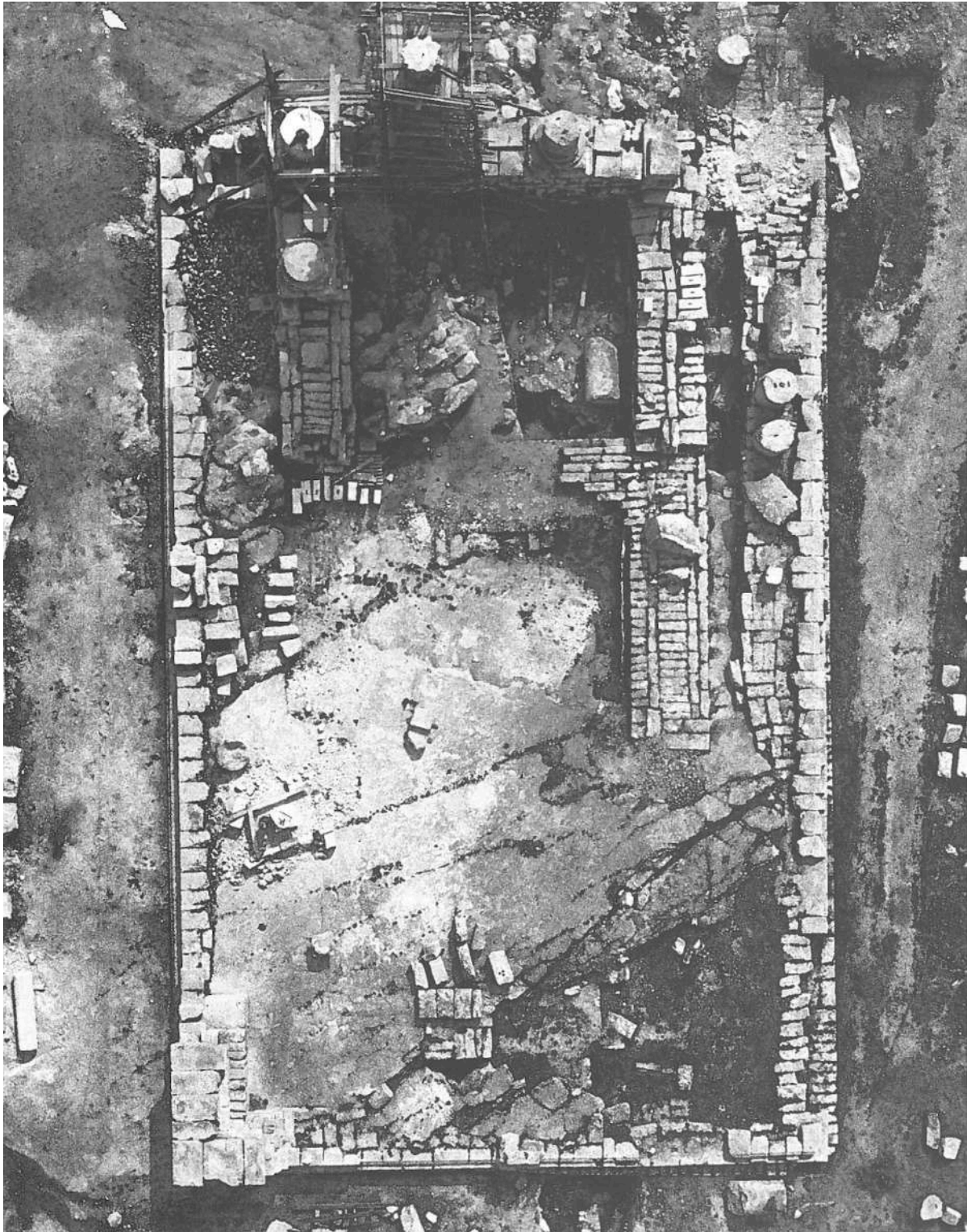
In 1989-90, the Amman Citadel Feasibility Study was carried out by ACOR under the direction of Rudolph Dornemann. The purpose of the study was to design a master plan for the beautification of the site and the development of an archaeological park. The concept was designed by archaeologists and architects from the University of Jordan, and plans for the excavation, preservation, and restoration of existing structures were included. The Temple of Hercules Project began in 1990. It was a direct outgrowth of the Citadel Feasibility Study and involved the excavation and partial reconstruction of the Roman temple, one of the principal monuments of Amman during the classical period. The project, funded by USAID, was carried out jointly by ACOR and the DoA. In 1991, architect Chrysanthos Kanellopoulos began the task of documenting all of the architectural elements of the temple and of planning the actual restoration, which got underway in 1992. That restoration had several exciting moments. In late 1992, three massive stone blocks, which would be carved to replace Roman column drums too damaged for use in the restoration, were moved from a quarry near Amman to the Citadel. The stones, one of which weighed 27 tons, had to be moved by truck through Amman in the middle of the night; they were probably the largest stones moved from a quarry in Jordan since antiquity. Once the carving of replacement blocks was completed, the drums were set in place. Finally, on July 21, 1993, the 16-ton architrave with its backing was lifted, and July 28, 1993, marked the completion of the project. (Kanellopoulos 1994)



1867_ View of the temple - The Great Temple of Amman _ H. Phillips for C. Warren



1993 _ Aerial view of the temple - The Great Temple of Amman _ ACOR - Chrysanthos Kanellopoulos



1993 _ Aerial view of the temple - The Great Temple of Amman _ ACOR - Chrysanthos Kanellopoulos

- **Complex of the Umayyad Period**



2004 _ Amman Citadel from north Umayyad complex in foreground _ ACOR - Jane Taylor

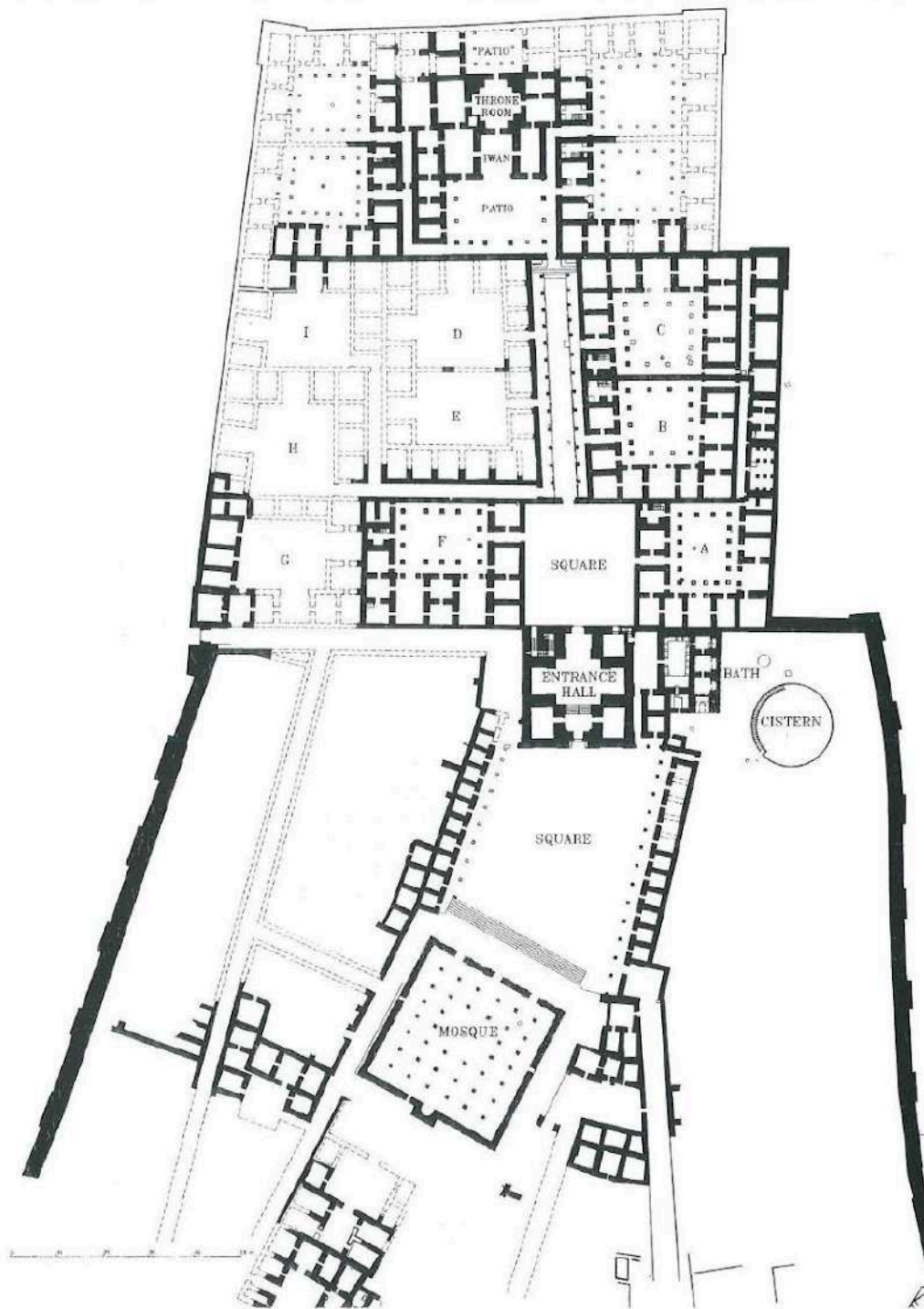
As a result of the collaboration between the DoA and the Spanish Archaeological Mission in Jordan, a program of consolidation and restoration of the remains of the Umayyad Palace on the Citadel of Amman took place. After a careful photogrammetric mapping of the whole Citadel, studies and recommendations for the Umayyad restoration were submitted, not only for the palace vestibule or audience hall, but for all of the ruins that were part of the palace complex. (Almagro 1979-1981)

The Umayyad Palace, as it is called, is the best-preserved structure to be found on the Citadel, a splendid architectural complex of the Umayyad period that corresponds with the idea of an integrated city palace, or *Dar-al-Imara*. (Almagro and Olavarri 1982)

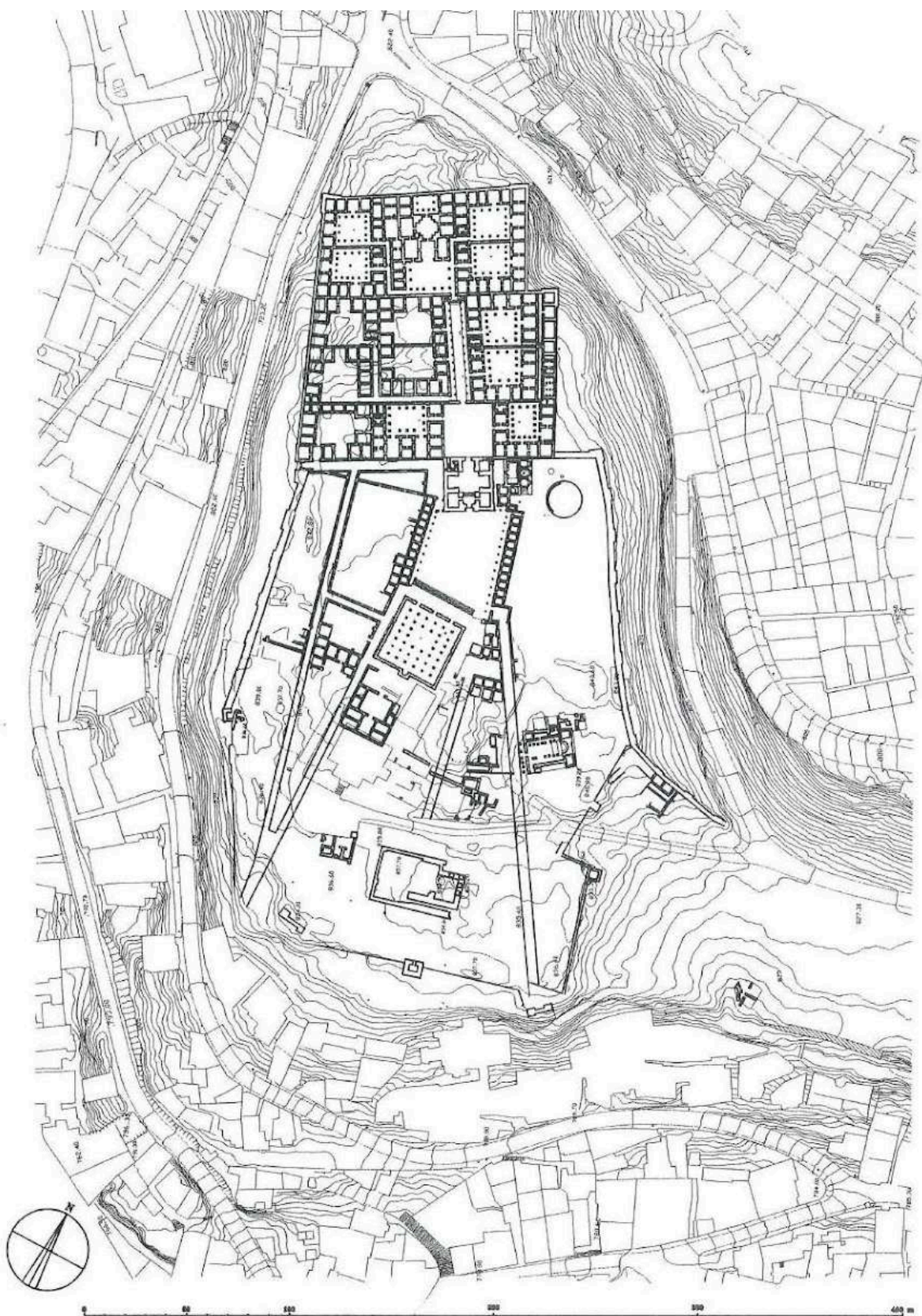
The principal nucleus of the urban reform of the Citadel was the layout of a large square located at the center of the upper terrace of *Jabal Al Qal'a*. This square, which presents a somewhat irregular trapezoidal plan, is laid out as an element of town planning that breaks with preexisting structures and, at the same time, as an organizing element that defines the new function of the Citadel. Three basic elements are laid out around this public space: the palace, the *sug*, and the mosque. These three elements, characteristic of any Islamic city, present an absolutely original layout. The mosque is located at the most important place, practically at the highest point in the Citadel. In order to build it up, an over-elevated artificial platform, which rested upon former structures, was made. The reuse of a pre-existing building and the canonical need to turn the mosque towards the south (towards Makka) established a certain unavoidable basis for the shape of the square that, in spite of these determining factors, was masterfully designed. (Almagro and Arce 1999)



1999 _ The mosque, the square and the entrance hall from the south - The Umayyad Town Planning of the Citadel of 'Amman _ Spanish Archaeological Mission - Antonio Almagro, Ignacio Arce



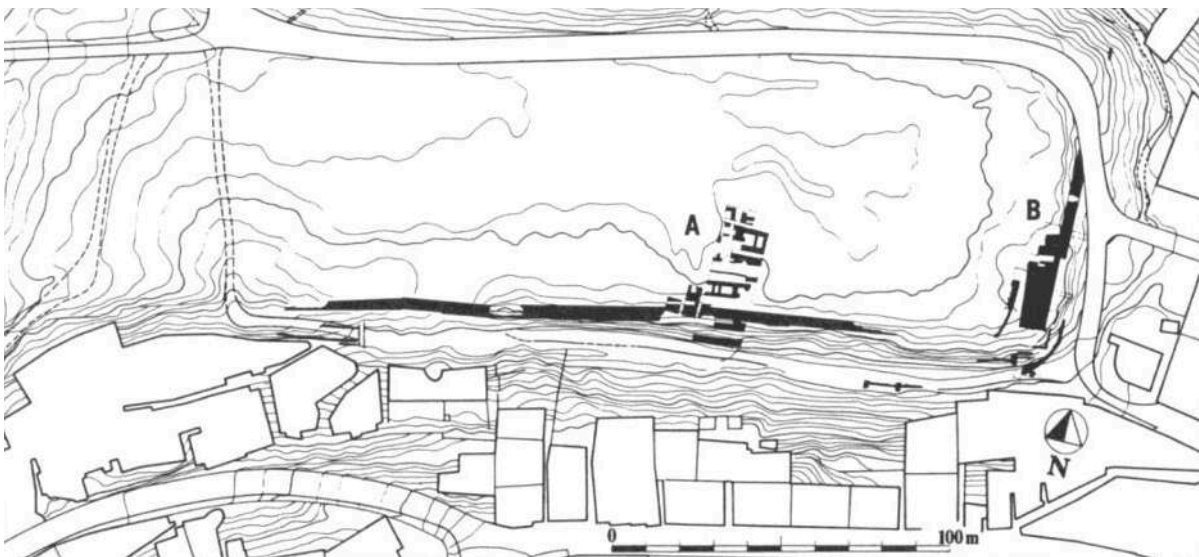
1999 _ The Umayyad Town Planning of the Citadel of 'Amman _ Spanish Archaeological Mission - Antonio Almagro, Ignacio Arce



1999 _ The Umayyad Town Planning of the Citadel of 'Amman _ Spanish Archaeological Mission - Antonio Almagro, Ignacio Arce

- **Excavations of the Ammonite Period**

DoA stopped excavations on the Citadel up until 2018 and resumed on the lower terrace in the summer of 2024. The excavations of 2024 are co-led by Katrina Schmidt, Director of the German Protest Institute, and Prof. Dr. Zeidan AlKefafi, Emirate Professor of Archaeology from Yarmouk University. This project aims to document the story of the Ammonites in the lower area of Citadel hill and to continue the joint Jordanian and French works conducted in the 1970s, 1980s, and 1990s, led by Dr. Fawzy Ziadeen, Dr. Sahar Mansour, Dr. Muhammad Al-Najjar from the DoA, and Dr. Jean-Baptiste-Humbert. (Schmidt and Al-Kefafi 2024 unpublished report)



1987-1991 _ Plan of the joint Jordanian and French Excavation - The Rediscovery of the City of the Ammonite Kings: Shedding Light on the Capital Ammon, Rabat Ammon _ Katrina Schmidt, Prof. Dr. Zeidan AlKefafi



2024 _ The Rediscovery of the City of the Ammonite Kings: Shedding Light on the Capital Ammon, Rabat Ammon _ Katrina Schmidt, Prof. Dr. Zeidan AlKefafi

- **Demolition of the Southern Slope Houses**

Between the years 2009-2011, GAM carried out the demolition of several old houses located on the Southern Slope of the Amman Citadel. The houses marked a significant part of the site's and Amman's modern history. The 'Initial Report on the Demolition and Removal of Old Houses on the Southern Slope of the Archaeological *Jabal Al Qal'a* (DoA 2010) justified the demolition as follows:

- Removal of the 'visual distortion' caused by these houses in the views from and towards the site. Eliminating the 'unpleasant' and 'unsightly' appearance from a location that is considered one of the main viewpoints utilized by tourists as part of their itinerary.
- The houses' deterioration was due to the neglect and abandonment of their owners, which led to the creation of a space for 'unsanitary' and 'suspicious' activities that are, again, witnessed by tourists from different nationalities at one of the most important archaeological sites of Amman. Additionally, expats inhabited some houses, and the extreme dilapidation of the structure posed a real risk to their lives.
- The Southern Slope was considered one of the key areas of GAM's comprehensive master plan for Amman as part of a long-term project to develop the city center. Removing the Southern Slope houses ensured that the area is no longer a weak point but instead complements the archaeological and touristic image of the Amman Citadel.
- Maps dating more than 120 years ago showed that there used to be a staircase connecting the Citadel to the Roman Theater. That emphasized the aim to activate and rehabilitate the southern slope as one of the main access points to the Citadel, directly connecting the site to downtown Amman. This also solves the issue of the Southern Slope being the weakest point of the site in terms of accessibility and intrusion.
- Preservation of archaeological and heritage elements in the Southern Slope, whether those that were visible and well-known or those embedded within the houses.



2009 _ Southern Slope before Demolition Works _ DoA



2010 _ Southern Slope after Demolition Works _ DoA



2010 _ Preserved Archeological and Heritage Elements _ DoA

- **Jabal Al Qal'a Municipal Park**

This section presents a rapid overview of the timeline of Jabal Al Qal'a Municipal Park (also known as Al Shallal Park) north to the Citadel site based on literature review, archival search, and site visit remarks.

- The Water System

In 1988, a joint expedition of the DoA and the Ecole Biblique et Archaeologique Francaise of Jerusalem conducted a survey of the water system north of the Citadel. The expedition started with the investigation and survey of the water system north of the Citadel, at the foot of the Roman City wall. These installations were first noticed a hundred years ago by Captain Conder and by H. Vincent in 1912. R. Domemann, during his work at the Citadel in 1969, reexamined the whole area where he conducted excavations and published a good plan of the water reservoir and the adjacent walls. (Zayadine, Humbert, and Najjar 1988)

- Modern Buildings

During a joint site visit by the WB team, DoA, the Capital's Directorate team, and GAM to Jabal Al Qal'a Municipal Park on March 3rd, 2025, Eng. Mo'en Zureikat, the executive director of GAM's Directorate of Agriculture and Forestry, mentioned that the now Jabal Al Qal'a Municipal Park once hosted the first Municipal Building in Amman. (Zureikat 2025) Although no archival records or literature were found to confirm this, archival images show buildings at the site of the current park. Furthermore, an article mentions that during the time of R. Domenann's works, in 1969, the water installations were not completely accessible because of accumulated debris and modern houses. (Zayadine, Humbert, and Najjar 1988)

- Jabal Al Qal'a Municipal Park

Since 1985, the area has been converted by GAM into a public garden, a pioneer project that necessitated the purchase and demolition of previous modern constructions. (Zayadine, Humbert, and Najjar 1988) The municipal park's name, *Jabal Al Qal'a*, refers to the waterfall that once operated within the park.



1970s _ Buildings at the current site of Jabal Al Qal'a Park before Demolition _ Antonio Almagro, Emilio Olavarri



1975 _ Buildings at the current site of Jabal Al Qal'a Park before Demolition _ ACOR



1980s _ Jabal Al Qal'a Park with an Operating Waterfall _ Ir Jaraida



2005 _ Jabal Al Qal'a Park with an Operating Waterfall _ ACOR

3.2. Introduction to the Citadel's Urban Context



2021 _ Aerial view of Amman Citadel's Southern Slope and the Roman theater _ ACOR/USAID SCHEP - ChickMania Entertainment

- **Jabal Al Qal'a Neighborhood**

Jabal Al Qal'a neighborhood is located to the north of the Roman Theater in downtown Amman. It has been given that name because the Citadel archeological site is located at the summit of the hill. The total area of *Jabal Al Qal'a* is approximately 461,238.7 m². The Citadel archeological site occupies almost one-third of the total area. Dr. Mohammad Najjar suspects that the archeological site encompasses the entire built-up area of *Jabal Al Qal'a*.

Jabal Al Qal'a has a unique urban fabric that consists of *Salama Bin al-Akwa's* main street, which runs as a loop in the neighborhood. In addition, there is another important street, which is the museum street, that connects the neighborhood north to *Jabal Al Hussein*, passing by the entrance of the Citadel site. As for pedestrian walkways, JICA funded the construction of two sets of steps and an observatory deck to the south of the neighborhood. One set of steps leads to the area across from the Roman Theater, while the other leads to *Raghadan* Complex. (CSBE 2007)



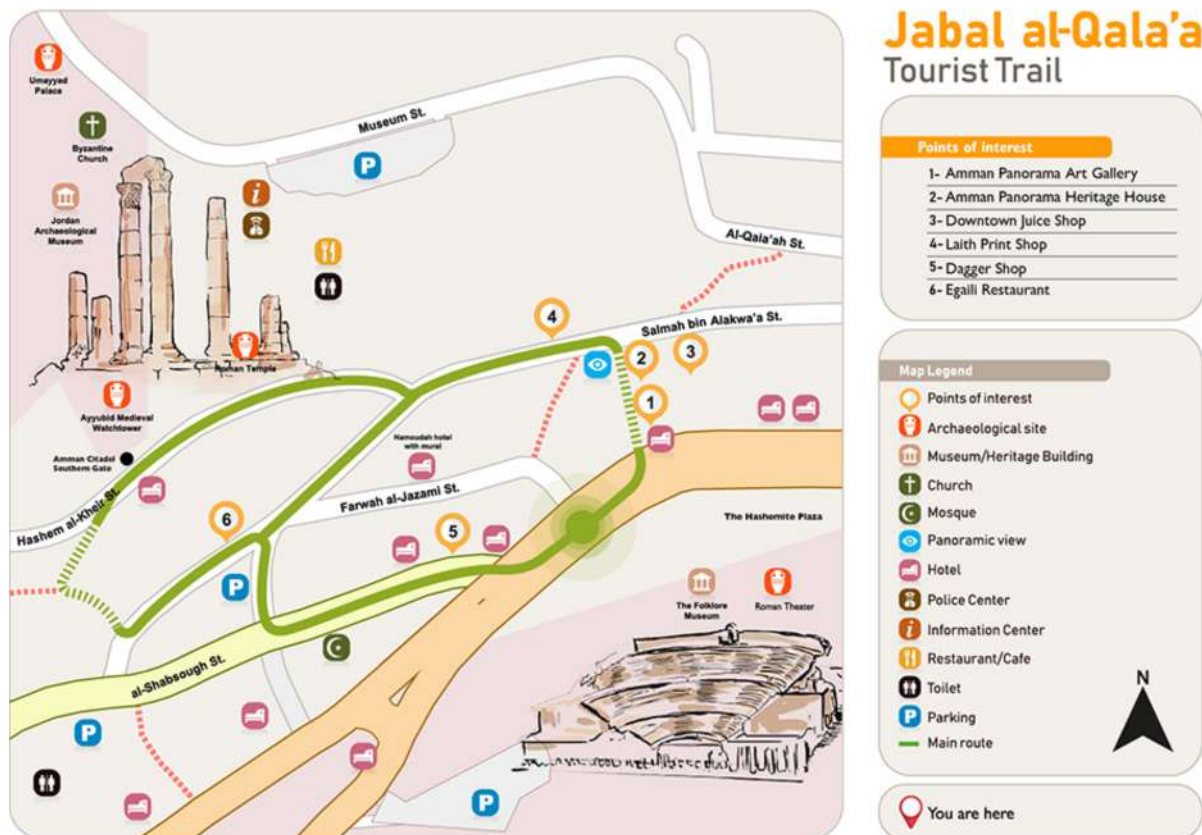
2025 _ Jabal Al Qal'a Neighborhood's Surroundings and Urban Links _ GJU SABE Students



April 27th, 2025 - Site Visit: JICA

- Amman Citadel Tourism Trail and the Local Community

Often, the community around a historic site does not directly benefit from tourism due to financial or skill constraints. The Amman Citadel Tourist Trail project has sought to change this circumstance by providing opportunities for community members to participate in the tourism sector by marketing local products and services to visitors to the Amman Citadel and Downtown Amphitheater, adhering to the DoA's vision and mission to connect the two. Financed by USAID, initiated by SCHEP, and implemented by ACOR, the project provided training, mentorship, and business incubation, and it also provided equipment and supplies to local individuals who applied their ideas to deliver a product or service to visitors and residents alike. When purchasing a product or service that has the logo shown below, it means that it is directly supporting local individuals and businesses alike. The project highlights the cooperative nature between individuals and established businesses in a historic neighborhood. (ACOR 2024)



Amman Citadel Trail Project _ USAID - SCHEP - ACOR

- **The Social Fabric of *Jabal Al Qal'a* Neighborhood**

Despite the institutional initiatives that aim to benefit the local community, whether that is in providing job opportunities or supporting local businesses, inclusion in leisure, events, activities, uses, and site amenities is often overlooked, as those usually arise with a focus on tourists and visitors.

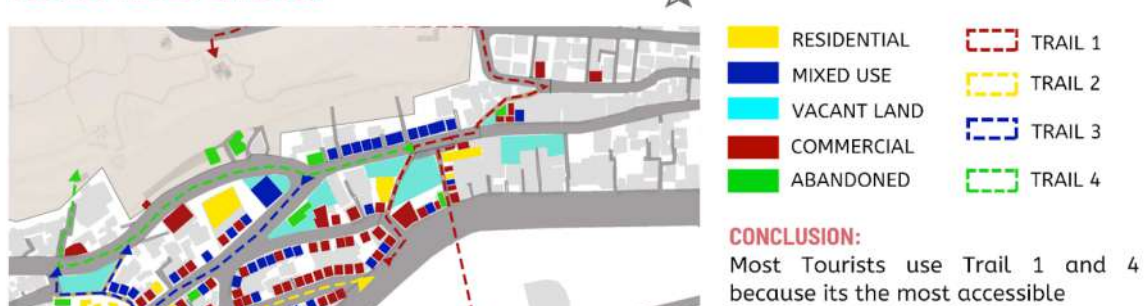
A group of GJU SABE students, under the Urban Design course taught by Ind. Prof. Arch. Leen Fakhoury, examined the urban context of *Jabal Al Qal'a* Neighborhood during the year of 2024-2025, parallel to the preparation of this Plan. The group focused on understanding the socio-economic and environmental profile of the neighborhood through literature review, site observations, surveys, and interviews with various stakeholders, including DoA, GAM, CSBE, and community members. Based on said methods that included 150 on-site interviews, the students highlighted several issues expressed by the local community, including the following:

- Women in the neighborhood generally work from home by providing and selling handmade products, such as crafts and jarred foods, through online pages. Furthermore, one of the only public social gathering points for women in the neighborhood is the Quran Center.
- Most elderly men of the neighborhood have long been working in local shops, such as printer shops, barber shops, and supermarkets, many of which have been open for years. As for social gatherings, they usually meet at the viewpoint facing the Citadel, which they rarely visit.
- Youth of the neighborhood struggle to find local job opportunities; thus, they often seek work elsewhere. Therefore, many prefer to move out of the neighborhood in search of better futures. As for their social gatherings, they usually meet at the JICA's viewpoint.
- Children of the neighborhood typically attend school until a certain grade, after which they transfer to schools outside the neighborhood. They spend much of their free time playing football, and due to the lack of an adequate designated space, they utilize the streets. (GJU SABE Students Group 1 and Fakhoury 2025)

- **Urban Art and Creative Initiatives**

Another group of GJU SABE students examined the urban context of the neighborhood with a focus on urban art and creative initiatives. To introduce the urban art layer into the trails, they examined the interactions and relationships between the local community and tourists at the intersections of tourist trails and regular pedestrian routes used by the local community.

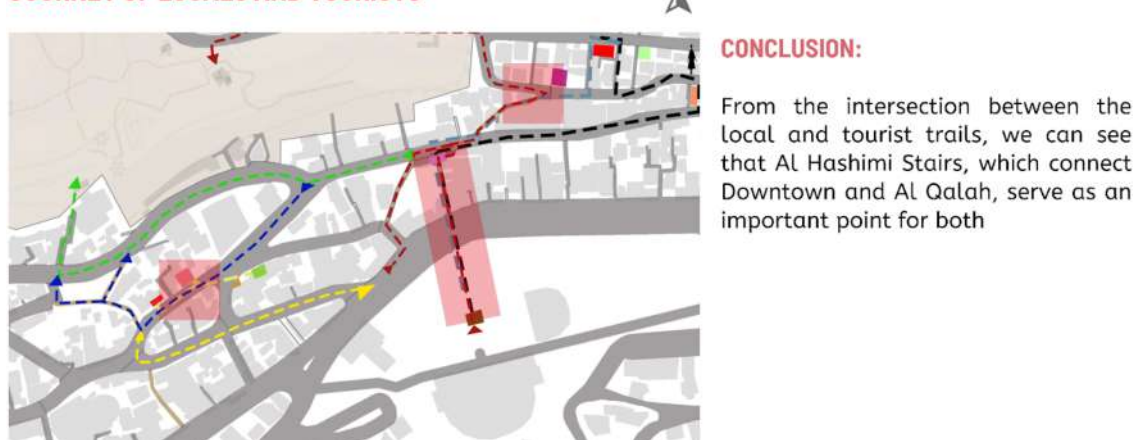
TOURIST TRAILS+LAND USE



JOURNEY OF LOCALS



JOURNEY OF LOCALS AND TOURISTS



Within the trails passing through *Jabal Al Qal'a* Neighborhood, urban art is an integral part of the experience. Students identified and mapped urban art witnessed through:

- Murals and graffiti seen on buildings, warehouse doors, electric boxes, etc.
- Art galleries such as Amman Panorama Art Gallery.
- Local youth-led initiatives such as Under Ground Amman, which offers tours that explore some of Amman's oldest neighborhoods and their relationship with street art and graffiti.

That is to shed light on the opportunity for an activated network between the Roman theater and the Citadel, offering artistic and educational experiences that engage both locals and tourists. Using an interactive trail that provides fun learning opportunities for children and locals, while inviting tourists to explore and engage themselves in an immersive experience. (GJU SABE Students Group 2 and Fakhoury 2025)



December 17th, 2024 - Site Visit:: Graffiti south to the Citadel

April 27th, 2025 - Site Visit:: Mural viewed from JICA



4. Review of the 2008 Citadel Site Conservation and Management Plan

4.1. Rapid Overview of the 2008 Plan



USAID | JORDAN
FROM THE AMERICAN PEOPLE

JORDAN TOURISM DEVELOPMENT PROJECT (SIYAHA)

THE CITADEL SITE CONSERVATION AND MANAGEMENT PLAN
SEPTEMBER 2008
FINAL

September 2008

This publication was produced for review by the United States Agency for International Development. It was prepared by Chemonics International Inc.

The Citadel Site Conservation and Management Plan was commissioned by the USAID Jordan Tourism Development Project Siyaha. The 2008 Plan was conducted in two phases: the Site Management Plan for the Citadel report, Phase 1, submitted by Lori Anglin, Chemonics International, Inc., in October 2007 (USAID Jordan, Chemonics International Inc. 2007), and the Citadel Site Conservation and Management Plan final report submitted in September 2008 (USAID Jordan, Chemonics International Inc. 2008).

A participatory approach that included a Values Assessment Panel resulted in the establishment of the site's significance (refer to 4.2). Consequently, the 2008 Plan mapped spatial management zones where significance is a primary anchor. The proposed zoning plan was set based on:

- The cultural significance of the resource;
- The physical condition, integrity and context;
- The importance of phases of development;
- And in consideration of context, the known demands or functions for the site, and its uses and presentation.

Seven zones were identified as follows:

Zone 1: Compatible Uses (Lower Terrace) | Zone 2: Umayyad Precinct |
Zone 3: Museum Precinct | Zone 4: Buffer Zone | Zone 5: Visitor Gateway |
Zone 6: Roman Precinct | Zone 7: Municipal Park (GAM)



2008 _ The Citadel Site Conservation and Management Plan - Management Zoning _ USAID Jordan, Chemonics International Inc.

This provided a spatial framework to determine appropriate future care of the historic resources of a zone, for example:

| Zone 2: Umayyad Precinct | |
|---------------------------------|--|
| Character: | The upper part of the site's hilltop location is rich in exposed archaeological resources and void of most surface vegetation. With the Roman Precinct, it forms a heart of the archaeological site. The zone is of high cultural significance in several value categories. |
| Uses: | Archaeological park with development of visitor presentation and interpretation of exposed archaeological relics and reconstructed features |
| Conservation Priorities: | <p>Preservation and conservation, involving the least possible physical intervention, of extant historic building fabric.</p> <p>Preventive conservation of resources to maintain historic form, materials, and integrity.</p> <p>Urgent assessment of extensive deterioration on the decorative interior stonewalls of the Umayyad Palace.</p> <p>Reburial of open excavations the source of erosion, vegetation and drainage problems and posing a risk to visitors.</p> |
| Other Issues: | <p>Minimal intervention, zone exposed to considerable excavation and witness areas should remain undisturbed.</p> <p>Conjectural and unsuitable material reconstruction of 'baths' area should be considered for dismantling, with an intention of providing better understanding and improved interpretation.</p> <p>Unsafe areas and hazards should be barricaded for visitor security.</p> |

2008 _ The Citadel Site Conservation and Management Plan - Management Zone 2: Umayyad Precinct _ USAID Jordan, Chemonics International Inc.

The Management Zoning Plan therefore affects maintenance and conservation, as well as the presentation and development potential of the site. Also, for that purpose, an MoU was signed between the DoA, MoTA, and GAM.

The contents of the comprehensive 2008 Plan detailed fourteen key objectives with corresponding strategies and matching short-, medium-, and long-term actions. The 2008 Plan's objectives and strategies were expected to retain their relevance for at least ten years, with revisions every two years. (USAID Jordan, Chemonics International Inc. 2008)

4.2. Summary Statement of Cultural Significance

In summary, the Citadel cultural heritage site is significant:

- for its longtime association with the names 'the Citadel' and 'Jabal Al Qal'a';
- for its **historical value** as a **compact nucleus of preserved and coexisting monumental religious and residential buildings belonging to ancient and historical periods**, at times indicative of religious tolerance and/or demonstrating resourceful reuse of earlier structures;
- as a **rare and unique example of an Umayyad provincial capital** with in situ remains and a clear physical urban structure, demonstrating its magnitude and comprehensive formal urban ensemble: including the mosque, souk, monumental vestibule, bath complex (including hypocaustum and furnace), colonnaded street, residential and administrative quarters and an official ensemble (Qasr);
- for the historical, **formal and environmental values of the fortification walls and varying system of gates**, adapted over centuries of occupancy and established in the earliest periods of the Bronze Age and functional as a regional defense system until the Ayyubid-Mamluk period;
- for its **extensive inventory of excavated movable objects or artifacts** representative of each period of development, and remaining on-site;
- for its scientific value in its potential to continue **to inform modern societies of past customs and practices** through the archaeological resources;
- for the environmental value of **its prominent hilltop location with fortification walls and monuments** that form a part of the central **Amman cityscape**;
- for its **economic value** as a leading tourist attraction in the city of Amman and in the country of Jordan, for which revenue is generated from foreign visitors (currently enhanced by the existing museum collection of extraordinary artifacts).

4.3. The Preparatory Workshop on the 2008 Citadel Site Conservation and Management Plan

On February 9th, 2025, a workshop was held at the DoA, aimed at discussing the 2008 Plan and consequently identifying current priorities and next steps. The workshop was attended by:

- DoA's Technical Team
- Capital's Directorate Team
- MoPIC
- WB Team

This workshop led to identifying the 2008 Plan's objectives that are still relevant and needed in light of current uses, activities, and events, as well as recent and ongoing projects. Consequently, on February 12th, 2025, a follow-up meeting at DoA established a consensus on the priorities and focus streams of this Plan, which are discussed in detail in the subsequent chapters.

For more details on the workshop, refer to Annex 3. Stakeholder Consultation: 3.1. Consultations & the Participatory Approach Towards the Amman Citadel Action-Oriented Site Management Plan 3.2. Stakeholder consultation material.

4.4. Notes on Current Condition Records, Conservation, and Operational Aspects.

- **The 2008 Plan and Conservation Priorities**

The 2008 Plan focused on the necessity to conduct condition assessments; it suggested maintaining a monitoring record and providing draft criteria for the condition status assessment of the Citadel. In that light, it advocated utilizing the Citadel's GIS. The 2008 Plan, as well as this Plan, recommends the activation of the digital archiving systems as a priority.

The 2008 Plan stressed establishing a sustainable practice for monitoring, maintenance, and preventive conservation. It clarified some conservation priorities, discussed roles and responsibilities, and provided a general framework for conservation and site management. This is still a priority that also stresses the need to draft operational manuals for the site.

In order to respond to these issues, it is important to understand the structure of the DoA's different directorates, the number of experts and technicians in conservation procedures, the annual budgets of the DoA, and most importantly, why the 2008 Plan recommendations for those matters could not be implemented. Hence, the short assignment of this Plan and the necessity to discuss these issues at a wider forum are outside the time frame of this report, although they are priority actions.

- **Operational Aspects**

The Amman Citadel archaeological site is supervised by Mr. Yousef Abu Ali, the Head of the Amman Citadel Division, and the Jordan Archaeological Museum is managed by the museum curator, Dr. Taher Al Gonmeen. Mr. Yousef Abu Ali provided the numbers of the on-site staff at the Amman Citadel as follows:

| The total number of the Amman Citadel on-site staff | | 16 |
|---|---------------|----------|
| Head of Amman Citadel Division: Mr. Yousef Abu Ali | | 1 |
| Technicians | Mosaic | 1 |
| | Electrical | 1 |
| | Restoration | 2 |
| Guard | | 1 |
| Ticketing | Morning shift | 2 |
| | Evening shift | 2 |
| Accountant | | 1 |
| Cleaning | | 5 |
| + Not included within the 16 official staff | | 6 |
| Inspectors | Morning shift | 1 |
| | Evening shift | 1 |
| Project-based guards | Morning shift | 2 |
| | Evening shift | 2 |

2025 _ Yousef Abu Ali - Capital's Directorate

Mr. Yousef also noted that every year, 30 persons are employed per project for weed removal. This is between April or May and December, with a salary of 250 JOD. This sums up to around 60000 JOD spent yearly. Additionally, Civil Defense is frequently contacted during the summer to fight fires. As for the Tourism Police, the aim is to protect the visitors, then the site. This includes an intelligence officer. (Yousef Abu Ali - Capital's Directorate)

Dr. Taher stated that the Museum requires 10 staff members; however, the current number of staff is as follows:

| The total number of the Jordan Archaeological Museum staff | | 5 |
|--|---------------|---|
| Museum Curator: Dr. Taher Al Gonmeen | | 1 |
| Archeologists | | 2 |
| Inspectors | Morning shift | 1 |
| | Evening shift | 1 |
| Cleaning | | 1 |

2025 _ Dr. Taher Al Gonmeen - Capital's Directorate

- **Capital's Directorate and the Implementation of Projects for Maintenance, Preventive Conservation or Remedial measures at the Citadel**

A project report and a budget are usually submitted to the Manager of the Capital's Directorate of Antiquities to request the budget and detail the actions, such as in the 2024 report submitted by the Head of the Amman Citadel Division (Abu Ali 2024), where it requests:

- Restoration of the wall above the Byzantine house: complete the construction of a wall (action started in 2022) to protect the tourist path above the wall and stop the collapse of the soil, a great danger to the path with every rainy season.
- Restoration of the mosaic floor in the Byzantine region: wooden platforms for mosaic floors in the Byzantine house to protect from visitors.

The review of the 2008 Plan, the Project for the Rehabilitation of the Citadel Site (Abu Ali 2024), several site visits, and meetings with Mr. Yousef Abu Ali revealed several issues:

- The Head of the Amman Citadel Division needs to submit a plan and budget for the site every year, but this does not necessitate its full implementation, as is clear from the above.
- Other maintenance or preventive measures, such as the de-weeding the site, are carried out by temporary staff assigned from the local community, under the supervision of the Head of

the Amman Citadel Division. The documentation of actions is submitted later in a report with only photographs.

- No operational plan or related document has been prepared for the site.
- No forms for condition assessment or baseline documentation or reporting have been developed for the site, although the 2008 Plan proposed a condition criteria form and discussed using a GIS and compiling base data.

5. Uses, Activities, and Events

5.1. Tourism and Visitor Numbers

The number of visitors to the Citadel archaeological site during the last ten years witnessed several fluctuations, especially during the Corona pandemic. The numbers show a 20% increase in 2022 compared to the 2008 Plan's target of 250,000 visitors. The number of visitors in 2023 increased again, by 50% of the target number set in 2008.

| Year | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|------|---------|---------|---------|---------|---------|---------|--------|---------|---------|---------|---------|
| Num. | 190,800 | 144,679 | 145,926 | 202,000 | 265,455 | 339,050 | 79,750 | 124,050 | 296,600 | 386,823 | 206,348 |

2014-2024 _ Visitors' Numbers Statistics _ MoTA

Although the Citadel site is large, some monuments may limit the flow of visitors due to their restricted capacity, as indicated by the following numbers:

- 170 visitors per hour entered the museum/site in May 2023 and around 1500 visitors per day, and 46,000 visitors per month.
- Acknowledging that the Umayyad Hall and museum have limited capacity, as is the case of the new visitor center, which can host approximately 800 users per day if well managed. This reinforces that the site needs to be managed on peak days and hours differently, with alternative routes or entry points.
- Attracting different users, enhancing opening hours, and hosting different events is a possibility, especially with the opportunity presented at the Southern slope gateway and related event spaces.

A question needs to be raised in light of no conducted carrying capacity:

What is a reasonable projection of the suitable numbers that can be accommodated on the Citadel without conducting a carrying capacity for the site?

5.2. Uses, Activities, and Events Overview

- **Site Uses and the Local Community**

The Citadel is an archeological park that, for the neighborhood of *Jabal Al Qal'a*, represents a recreational open space for leisure, in addition to the site being a cultural asset. The site is associated with many uses for the community, from sitting and spending time with friends and family to flying kites; the Citadel has had a rich recent and living history treasured through the place experience and its collective memory. Children from *Al Qaisi* family, residing in the neighborhood of *Jabal Al Qal'a*, shared with GJU SABE students that they visit the Citadel with their family every Friday. (GJU SABE Students Group 1 and Fakhoury 2025) The sense of autonomy and place attachment is evident among the community of *Jabal Al Qal'a*; for instance, they contribute to the site's security by notifying Mr. Yousef Abu Ali when they witness violations, such as visitor intrusions after the site's operating hours. (Hussein Saleh - DoA 2025)

For the Southern Slope houses, some could only enter their premises through the site. After the appropriation of several deserted plots and the demolition of several old houses, a recent fence was introduced between *Al Qaissieh* neighborhood and the Citadel archeological site, settling the issue of accessibility to the residential plots of *Al Qaissieh* neighborhood surrounding the southern boundaries. The DoA and the Capital's Directorate stated that the fence was necessary to monitor site access by both tourists and the local community. (Yousef Abu Ali - Capital's Directorate 2025)

After installing the surrounding white metal fence, which restricted the access to the site, the adjacent remaining neighbors of the Southern Slope still requested a door to be opened in the fence for their use during the day. Hence, access of the surrounding community to the site has been traditionally welcomed and encouraged with no payment and continues up until the present time. On the other hand, with time, several other restrictions on uses prohibited playing football or bringing food for a picnic at the site.

- The Amman Citadel Tourism Association

Amman Citadel Tourism Association was established in 2010; Mr. Talal Al Hattab is the president, and Mr. Abood Al Amayreh is the vice president. The association is registered at the MoSD and affiliated with MoTA. Members are around 200 people from within the local community, of whom around 30–40 are active. Membership is inclusive of women, the elderly, and youth. The membership fee is 1 JOD monthly. (The Amman Citadel Tourism Association 2025)

- *Dar Ne'meh*

Although food and beverages are prohibited within the archeological site, the Citadel houses a cafe in addition to *Dar Ne'meh*. *Dar Ne'meh* is a project by the Princess Taghrid Institute for Development and Training, a hub for supporting local Jordanian home-based businesses and entrepreneurial projects. (Dar Ne'meh 2020)

Dar Ne'meh, which means 'The House of Bliss,' offers a restaurant and craft outlet at the Citadel. That is, by celebrating living heritage and local traditions and employing talents from the local community.



December 17th, 2024 - Site Visit:: Dar Ne'meh

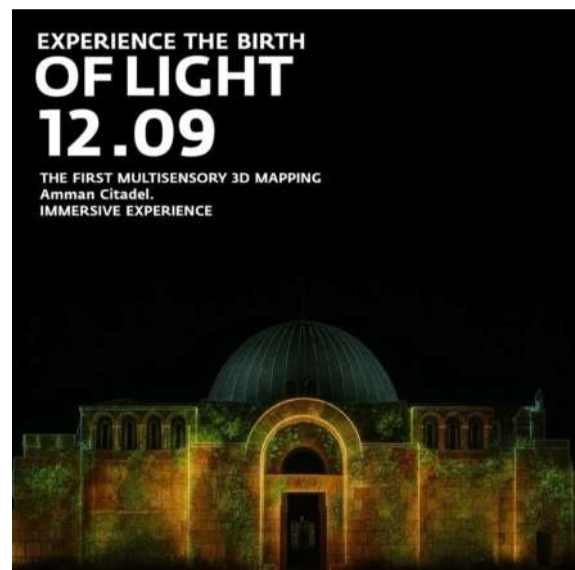
- **Events**

Activities have taken place at the Citadel, likely around the time of the Emirate's establishment and Amman's designation as its capital. While these activities may not have been documented, it is evident that both formal and informal events occurred at the site.

Several events took place at the Amman Citadel during its recent history, such as the Ramadan Citadel nights, concerts, and festivals. That is through the collaboration of various stakeholders, including but not limited to MoTA, GAM, *Dar Ne'meh*, and the Amman Citadel Tourism Association.

According to the Amman Citadel Tourism Association, festivals started taking place within the Citadel around 2013. The association was part of several events and activities, such as cleaning and painting the sidewalks, the free wrestling event, and the Citadel Nights during the whole month of Ramadan 2023 in collaboration with *Dar Ne'meh*. (The Amman Citadel Tourism Association 2025)

During 2024, the following events took place at the Citadel: a kites' exhibition, a wedding, three dinners, an opening ceremony, a national celebration for Australia, an event promoting traditional foods, a prayer for Nigerian pilgrims, a concert, and fireworks celebrating the Silver Jubilee. (Hussein Saleh - DoA 2025) Events are ongoing at the Citadel, with two events planned for September 2025, during the finalization of this Plan.



2025 _ Current Events at the Amman Citadel

ليالي القلعة (رمضانيات)
سوق نعمة
14 نيسان 2022 - 9 أيار 2022

وزارة السياحة وأمانة عمان الكبرى
بالتعاون والتنظيم مع مؤسسة الأميرة
تهريب للتنمية والتدريب
ينظمون

سوق القلعة ونعمة الرمضاني

وذلك ابتداء من 14 نيسان 2022 وحتى ما بعد عيد
القطر الصغير 9 أيار 2022

حيث سيختلج السوق الأجواء الرمضانية الجميلة
والمصنوعات اليدوية من صنع سيدات المجتمع
المحلي وخارجية معارضات المسكينة بالاعانة إلى
الحرف اليدوية القديمة من قاعات لشمس الأردن
كما سيستخدم وزارة السياحة برنامج رمضاني
ثقافي جميل سيضم الحكواتي والمصنوعات
الثقافية التراثية والتي سيتم ادعائها
قريباً من خلال صفحات التواصل الاجتماعي
للوزارة والمؤسسة

يحيى من الساعة 8 مساءً وانتهاءً فجراً في جبل
القلعة

وودعكم سيديناهم في حرم سيجلتنا بالبنانا
لنحدي الأضواء التي مزنا بها وسيرت السعادة
والجمال في نفوسكم

نظم الفنون 3 بنابر لمن هم فوق سن قلعة عفره
أفلا وسيفلا رمضان كريم

المنظمون

أمسية موسيقى كلاسيكية
مهرجان عيد الأضحى المبارك

أول أيام العيد - 10 مساءً
جبل القلعة

أردننا جنة... أردننا بخير

Citadel Nights
An Enchanting Story

ليالي القلعة
ليلة وحكاية

أمانة عمان الكبرى
وزارة السياحة والآثار

ورجعت أيام رمان بأجمل طلة من قلعة عمان
بليالي الصيف ورمضان
ليالي القلعة - أجمل طلة وأحلى حكاية
بروحاً من بعد الشكر وحلى السحور ابتداء من ثالث
أيام شهر رمضان المبارك

This Ramadan The Citadel Nights return
With Arabian sounds and souks and sights
Traditional tastes and city lights
Citadel Nights - Ajmal Talleh - Ayjah Ykayeh
Open daily from 9:00 pm to 2:00 am, starting
on the third day of Ramadan

مقدم من:
الأمانة
وزارة السياحة والآثار

5 JDs Entry Ticket, Includes:
1. A Rich Daily Program of Live Music
and Entertaining Shows
2. Ramadan Drink and Snack
3. Kids Entertainment Area
4. Guided Night Visit to The Citadel Archeological Site
5. Daily Prizes
Free Entry for Children Under 12
Shuttle Buses are Available at:
Abdoun Mall Parking, Baghdad Tourist Terminal
Al-Musann Youth City Gate &
First Shuttle Bus to Citadel Leaves at 8:45 pm.
www.amman.jo/citadelnights
Twitter: @citadelnights
Facebook.com/citadel.nights

سعر تذكرة الدخول (5 JD) تشمل:
1. برنامج متنوع يتضمن فعاليات موسيقية وعشرات عروضها
2. مشروب ورمضاني وتساوي رمضانية
3. منطقة خاصة للأطفال
4. زيارة ليلية للقلعة مع مرافق
5. العديد من الجوائز
الاحتفال يومين 12 ساعة مجاناً
توفر حافلات لنقل الزوار إلى موقع القلعة من المواقع التالية:
موقف كمون مول، موقف كركان السياحي، حديقة الحسين
الحديقة العامة القريبة
موقع انطلاق أول حافلة إلى جبل القلعة الساعة 8:45 مساءً
لمزيد من المعلومات الاتصال على هاتف رقم: ٠٦-٤٦٦٤٦٦٠
For more information please call 06-4664660

ليالي القلعة
CITADEL NIGHTS 2017
جمعية جبل القلعة السياحية

“العيد بعمان أحلى”
26 - 30 /6/2017

برعاية:

أمانة عمان الكبرى
وزارة السياحة والآثار
Ministry of Tourism & Antiquities

الرعاية:

Abu Shakra
طونجي
الصناعات للأقمشة
Ameece
تمويلكم
Tamweel.com
Seven Gates
Abu Shakra
Ameece
Harir
Ameece
Ameece
Ameece

- Lessons Learnt

There are several issues noted from past events realized through consultations with DoA, the Head of the Amman Citadel Division, and the association. These issues shall be considered in the planning of future events and activities.

For instance, the Ramadan Citadel Nights event was successful; however, it was discontinued. This was due to administrative issues and objections from the local community, primarily concerning the overlap of music with *Taraweeh* prayers. (Hussein Saleh - DoA 2025)

This is in addition to the poor parking infrastructure that does not accommodate the Citadel events' large number of attendees. Citadel Nights, for example, hosted around 3000 people. The main parking area was extended to include parking at the Events Plaza and near the retaining wall. (The Amman Citadel Tourism Association 2025)

Furthermore, there have been conflicts between Dar Ne'meh and event owners due to its location overlooking the Events Plaza. The proposed solutions were to either designate the roof of *Dar Ne'meh* as a VIP area and incorporate it into the event or to establish a barrier between *Dar Ne'meh* and the Plaza, thereby separating its visitors, who do not pay for the event, as an audience. (Hussein Saleh - DoA 2025)

- **Income Generation and Tourism Numbers**

It is clear that the number of visitors to the events is not included in the total count of registered visitors to the archaeological site in MoTA's statistics. As for the current income from events, the special use of the site goes directly to the treasury after deducting the DoA delegate fees or electricity meter usage.

Dar Ne'meh's presence within the site is based upon an agreement between MoTA and Princess Taghrid Institute for Development and Training. This agreement entails renting the space of 140 m² to Dar Ne'meh for a duration of 10 years starting from June 1st, 2021. The rental costs escalate each year, starting with 3000 JODs in the first year, up to 16,000 JODs by the tenth year. (Hussein Saleh - DoA 2025)

In 2024, income from event reservation fees did not exceed 10,000 JOD, in addition to the rent from *Dar Nemeh* of JOD 5240, which went directly to the Treasury.

| | | | |
|-----------------------------|--------------------------------------|-------------------------------|--------------------------|
| Income during the year 2024 | Events | Reservation fees | 10,000 JOD (to treasury) |
| | | DoA delegate fees | 2625 JOD |
| | | Electricity meter usage | 500 JOD |
| | Rent from <i>Dar Nem'eh</i> - (MoTA) | Around 5240 JOD (to treasury) | |

2025 _ Hussein Saleh - DoA

5.3. Areas Proposed for Events

The 2008 Plan attempted to define areas for events, especially at the eastern section of the Citadel. Currently, the Events Plaza exists east of *Dar Ne'meh*, within the eastern area of the site.



2008 _ The Citadel Site Conservation and Management Plan - Special Events Zoning _ USAID Jordan, Chemonics International Inc.

The DoA is creating a more detailed proposal that aligns with the Principles for Granting Permits to Hold Events, Activities, and Filming in Archaeological Sites, as outlined in the Antiquities Law No. 21 of 1988 and its Amendments (DoA 1988), concerning the use of various proposed areas for events and their associated leasing amounts. It is crucial that capacities, locations, and proposed activities are assessed closely.

According to Mr. Hussein Saleh, current events and activities at the Citadel site are classified into two types:

- Special Uses and Events: only permitted in the Events Plaza.
- Filming (commercials, series, films, etc.): Allowed at the entire site.

Although special uses and events are only permitted within the Events Plaza, that is not the case, as several events take place within the archeological site. (Hussein Saleh - DoA 2025) Given that context, and in light of the Ammonite excavations that might extend in the future to the Events Plaza, the need to propose alternative areas for events has arisen.

Mr. Hussein Saleh shared a map that zones initial locations that have already hosted events and have the potential to accommodate future events, with each zone designed for a specific type of event. The proposed locations were internal and yet to be approved. Mr. Saleh clarified that the principles need to be updated to cope with the demand for events on the Citadel.

It is to be noted that the lease agreements need to be coupled with the carrying capacities of the different areas. Even the number of concurrent events needs to be fixed. The appropriate use of the proposed guidelines or practices for events also needs to reflect accessibility to the service road.



موقع جبل القلعة

Areas:

- 1: 489 m²
- 2: 1.348 m²
- 3: 2.174 m²
- 4: 2.385 m²
- 5: 146 m²
- 6: 2.243 m²

المواقع المقترحة
لاقامة الفعاليات
والانشطه

2025 _ Areas Proposed for Events _ Hussein Saleh - DoA

Following several discussions with the DoA's technical team and in light of new projects:

- The Southern Slope Project: providing a space of high potential outside the archeological site boundaries;
- The Design of Plazas, Viewpoints, and Pathways, and the Construction of Facilities at the Amman Citadel Archaeological Site: introducing the arrival and assembly area

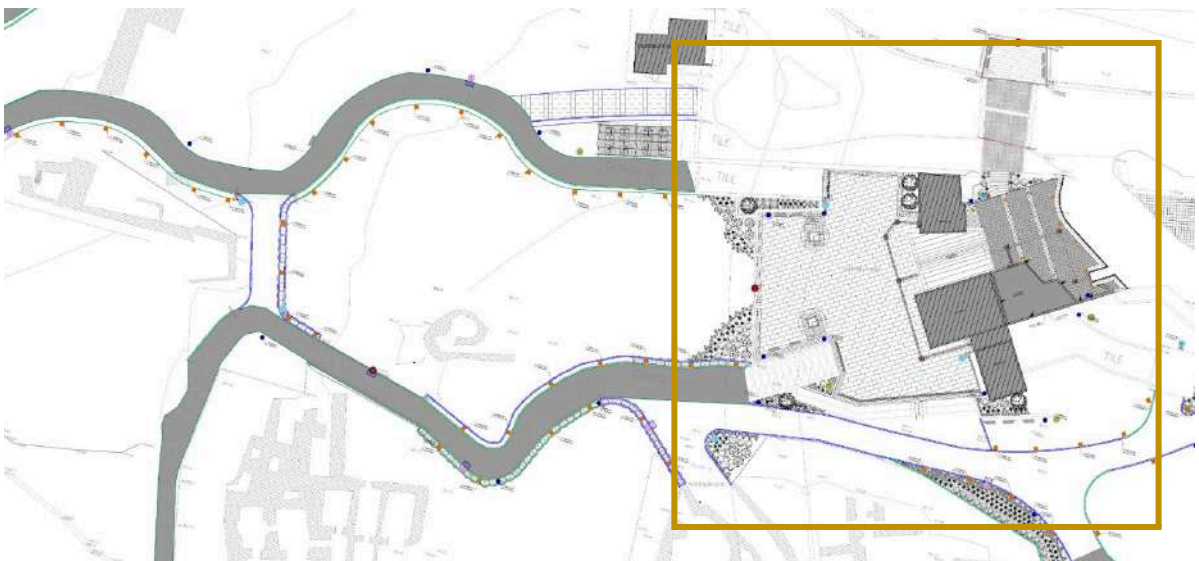
The team agreed to focus on utilizing the newly introduced spaces suitable for accommodating events, rather than hosting most events on the archaeological site.

The new Southern terraces and area 6 are accessible and near the gates. On the other hand, area number 1, for instance, is further behind the Umayyad Hall, which can restrict certain types of activities.



2025 _ Area of the Southern Slope that could accommodate future events

The assembly, shown below in gray, is suitable for activities and is well serviced by the surrounding facilities of the arrival area and the cafe, as well as its location near the gate and parking.



2023 _ Arrival and Assembly Area that could Accommodate Future Activities _ engicon

This project aimed to enhance the Amman Citadel Archeological site through the design and implementation of several components. The scope of this project included architectural, structural, electrical, and mechanical works. The project introduced new trails to the site, along with signage, lighting, planting, boundary fencing, seating zones, viewpoints referred to as panoramas, a redesign of the arrival and assembly area, including demolition works, and the addition of a new ticket office, a steel canopy for the entrance lobby, an interactive posters and video room, and a tourism guide room. (DoA - MoTA 2023)

6.1.2. Main Project Components, Observations, and Recommendations

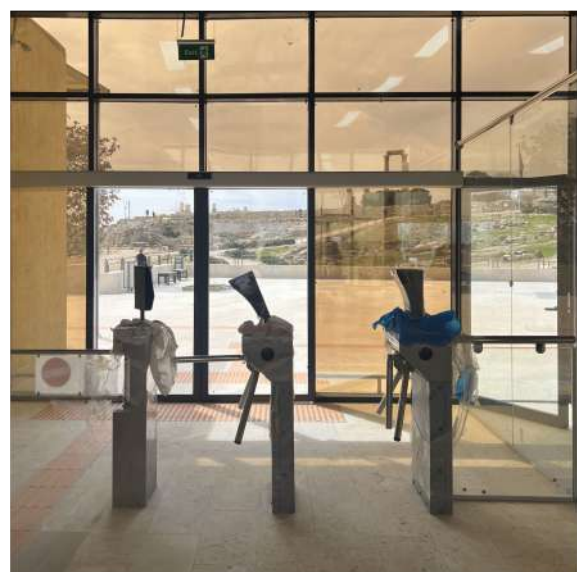
- **Arrival and Assembly Area**

- Arrival Area: Entrance lobby, tickets, tourism guide room, and video room.

The entrance lobby, ticket office, and tourism guide room are not yet operating. However, it is anticipated that the space will be activated within the year 2025, introducing a new ticketing system that is digitized and managed by the DoA. The video room is also not yet operating; the interpretation within the room will be managed by DoA; however, the material is not yet prepared.



December 17th, 2024 - Site Visit:: The Steel Canopy for the Entrance Lobby



March 3rd, 2025 - Site Visit: Interior of the Entrance Lobby

★ Arrival Area's Observations and Recommendations

The arrival area lacks sufficient space to accommodate the tourism-designated facilities and the Citadel on-site staff offices. Hence the current caravans within the eastern area of the site remain to accommodate on-site offices. (Hussein Saleh - DoA 2025) Additionally, the cluttered appearance of the additions extends into the open space.

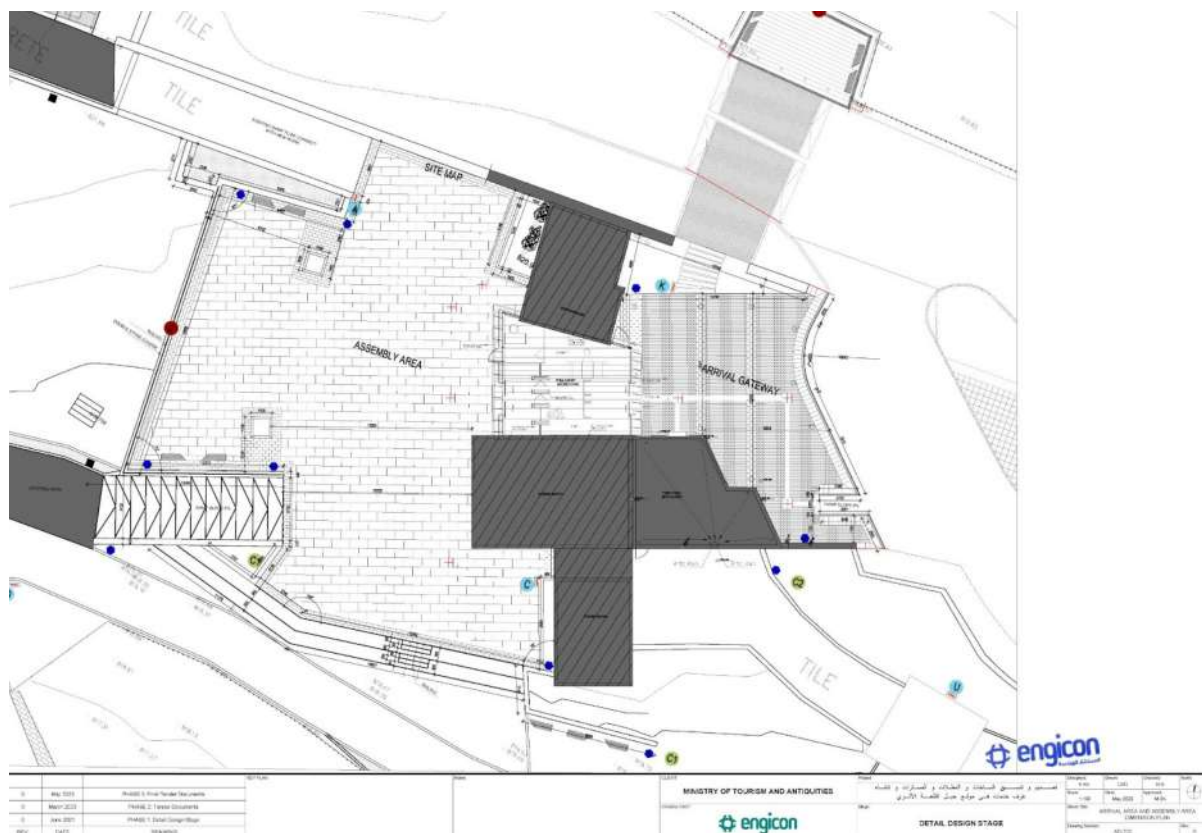


January 20th, 2025 - Site Visit:: Canvas of the Citadel Onsite Staff Offices

○ Assembly Area



January 20th, 2025 - Site Visit:: The Steel Canopy for the Entrance Lobby



2023 _ Arrival and Assembly Area _ engicon

★ Assembly Area Observations and Recommendations

The Assembly Area, mentioned earlier as one of the potential recommended event locations, provides a strategically advantageous space for hosting events. The Assembly Area's proximity to the main entrance and parking, along with the facilities within the arrival area, contribute to its strategic advantage. However, the Citadel Cafe's canopy serves as the sole shading element within this space. Therefore, in order for the space to host its proposed function as an event and introductory Assembly space, it is recommended to provide adequate shading elements.

Furthermore, the previous stone interpretation panels of the chronological names of the Citadel have been removed from the Assembly Area as part of this project. It is recommended for those stone panels to be reused or reinstalled. (Yousef Abu Ali - Capital's Directorate 2025)

- Trails

This project integrated new trails with the site's existing trails.



October 28th, 2024 - Site Visit:: Trails



2023 _ Trails _ engicon

★ Trails' Observations and Recommendations

There are several issues observed and several concerns noted with regard to the trails. The integration of new trails into the old trails is not successful and does not serve the site's itinerary. There is a connection between the start and end points of the track, causing confusion in the sequence of the trail. (Hussein Saleh - DoA 2025) In addition to remarks concerning the trails, it was mentioned that the ramp at the assembly area is steep and can be a potential hazard during winter. (Yousef Abu Ali - Capital's Directorate 2025) This concern also includes whether the trails meet the specific standards required for hosting the proposed golf carts and ensuring accessibility for individuals with special needs. (Hussein Saleh - DoA 2025) A clear trail needs to be published on the digital maps, allowing for a different entrance and exit and links with the Southern gateway.

● Seating Areas



October 28th, 2024 - Site Visit: Seating Area



January 20th, 2025 - Site Visit: Seating Area and Curbs

★ Seating Areas' Observations and Recommendations

It is observed that the seating areas introduced visually prominent structures to the site. Additionally, the presence of curbs creates an unnecessary and potentially negative separation between the seating areas and the trails in terms of accessibility. This adds to the visual cluttering on the site.

- **Planting; Native and Adaptive Plants on the Citadel**

Planting along the trails and within the archeological site is the main contribution of GAM to this project. Engicon's design submission in 2023 identified proposed plants, including Jacaranda, Lantana Camara, Atriplex Halimus, Pennisetum Setaceum, Carpobrotus Edulis, and Salvia Rosmarinus, prior to the project's implementation. (DoA - MoTA 2023)

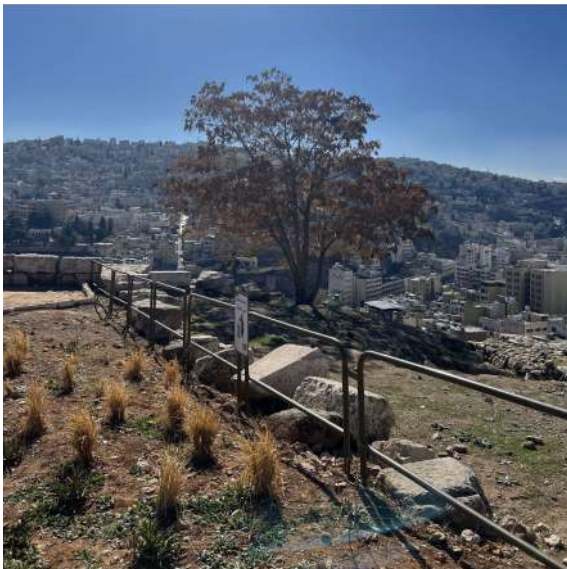
- ★ **Plants' Observations and Recommendations**

Planting shrubs is encouraged by the DoA rather than planting trees. However, the lack of an irrigation drip system at the site was likely to cause the shrubs to wither away. In 2022, the DoA identified rosmarinus officinalis, adaptive shrubs, and other shrubs as recommended for use along the paths of the archeological site. (Yousef Abu Ali - Capital's Directorate 2025)

Several plants had been observed during the site visit on January 20th, 2025, at different locations, including the museum garden. Among them were Washingtonia Filifera, Al Marwaha (adaptive tree), Pinus penea (adaptive tree), Pinus halapensis (native tree), Eucalyptus Camaldulensis (adaptive tree), cupressus sympervirens (native tree), as well as some invasive trees. Invasive species, such as the Ailanthus Altissima, Tree of Heaven at the Amman Citadel, have been identified since and within the 2008 Plan. (USAID Jordan, Chemonics International Inc. 2008)

The DoA prohibits the use of herbicides, despite the plants that are intrusive to the archeological elements, such as in the Byzantine area in the eastern part of the Citadel.

A recommendation for immediate implementation focused on fighting invasive species, especially the Tree of Heaven and its slow and constant spread at the Citadel. This concern has been communicated to both DoA and GAM. A consensus on that was reinforced during a planned site visit to the Citadel on March 3rd, 2025, including the WB consultants, DoA's technical team, and representatives from GAM including Eng. Mo'en Zureikat, the Executive Manager of the Directorate of Agriculture and Forestry. The DoA has incorporated this action within a formal letter that has been sent to GAM on June 1st, 2025, to be implemented in collaboration with the Directorate of Agriculture and Forestry.



January 20th, 2025 - Site Visit:: Observed Plants at the Amman Citadel

- **Signage**

The signage introduced to the site includes interpretation panels, viewpoints' interpretation panels, guidance panels, and warning panels. (Eng. Mervat Adnan - DoA 2024)

- Interpretation Panels



January 20th, 2025 - Site Visit: Interpretation Panel Showing QR Code Removed



October 28th, 2024 - Site Visit: Viewpoint Interpretation Panel Showing QR Code

The primary contribution of DoA within the scope of this project is the interpretation panels. These panels are a result of the collaborative efforts between the DoA's Directorate of Site Management, Directorate of Studies and Publishing, and Directorate of Engineering and Conservation of Antiquities. (Hussein Saleh - DoA 2025)

★ Interpretation Panels' Observations and Recommendations

The interpretation panels are bilingual. A site visit on October 28th, 2024, revealed the incorporation of QR codes within the interpretation panels. The QR codes were not activated, and they did not lead to an informative link. However, on January 10th, 2025, another site visit took place, and it was noted that the QR codes had been removed. It is recommended to reincorporate QR codes within the interpretation panels, leading to a bilingual digitized form of interpretation that complements and enhances the interpretation experience.

- Guidance Panels



January 20th, 2025 - Site Visit : Map Signage and Guidance Panel

★ Guidance Panels' Observations and Recommendations

There are several issues noted within the main map signage and guidance panels. The main map signage panel that is exhibited in the arrival and assembly area is not bilingual; it is in English with no Arabic interpretation. This main map is also incorporated within the guidance panels; the guidance panels are bilingual, however, the main map is still attached with the same English text without Arabic interpretation. Moreover, the guidance panels attach the main map without taking into account the scale, making it unreadable. It is recommended for the main signage map to incorporate text in both Arabic and English and for it to be removed from the guiding panels or reinstalled in a manner that is mindful of the scale.

- Warning Panels

★ Warning Panels' Observations and Recommendations

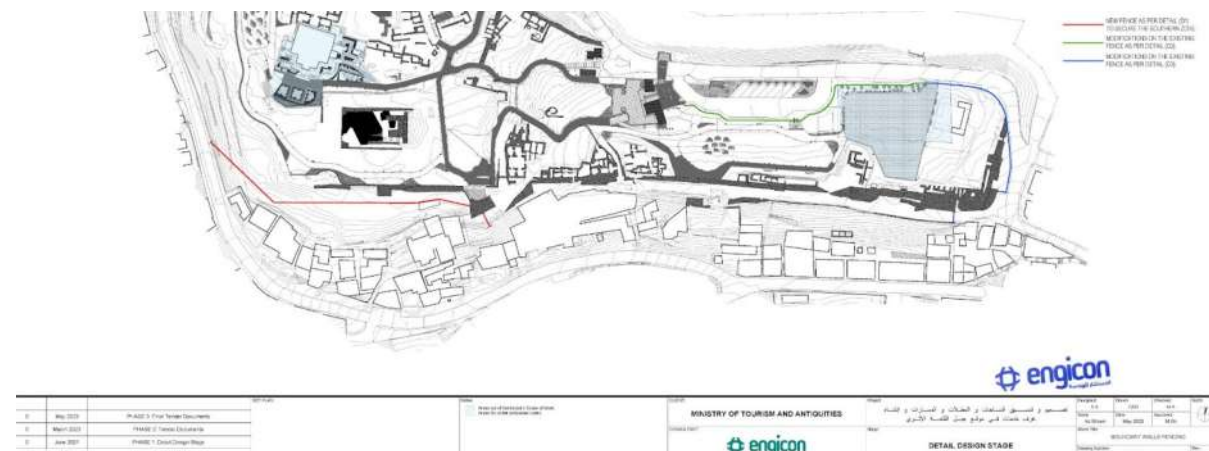
It is criticized that the main map signage exhibited within the arrival and assembly area, also attached within the guidance panels, is not bilingual and only incorporates English text, while the warning signage is also not bilingual; however, the warnings are in Arabic text. It is recommended to include both English and Arabic in the warning signage text.



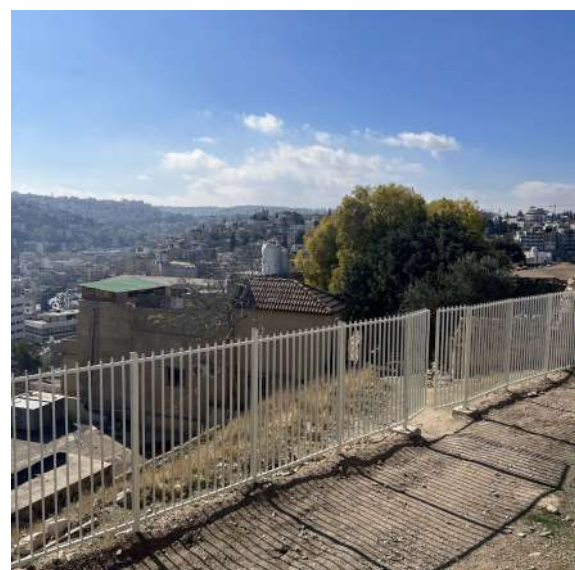
January 20th, 2025 - Site Visit: Warning Panels

● Fencing

Fencing was MoTA's contribution to this project, and it cost 750,000 JODs. (Yousef Abu Ali - Capital's Directorate 2025) This includes a new fence that separated the archeological site from the houses located south of the site; fencing the the solar panels within the eastern area; and modifications to existing fences surrounding Dar Ne'meh as well as the eastern boundary.



2023 _ Fencing _ engicon



January 20th, 2025 - Site Visit: Fencing Around Dar Ne'meh, the Solar Panels, and the Houses.

March 3rd, 2025 - Site Visit: Eastern Boundary Fencing.

★ Fencing's Observations and Recommendations

There are several issues associated with the site fencing in terms of physically separating the site from its neighborhood and local community; that is in addition to its visual dominance as a clear statement of separation. However, it was noted by the DoA and the Capital's Directorate that the fences were needed to monitor the accessibility of the local community as well as the tourists, especially through Dar Ne'meh and the southern area accommodating houses. There had been issues reported addressing unauthorized entry by Dar Ne'meh's visitors to the Citadel site, specifically after the site's operating hours. This resulted in the fence, which seems to be surrounding Dar Ne'meh, delineating it from the Citadel site. Concerning the southern area accommodating houses, only one of which is solely accessible through the archaeological site, but currently, it is uninhabited. The built footprint of some houses located south of the site extends into the archaeological site; therefore, the fence is situated within the archaeological site instead of marking its boundary, which further emphasizes the violation by suggesting that the land outside the fence belongs to the houses rather than to the archaeological site. Nevertheless, the fence separating the archaeological site from the southern area of houses does include a door for the local community.

6.2. Rehabilitation and Development of the Jordan Archaeological Museum at the Citadel Site

As a landmark and a building of historical value that contributes to the cultural significance of the site, the Jordan Archeological Museum needs to have a strengthened identity as a stand-alone attraction. Since the 2008 Plan, several efforts have proposed the revitalization and rehabilitation of the museum. The 2008 Plan stated that the site's Jordan Archaeological Museum building is not yet identified as a cultural heritage resource (USAID Jordan, Chemonics International Inc. 2008), and to date, the museum is not enlisted within the national Architectural Heritage Register.

★ Recommendations

In light of the aim to enhance the museum as a destination within a destination and the several proposals towards that aim, and to mitigate any adverse impacts on the museum's values, it is proposed to register the building as a national architectural heritage.

6.2.1. The 2008 Plan: Revitalisation of the Museum

● Overview

Revitalization of the museum within the Citadel site was one of the 2008 Plan's key objectives. During the preparation of the 2008 Plan, an opening of the new museum in downtown Amman was planned, which provided the opportunity to change the Citadel museum's program and, potentially, its spatial plan, as some of its artifacts were proposed to be relocated to the new museum.

In addition to the remarkable yet extensive collection for display within the space of the museum, several issues were noted, including the museum's entrance that requires climbing an equivalent of almost ten meters, the aging museum presentation of artifacts, as well as the museum lighting that may have been intended for security purposes, but it is instead flooding the site and forming an obtrusive view from distant hills at night.

The 2008 Plan then identifies the museum precinct within its management zones, addressing that the museum is a landmark and of historical significance that contributes to the cultural significance of the site. Surrounded by a 20th-century garden, which is worthy of preservation for its contribution to history and pleasant visitor setting.

Consequently, the 2008 Plan addressed the conservation priorities for the museum that included the building's modification, repair, and revitalization, as well as the rejuvenation of the surrounding garden terraces displaying sculptural artifacts. This is in addition to addressing the need to prepare a rotating program for the display of selected artifacts to downsize the extensive volume of display to meet spatial limitations of the museum.

In consideration of the proposed changes to the museum program, the following principles were addressed within the 2008 Plan's Conservation and Development Principles:

4.10 The Citadel Museum

4.10.1 Preserve the retention of the integrity and character of the structure.

4.10.2 To better associate the museum presentation and resources with the cultural significance of the Citadel site.

4.10.3 Secure the museum facility from threat of theft, vandalism or causes of deterioration.

4.10.4 Enhance the current public function of the museum.

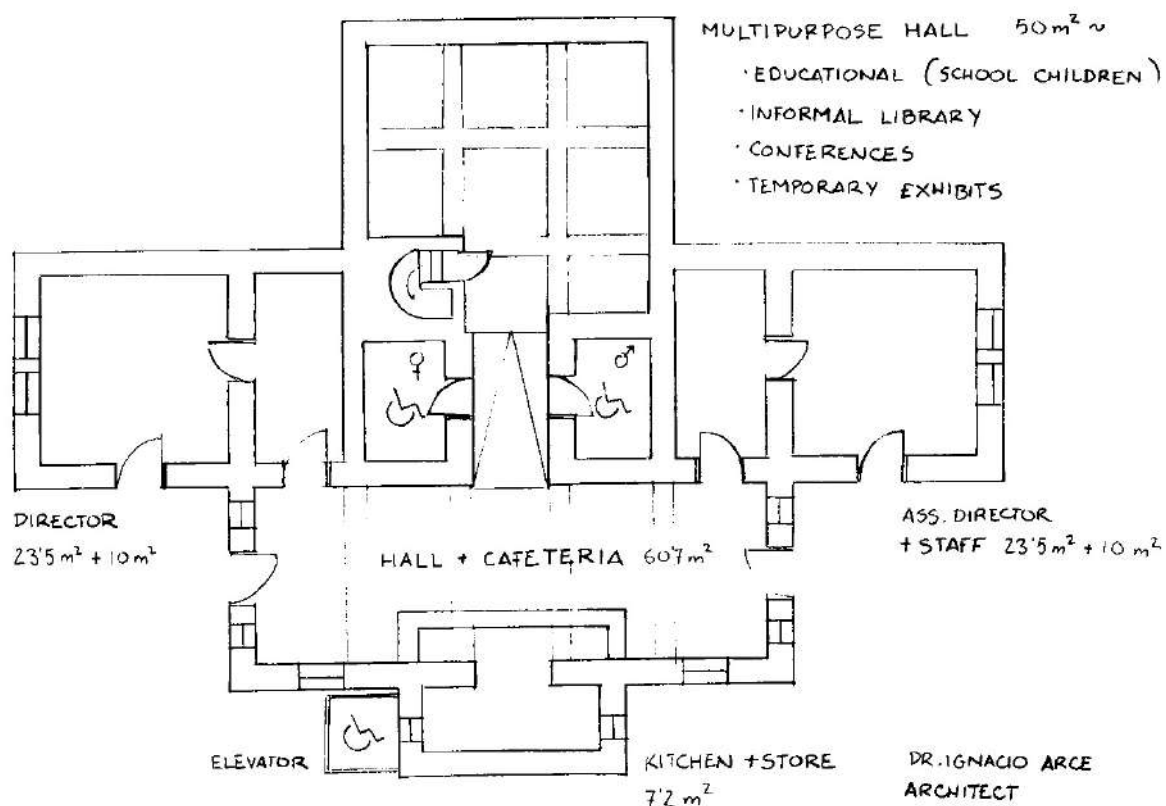
4.10.5 As set out in the principle 4.9.12, offices for Museum staff should be relocated to a separate (south slope) location with the future development of other Citadel site offices and activities. This would increase the Museum area dedicated to public presentation.

- **'Amman' Archaeological Museum**

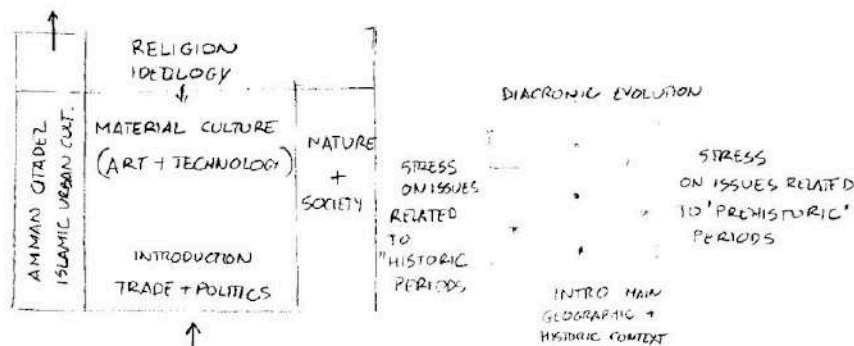
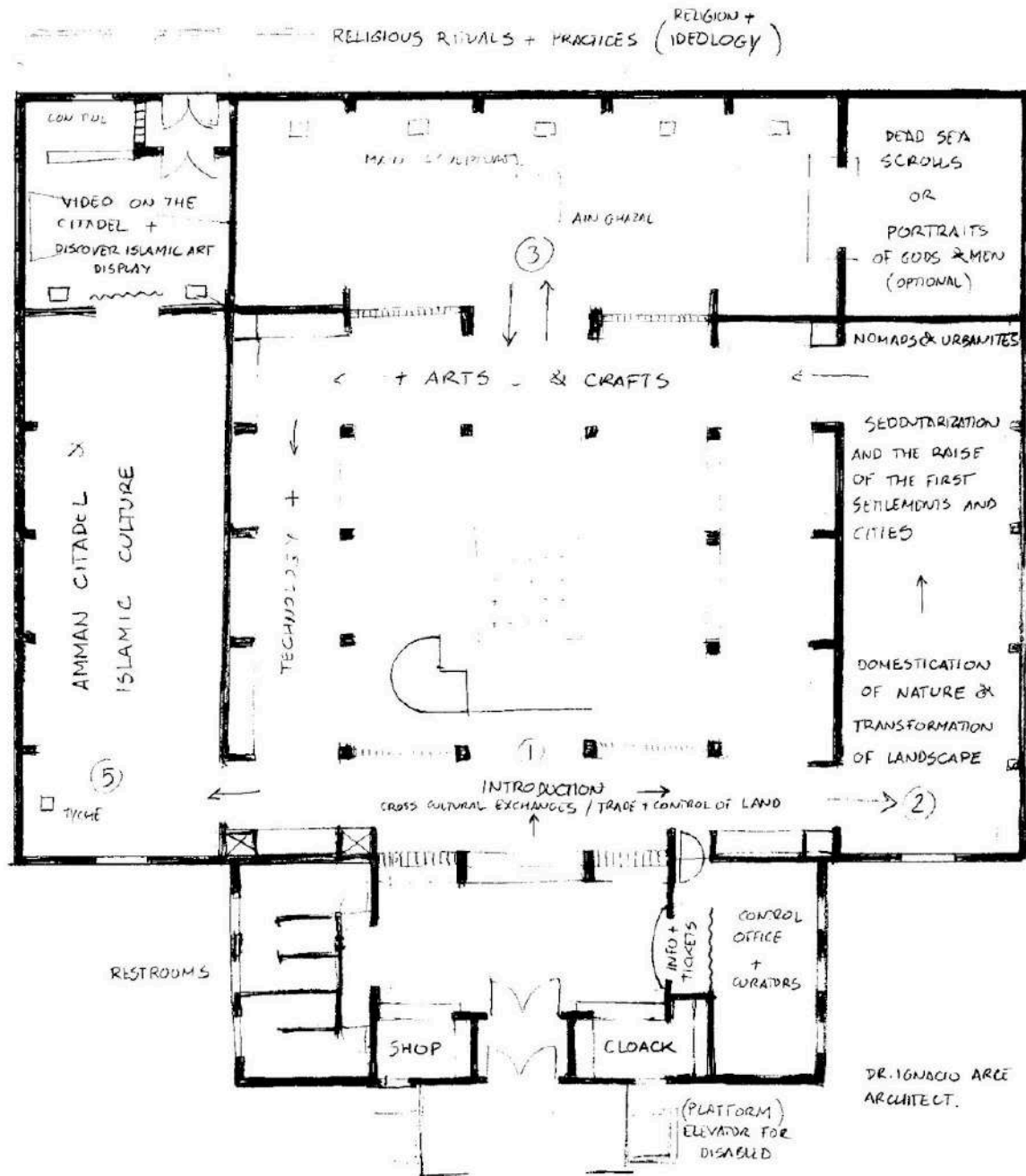
Preliminary concepts for the revitalization of the museum included a thematic approach of main general themes for display at the museum, a concept design, functions, and space allocation, which were proposed by (Dr. Ignacio Arce, Director of the Archaeological Mission; Spanish Agency for international Cooperation. 2007)

Following the preliminary concepts, the Amman Archaeological Museum Report was prepared, (USAID Jordan, Chemonics International Inc. 2007) associated with the Amman Archeological Museum: Notes on the Display Organization report. (Ghazi Bisheh 2007)

(See Annex 1. The 2008 Citadel Site Conservation and Management Plan > 02 - Appendix > I. Archaeological Museum)



2006 _ Preliminary Concept - Museum Basement Proposal Plan _ Dr. Ignacio Arce



6.2.2. Rehabilitation and Development of the Jordan Archaeological Museum at the Citadel Site Project

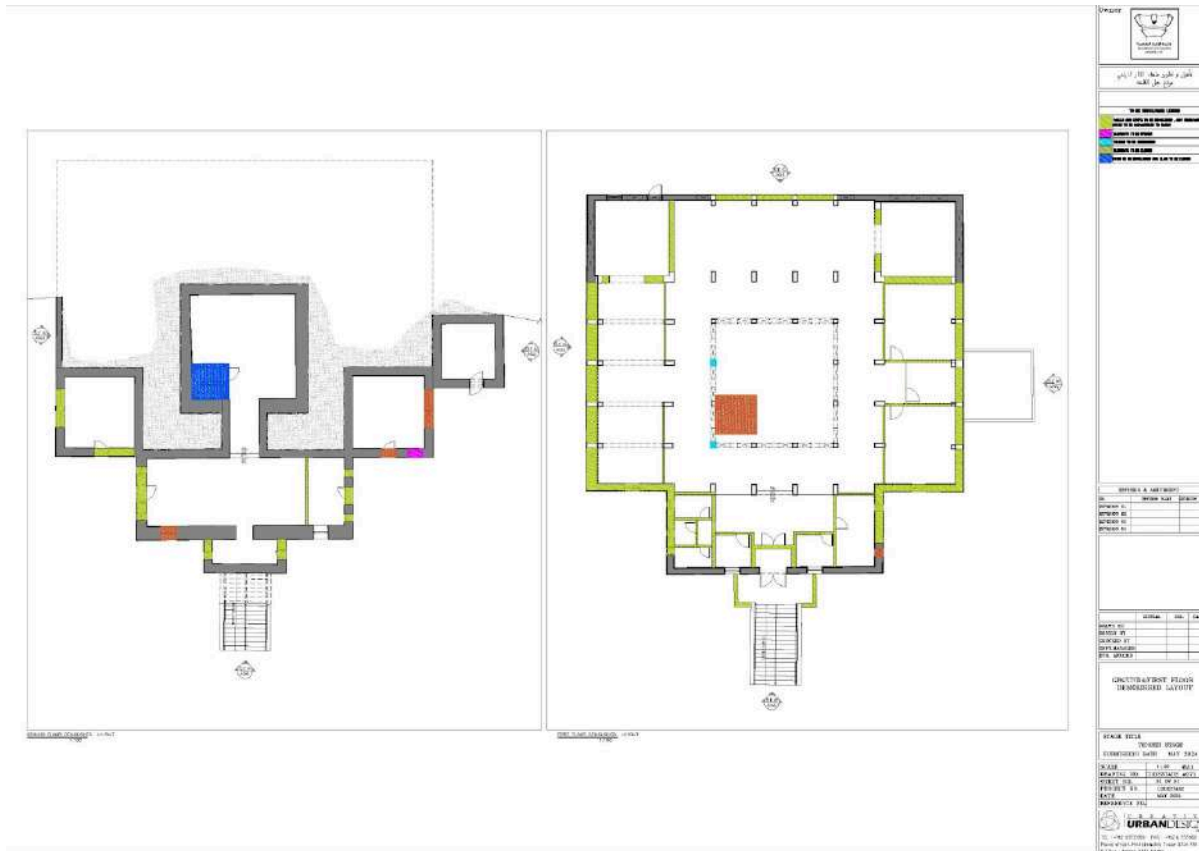
A ToR for the development of the Jordan Archeological Museum, including the design of a substantial extension for the museum, was issued, and the Creative Urban Designs Engineering firm won the contract. The design and tender documents were prepared by May 2024 by the Engineering firm and submitted to the DoA. The design was not officially approved, and the project has been frozen by MoTA.

★ Feedback on the Proposed Design

A revision was undertaken by the World Bank consultant of the drawings and BoQ proposed by Creative Urban Designs Engineering firm and revealed that the proposed design does not maintain the architectural character of the museum building, for the proposed design additions totally transform it. The proposed design demolishes the existing museum's facades, rendering the original museum's attributes invisible. This is in addition to the prominent structure that overpowers the site. This violates Principle number 4.6.9 of the 2008 Plan's Conservation and Development Principles, which states, "given the landmark significance of the site and its dominance on the Amman urban landscape, no new construction should exceed the existing museum height or obscure views of the fortification walls from distant, hilltop city views." (USAID Jordan, Chemonics International Inc. 2008)

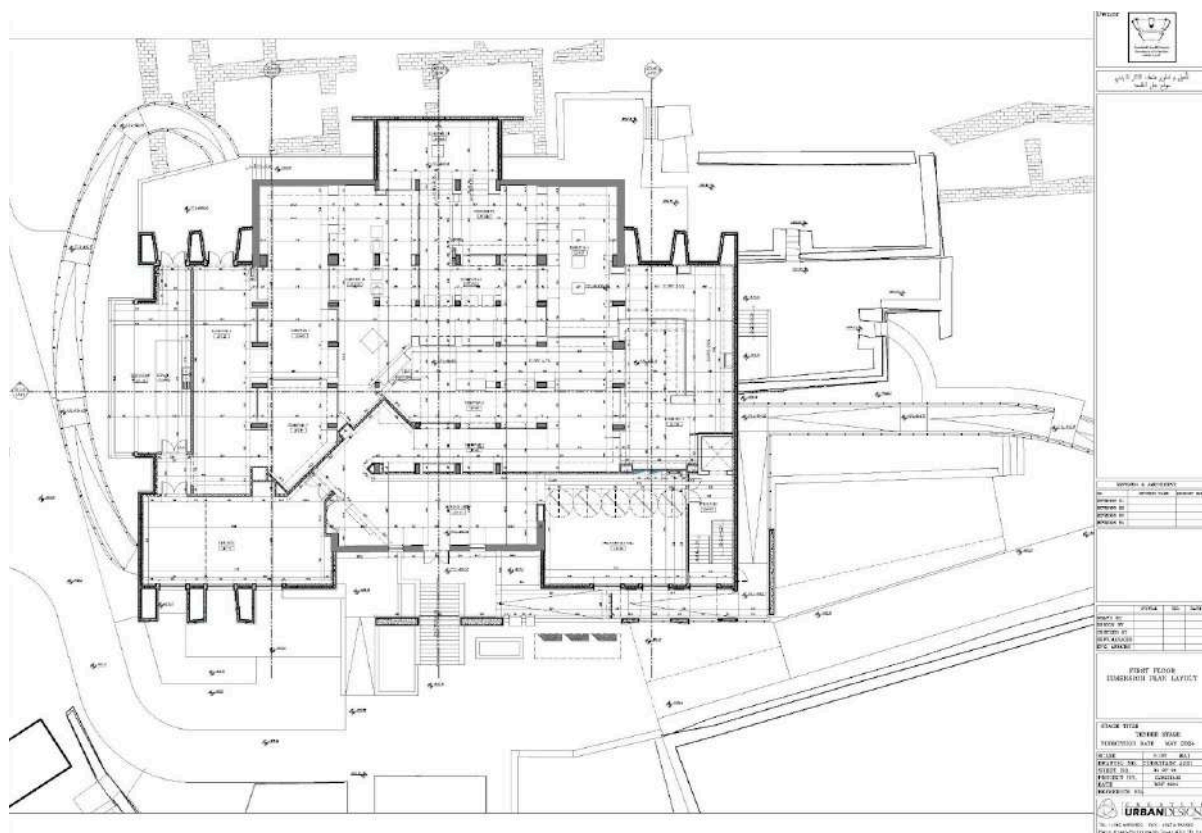
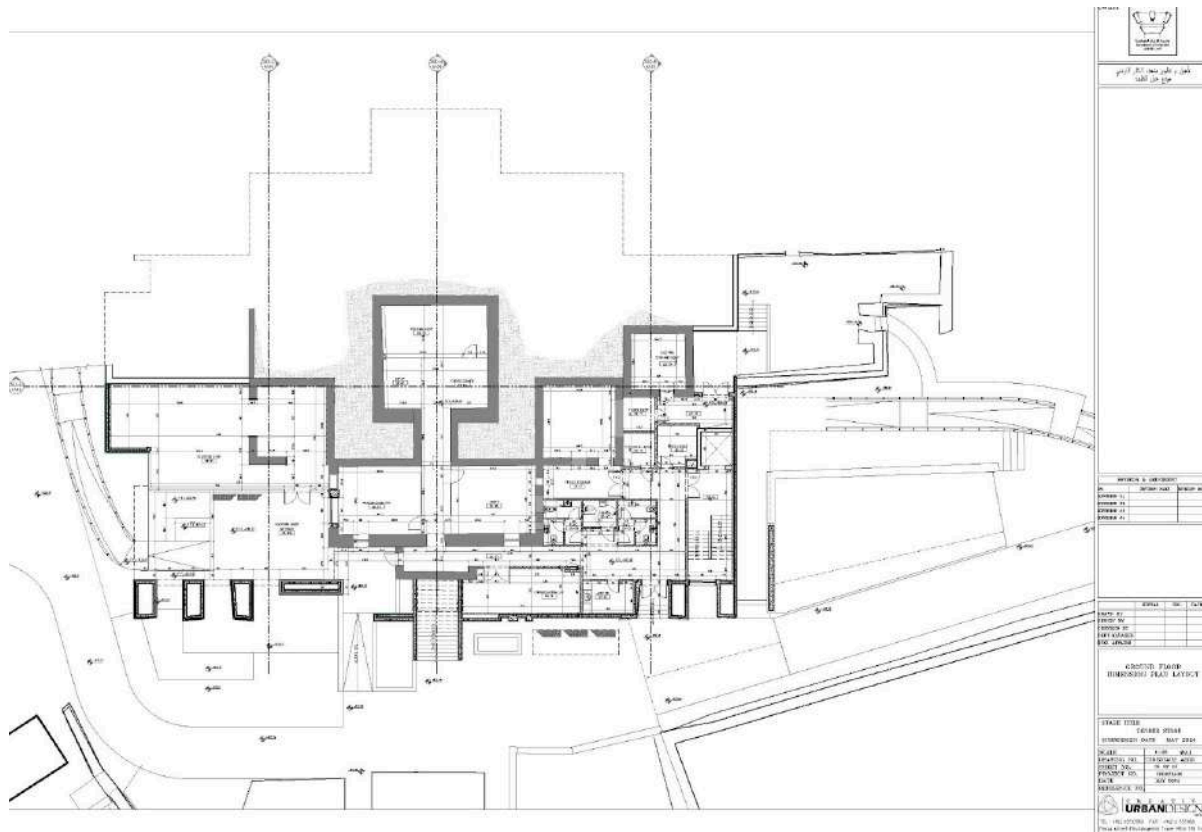


2024 _ Proposed Design _ Creative Urban Designs



2024 _ Ground and First Floors Demolition Layout _ Creative Urban Designs

Additionally, the program includes new additional programs such as a souvenir shop, a kid zone, and a multipurpose hall in addition to a coffee shop. The final functional program needs to be reviewed so as not to transform the building, with no essential activities at this location. The refurbishments of the display need to be further assessed and developed.



2024 _ Ground and First Floor Plans _ Creative Urban Designs

6.2.3. Proposals by the Museum Curator

Dr. Taher Al Gonmeen, present director of the museum, provided an inventory (list) for the selected artifacts that are to be displayed in the museum after its rehabilitation and also proposed a rotation scheme for selected displays due to the large collection of the museum's artifacts. Dr. Taher also prepared the material for a bilingual brochure for the museum and its extraordinary collection of artifacts.

6.3. Amman Citadel Southern Slope

6.3.1. The Southern Slope Project

- **Project Overview**

The Southern Slope, which used to accommodate houses that were demolished between the years 2009 and 2011, is now introduced through a new project that fosters opportunities in relation to the Citadel archeological site, the site's neighborhood, and the local community. In 2022, the DoA prepared the Plan for Developing the Southern Slope, identifying the slope's value as a connection point that links the tourism trails from downtown Amman to the Citadel Archeological Site. (DoA 2022) This project has taken place from 2021 to date; it is not yet activated or operating. The below map shows the location of the southern slope in proximity to the Citadel site and within the site's neighborhood. The highlighted area in blue includes the southern slope project, with an approximate area of 950 m², as well as Al Rawda building, with an approximate footprint area of 225 m².



2023 _ Amman Citadel Southern Slope Project: Topography, Geotechnical, Hydrology Study and Design _ Supported by USAID-Funded (SCHEP), Implemented through (ACOR)



February 16th, 2025 - Site Visit: Southern Slope
December 17th,, 2024 - Site Visit: Southern Slope



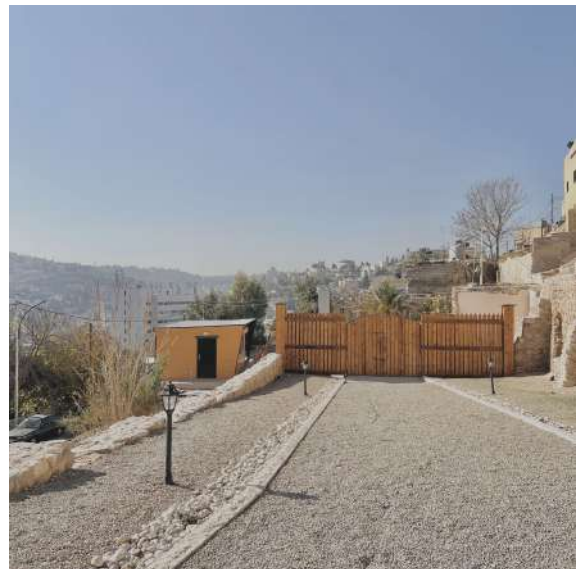
- **Access to the Southern Slope**

- The New Southern Gate and Ticketing

The southern slope introduces a new gate, including a ticketing booth, that links the slope, and thus the Citadel site, with the tourism trails from downtown Amman leading to Hashem Al-Kheir Street.



December 17th,, 2024 - Site Visit: New Southern Gate



- Access through the Citadel Site

In addition to the new southern gate, stairs from the Citadel archeological site connect to the internal gate, providing access to the slope.



October 28th,, 2024 - Site Visit: Stairs from the Citadel Archeological Site



December 17th,, 2024 - Site Visit: Access through the Citadel Archeological Site

★ Access and trail Recommendations

The unutilized eastern gate could serve as a future potential access point. It offers the advantage of passing by Al Rawda building prior to entering the slope. If the eastern gate is considered, the path leading to the slope is in need of conservation works, lighting, and safety measures such as railings.



December 17th, 2024 - Site Visit: The Eastern Gate and Path





This map shows the existing access points that are through the Citadel archeological site and the new southern gate through Hashem Al-Kheir Street in red. It also shows the proposed access through the eastern gate passing by Al Rawda Building in yellow.

The new entrance at the southern gateway necessitates a review of the main visitor trail in the Citadel. It is expected that major groups will still enter the main gate and exit the southern gateway.



2023 _ Gates and Trails _ engicon

- **Interpretation Panels**

The Southern Slope project incorporates interpretation panels; one introduces the project, while the other two are dedicated to the history of the southern slope and the demolished houses.

- ★ **Interpretation Panels' Observations and Recommendations**

It is noted that the introductory panel is not bilingual, and the QR code incorporated leads to the DoA website. It is recommended for the introductory panel to be bilingual and incorporate English interpretations, or alternatively, for the QR code to lead to a translated interpretation.

Heritage Houses

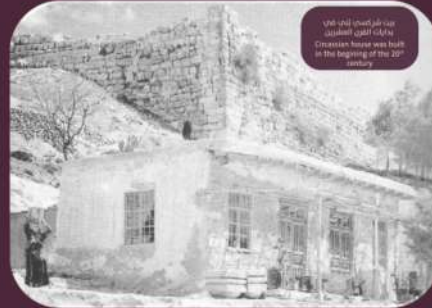
البيوت التراثية

القرن العشرين

شكلت المباني التراثية التي بنيت في بداية القرن العشرين أول حي سكني في جبل القلعة والتي تميزت بوجود نمط معماري اعتمد على وجود أحياء سكنية ضمن مستويات تفصل بينها الأدراج والممرات. معظم البيوت كانت تتكون من غرفة واحدة مع خدماتها كالمطبخ والحمام، ونظام التسقيف يعتمد على وجود الأقواس حسب الطراز العثماني.

20th Century

The Heritage buildings were built in the beginning of the twentieth century represent the first residential neighborhood in Amman Citadel, which was characterized by the presence of an architectural style that relied on the presence of residential neighborhoods within levels separated by stairs and corridors. Most of the houses consisted of one room with its services such as the kitchen and bathroom, the roofing system depends on the presence of arches according to the Ottoman system.



Rehabilitation and Development Project for the Touristic Path of the Southern Slope (Amman Citadel Site)

مشروع تأهيل وتطوير المسار السياحي للسفح الجنوبي (موقع جبل القلعة)

2009 - 2010



2011 - 2020



2021 - 2023



Rehabilitation and Development Project for the Touristic Path of the Southern Slope (Amman Citadel Site)

مشروع تأهيل وتطوير المسار السياحي للسفح الجنوبي (موقع جبل القلعة)

حرصاً من دائرة الآثار العامة على استدامة وحفظ المواقع الأثرية في الأردن برزت فكرة مشروع تطوير مسار سياحي جديد يربط منطقة جبل القلعة بمنطقة وسط البلد عبر تأهيل السفح الجنوبي لموقع جبل القلعة، وذلك بمنهجية تتناسب مع البيئة المحيطة وتليق بتوسط مدينة عمان ومكانتها التاريخية والتراثية. عبر إيجاد نظام خدمات متكامل، يعمل تاريخ عمان القديم والمعاصر، والولوج بمختلف الحقب التاريخية وصولاً إلى المدينة العصرية.

الرؤية:

تطوير مسار يزيد من القيمة الجمالية والمعمارية لمدينة عمان ويظهرها مدينة تاريخية بعلامات شرقية.

الأهداف:

- ربط بين العناصر الأثرية والتراثية في المنطقة.
- تعزيز العمق الحضاري لمدينة عمان.
- التشاركية مع المجتمع المحلي من خلال العمل والمزدهد.
- زيادة الحركة السياحية للمساهمة في رفع الناتج الاقتصادي المحلي.

المواسم:

قسمت أعمال التأهيل والتطوير في المشروع إلى ثلاثة أقسام حسب طبيعة العمل وهي إزالة الانقاض، الصيانة والترميم، استحداث المسار السياحي نفذت من قبل كوادر دائرة الآثار العامة/ مديرية آثار محافظة العاصمة على مدار ثلاث مواسم متتالية وهي:

21/12/2023 - 01/05/2023 31/12/2022 - 01/02/2022 30/11/2021 - 15/03/2021



6.3.2. Activation of the Southern Slope

The southern slope is currently nonoperating, lacking designated functions and a clear plan for its activation. Therefore, on March 19th, 2025, the World Bank Consultants held a discussion circle that took place at the DoA, with the aim of investigating opportunities for engaging the local community and potential stakeholders in the activation of the Amman Citadel's Southern Slope. The discussion circle was attended by

- WB Team
- DoA's Technical Team
- Capital's Directorate Team
- MoTA:
 - Mr. Mahmoud Arabyat
- The Amman Citadel Tourism Association, representing the local community:
 - Mr. Talal Al Khattab
 - Mr. Abood Al Amayreh
 - Mr. Sanad Al Khattab
 - Ms. Nour Al Ghuwairy

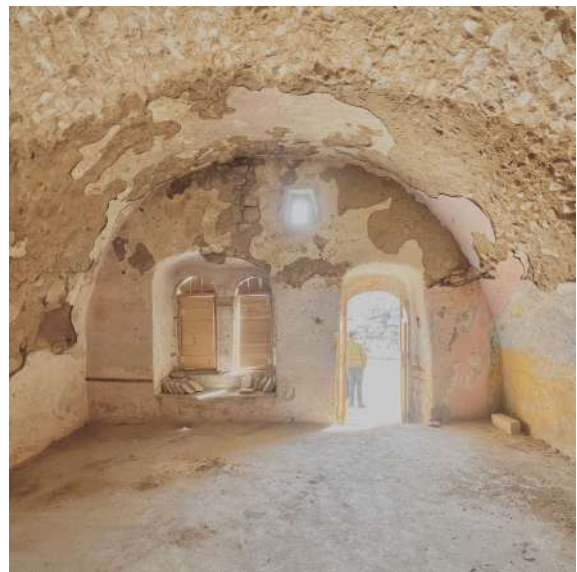
(See Annex 3. Stakeholder consultation material > 20250319 _ Discussion Circle - Engaging the Local Community - Activation of Southern Slope _ DoA - Capital Directorate - MoTA - ACTA - WB Consultants)

The discussion circle covered topics that aimed to identify potential opportunities and associated recommendations, as presented within this section.

- **Identified Opportunities within the Southern Slope's Features and Context**

- The House and Open Spaces

The house within the Southern Slope, as well as the adjacent open spaces, provides opportunities for the indoor and outdoor areas that could be utilized for functions that will contribute to the activation of the southern slope.



February 16th, 2025 - Site Visit: Southern Slope House

March 3rd, 2025 - Site Visit: Interior of the Southern Slope House

February 16th,, 2025 - Site Visit: Open Spaces

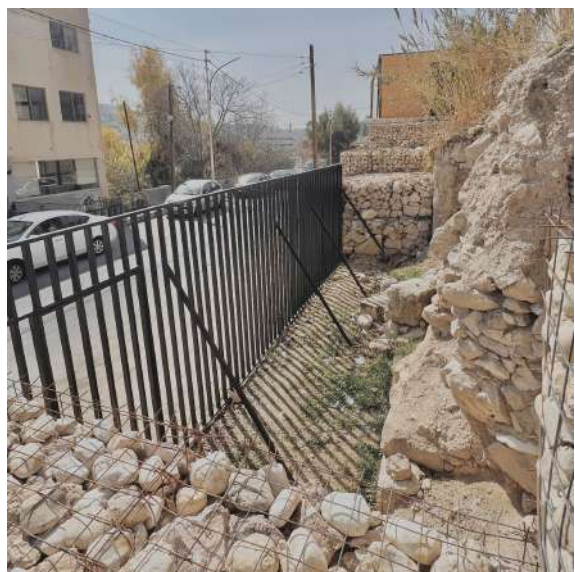
- The Terraces

Linking the terraces of multiple levels would support the activation of the southern slope by providing access to spaces that are currently unutilized, thus offering additional areas to accommodate functions.



February 16th,, 2025 - Site Visit: Open Spaces

Although the multi-level terraces provide opportunities for linked and utilized open spaces, they also are a safety hazard if mitigation measures are not implemented prior to the activation of the slope, such as railings. Furthermore, there is a need to enhance the streetscape of Hashem Al-Ikheir immediately relate to the Southern slope terraces and gateway. This includes adding an adequate sidewalk and street furniture, arrange the parking space, and safety measures, such as railings.



March 3rd,, 2025 - Site Visit: Southern Slope Streetscape
February 16th,, 2025 - Site Visit: Southern Slope Streetscape

- Al Rawda Building

Al Rawda building beholds values associated with its location on the southern slope and with the recent history of the Citadel site. The building's significant architectural and historical attributes link to the Modern history of Amman. Furthermore, the building enjoys extraordinary views of downtown Amman and the Roman theater. The building offers spaces adequate to accommodate the Capital's Directorate on-site staff offices, in addition to recreational tourism and visitor-related functions.



February 16th, 2025 - Site Visit: Al Rawda Building



Al Rawda building is accessed through a staircase that is connected to the path extending from the eastern gate, the southern slope, and Hashem Al-Kheir Street. Connection to the street, however, is not direct due to partial removal of the stairs.



December 17th, 2024 - Site Visit: The Stairs Connecting Al Rawda Building and Hashem Al-Kheir Street (partially demolished)

December 17th, 2024 - Site Visit: The Stairs Connecting the Eastern Area, Al Rawda Building, and the Slope

January 20th, 2025 - Site Visit: The Eastern Gate and Path Connecting to the Stairs and Leading to Al Rawda Building

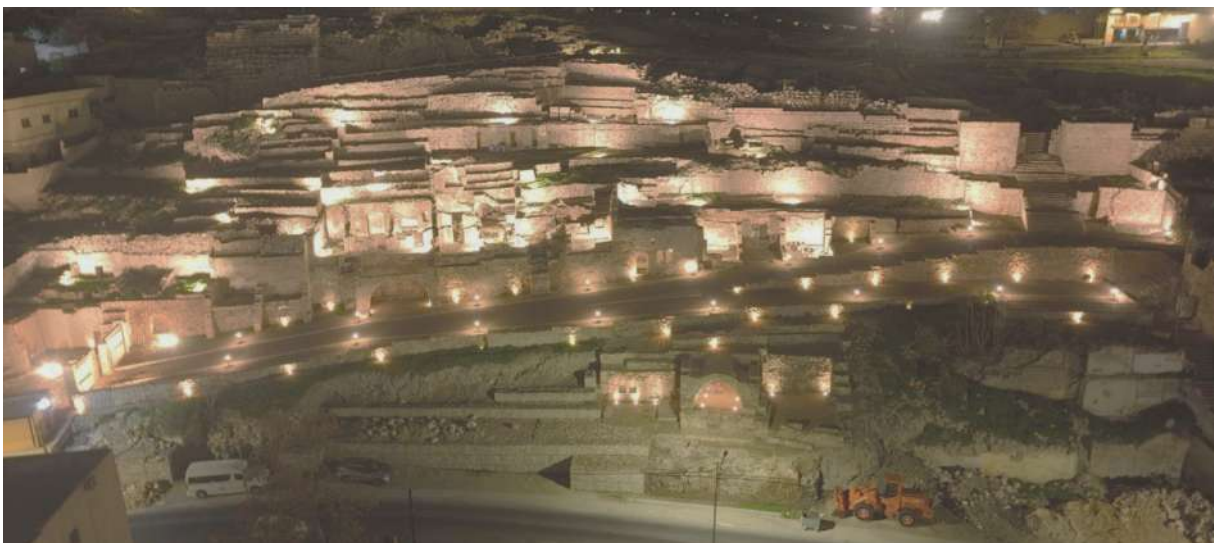
Despite the significant attributes of Al Rawda building, it is in need of proper structural assessments and necessary stabilizations. That is essential, especially in the case where the opportunities identified for the building reuse are to be considered. Thus, DoA has requested to reverse its demolition, and the DoA requested its use.



February 16th, 2025 - Site Visit: Al Rawda Building Structural Status

- Lighting

Lighting illuminates the southern slope, providing an appealing nighttime image of the project. In addition, since the southern slope is separated from the archaeological site through a gate, it holds the potential of operating at night, after the official opening hours of the Citadel site. This provides the opportunity for night activities and events.



2022-2023 _ Rehabilitation and Development Project for the Touristic Path of the Southern Slope _ ACOR

- **Identified Opportunities for Engaging the Local Community**

The local community of the Citadel site possess valuable skills, that is, in the production of craft, as seen through the site's mural arts and art galleries, as well as the web pages owned by the local community's women selling their handmade accessories, in addition to the production of foods such as Labneh, Magdous, pickles, etc.



December 17th, 2024 - Site Visit: Al Rawda Building Structural Status

Handmade Accessory shown from an Instagram Account of a Woman from the Local Community

The discussion circle argued several skills of the local community that could be utilized for activating the southern slope, whether that is in the production of foods and beverages, arts and crafts, etc., as well as potentially required trainings for the site's local community to contribute to co-operating the Southern Slope. The society also indicated that it is cooperating with *Dar Ne'meh*.

★ **Discussion Circle Outcomes: Recommendations Towards Opportunities for Engaging the Local Community within the Activation of the Southern Slope.**

- Ensure efficient and active communication between MoTA and the Amman Citadel Tourism Association. This is to utilize the local communities' training opportunities offered by MoTA under its Directorate for Investments and Local Community Empowerment. This could equip the Association and the local community with the required skills for the potential opportunity to participate in the activation of the southern slope.
- Explore the potential of activating the southern slope by implementing temporary and small projects designed to ensure the inclusion of the local community.
- Revision of lessons learned from previous uses, activities, and events. This aims to mitigate identified issues, some of which are related to the exclusion of the local community.
- Investigate and mitigate issues and challenges that may emerge against the activation of the southern slope, such as those associated with transportation and parking spaces.

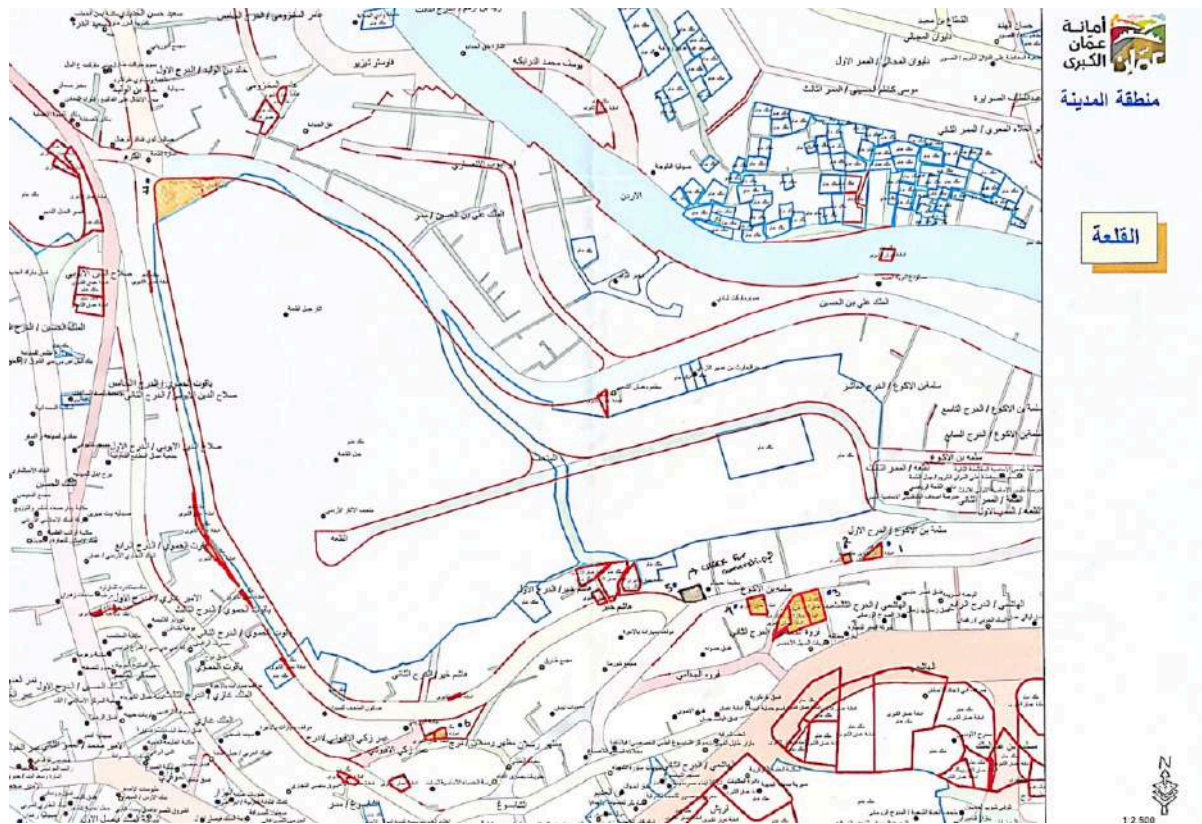
6.4. Green Pockets and Jabal Al Qal'a Park

6.4.1. Collaboration with GAM

This Plan does not only explore future sustainable actions for the protection and development of the Amman Citadel site but also sheds light on the importance of its surrounding neighborhood. For that purpose a meeting was held on February 18th, 2025, at GAM to identify possible enhancements to a network of potential and existing small open and green spaces as well as *Jabal Al Qal'a Park*. The meeting was attended by:

- GAM:
 - Eng. Mo'en Zureikat
 - Eng. Samer Bkeirat
 - Arch. Rand Nsour
- DoA's Technical Team
- Capital's Directorate Team
- WB Team

During that meeting, a joint site visit was planned and was carried out on March 3rd, 2025. The joint visit included the Southern Slope, *Al Rawda* building, *Jabal Al Qal'a* Municipal Park, and the urban small green pockets highlighted below in yellow.



2024 _ Green Pockets and Jabal Al Qal'a Park _ GAM

The site visit resulted in the DoA preparing a report addressing realized issues and identified potentials. (DoA 2025) In addition to the report, an official letter was sent from DoA to GAM, on June 1st, 2025, outlining several pillars that could be conducted through a DoA-GAM collaboration.

★ **The official letter outlined recommendations including but not limited to the following:**

- Rehabilitation of Jabal Al Qal'a Municipal Park north of the Citadel Site, aiming to serve the local community while preserving its archaeological elements.
- Development of the small urban green pockets within the Citadel's immediate neighborhood, creating a network of urban public spaces that enhances the urban context of the site.
- Enhancement of the streetscape of the Southern Slope that links the site to Downtown Amman. (DoA 2025)

6.4.2. Jabal Al Qal'a Municipal Park

- **Archaeological Elements: The Great Cistern**

A study began in 2018 and was completed in October 2023 on The Great Cistern, located just outside the Roman fortifications in the municipal park at the northern tip of Amman's Citadel Hill/Jabal al-Qal'a. The joint documentation project, led by Patric-Alexander Kreuz (University of Kiel) and Thomas Weber-Karyotakis (GJU-Amman) and funded by the Gerda Henkel Foundation (Germany), aimed to increase understanding of the monument, which has long been known but little studied. The complex consists of a huge underground hall with a gabled ceiling, a large staircase, and four smaller lateral annexes, two each at both ends of the main hall. A long, narrow tunnel connects the interior to the outside rock surface. For documentation purposes, a descriptive study as well as a 3-D laser scan of the underground structures and the park area were conducted in 2018. This practical activity was accompanied by a theoretical architectural conservation course for students at the GJU with the aim of developing a rehabilitation concept for the neglected park and its connection to the Jebel Hussein neighborhood. (ACOR, Kreuz, and Weber-Karyotakis 2022–2023)



2018-2019 _ The Great Cistern on Amman's Citadel Hill photo by Patric-Alexander Kreuz_ ACOR - Thomas M. Weber-Karyotakis, Patric-Alexander Kreuz

● **Observations and Recommended Enhancements**

During the multiple site visits to the park, which included the joint visit, several issues were noted, such as:

- The lack of security, which led to illegal and unsanitary practices
- Unoperating water system of the modern waterfall, that is now a safety and sanitary hazard
- Poor condition of the park's soft and hardscape
- Lack of shading elements
- Absence of interpretations for the archeological elements
- Intrusive access to the water system

★ **Recommendations**

Jabal Al Qal'a Municipal Park presents outstanding existing and potential value to the Amman Citadel, the neighborhood, and the local community as an urban public space.

The archeological and heritage attributes evident through the timeline of the park are worth focusing on as an integral part of the Amman Citadel archeological trail and the modern history of Amman.

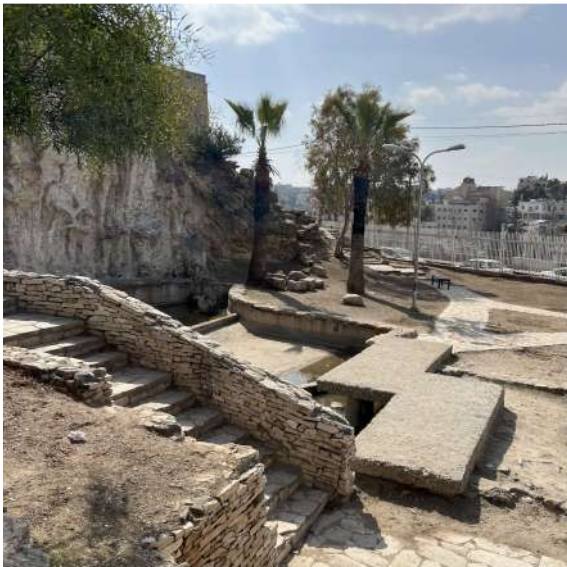
It is recommended to provide interpretation of the archaeological and heritage layers as an initial step, followed by projects that aim to utilize and link these layers within the urban and archaeological context.

Furthermore, it is essential to revive this urban public space through enhancements to the green and hardscape of the park, including the waterfall, in addition to providing security.



February 16th, 2025 - Site Visit: Features of Jabal Al Qal'a Municipal Park

March 3rd, 2025 - Site Visit: Features of Jabal Al Qal'a Municipal Park. Lower right image shows the opening date of Jabal Al Qal'a Municipal Park, which was 1985.



February 16th, 2025 - Site Visit: Issues Observed at Jabal Al Qal'a Municipal Park
 March 3rd, 2025 - Site Visit: Issues Observed at Jabal Al Qal'a Municipal Park



April 27th, 2025 - Site Visit: Plants of Jabal Al Qal'a Municipal Park

6.5. Amman Citadel Fortification Lighting

Several lighting systems have been implemented on the Citadel in relation to different projects from 2008 and 2022. The following images exemplify the use of floodlights at night to light the museum building. It is clear that the lighting of the temple columns, floodlighting up the ruins, is more successful.



2025 _ From the hill facing Jabal Al Qal'a

It is evident that the fortification walls are not being presented in the night scene of Amman at all.

The solar lights need to be assessed in terms of quality of light and location of poles or light projectors in addition to reviewing the cost and efficiency of lighting the Citadel walls.

★ Recommendation

Enhance the Citadel's destination image within Amman's night cityscape by lighting the fortification walls and propose a sustainable strategy for lighting the monuments.

7. Response

7.1. Objectives

The objectives for this action-oriented site management plan started with a review of the objectives, related strategies, actions, and priority projects related to the 2008 Plan.

The following were declared as the 2008 Plan 14 objectives:

- 6.1 Safeguarding and Maintaining Historic Resources
- 6.2 Presenting and Interpreting the Significance and Features**
- 6.3 Making the Site Visitor Friendly**
- 6.4 Becoming a Leading Local Attraction**
- 6.5 Designing a Quality Landscape and Environmental Excellence
- 6.6 Removing Non-contributory Site Elements
- 6.7 Promoting Compatible and Special Uses**
- 6.8 Rationalizing Utilities and Site Infrastructure**
- 6.9 Promoting Safety and Managing Risk
- 6.10 Managing and Administering Change
- 6.11 Enhancing the Citadel District and the Urban Context**
- 6.12 Developing the Citadel Site's Gateway
- 6.13 Revitalization of the Museum**
- 6.14 Collecting and Centralizing Documentation**

Following the revision of the objectives, the 2008 Plan strategies and actions, in addition to insights from currently ongoing projects, consultations, site needs, and new opportunities, it was possible to form the main specific objectives that this plan would adopt.

While the main objective of any site management and conservation plan for the Citadel archeological site is to Safeguard and Maintain the Historic Resources, it is still necessary to adopt balanced, specific objectives that will lead to a site visitor-friendly experience and promote benefits for the surrounding communities. The objectives, strategies, and pending actions that were prioritized in 2008 and were still noted by the several consultations as a priority to improve the site were adopted after updating the strategies.

Hence, it was clear that the following objectives and related strategies for this short assignment would focus on:

7.1.1 Becoming a Leading Local Attraction

7.1.2 Revitalization of the Museum

7.1.3 Promoting Compatible and Special Uses

7.1.4 Enhancing the Citadel District and the Urban Context

7.1.5 Collecting and Centralizing Documentation

It was clear that the ongoing projects and activities at the Citadel were mainly responding to the following objectives:

7.1.6 Presenting and Interpreting the Significance and Features

7.1.7 Making the Site Visitor Friendly

7.1.3 Promoting Compatible and Special Uses

The following revised strategies focus on short- and medium-term initiatives for implementation (completion in one to five years).

- **7.1.1 (6.4)¹ Becoming a Leading Local Attraction**

Key Strategies

Awareness Activities & Media

- 7.1.1.2 (6.4.5.) Raise further local community awareness and benefits from the site through presentations, and wherever feasible, give always preference to local residents as candidates for potential future site employment or events or investment in services;
- 7.1.1.3 (6.4.2.) Launch campaigns for open days especially open citadel heritage days with special activities or performances;
- 7.1.1.4 (6.4.4.) Expand statistics to maintain records on local visitor entries to the site (as far as practicable);

Activate the open buffer zone;

- 7.1.1.5 (6.4.6) Design and provide walkways in buffer zones as part of the open green space, especially at the western and parts of the southern slopes zones.
- 7.1.1.6 (6.10.1.) Review current site operational hours for visitation and modify/extend based on the assessment of visitor need and type of activities, especially at the Southern terrace;

A day and night visual landmark

- 7.1.1.7 (6.4.7.) Evaluate, design/repair, and implement the lighting scheme at the site for views to and from the site. Remove the existing floodlights that are not enhancing the historic structures or improve them to illuminate the historic structures in a complementary fashion. Additionally, illuminate the fortification walls, and further incorporate the use of solar-powered lights.
- 7.1.1.7 (6.10.12.) Assess the advantages of UNESCO World Heritage Site designation for the Citadel, and assemble a dossier to nominate the site, if desirable.

¹ 2008 plan objective numbers are kept in parentheses.

- **7.1.2 (6.13) Revitalization of the Museum**

Key Strategies

Respect the Modern Heritage Structure

- 7.1.2.1 (6.13.1.) Undertake the museum physical improvements that are respectful of, and strengthen, the modernist architectural character of this modern heritage building.

Themes, Artifacts & Rotating Exhibits

- 7.1.2.2 (6.13.2.) Design the Museum's themes and installations to interpret the cultural significance of the Citadel site, with particular attention to the artifacts excavated from the site and its key periods of historical development;
- 7.1.2.3 (6.13.4.) Arrange for changing exhibitions at the museum which highlight artifacts from the Citadel site, where possible;

- **7.1.3 (6.7) Promoting Compatible and Special Uses**

Key Strategies

New Inclusive and compatible uses

- 7.1.3.1 (6.7.1.) organize and introduce instructions for new and compatible temporary uses at the citadel, especially at the lower and Southern terrace, based on
 - Developing threshold (carrying capacities) and compatible use definitions for the different event locations.
 - Involve the local community where possible in major events; provide temporary jobs or other training opportunities.
- 7.1.3.2 (6.7.2) Develop operational guidelines for 'special and compatible uses' areas that take into account the site's overall potential to service activities without impact.

- **7.1.4 (6.11) Enhancing the Citadel District (Neighborhood) and the Urban Context**

Key strategies

Protect & Regulate the Urban Citadel Context

- 7.1.4.1 (6.11.1) prepare a detailed planning study of the area surrounding the Citadel to minimize any negative potential visual impact. publish the list of heritage buildings proposed by GAM and improve controlled site access to the Citadel by developing:
 - specific guidelines/regulations applicable to adjacent lands, including building heights, land use, density;
 - upgrading of roads and pedestrian stairs, routes and sidewalks
 - access of community to a network of new green open spaces
- 7.1.4.2 (6.11.3.) Define a strategy to target land uses and investment, particularly along the new southern boundary of the site;

Cultural Links and an Accessible Citadel

- 7.1.4.3 (6.11.8.) Integrate the Citadel with principal cultural sites in Amman by developing interconnections: physical and promotional;
- 7.1.4.4 (6.11.10.) Increase the accessibility of the site for pedestrians, giving them safe conditions of site entry;
- 7.1.4.5 (6.11.11.) Coordinate further the presentation and the function of the northern municipal park to integrate it with the Citadel site.

- **7.1.5 (6.14) Collecting and Centralizing Documentation**

- **7.1.6 (6.2) Presenting and Interpreting the Significance and Features**

Key strategies

Interpretation & Digital Information for a Quality Visitor Experience

- 7.1.6.1 (6.2.5.) Produce a bilingual digital site brochure, including, for example, key features, site routes and general code of conduct, to improve the visitor's understanding of the significant heritage characteristics and of the need for their protection (provide Qr code at ticket sales booth, meeting point or visitor centre);
- 7.1.6.2 (6.2.9) Include interpretation of archaeological work if in progress;
- 7.1.6.3 (6.2.3.) Ensure that interpretive, multi-lingual signage for all key site features² and panoramic views along the main visitor path, is aligned with the Citadel's cultural significance
- 7.1.6.4 develop a video film presenting a comprehensive view of the cultural significance and values of the site and its context;

- **7.1.7 (6.3) Making the Site Visitor Friendly**

Key strategies

- 7.1.7.1 (6.3.9.) Provide wheelchair-accessible pathways as a minimum for the provision of access for all;
- 7.1.7.2 (6.9.2.) Ensure site staff are trained in first aid, and that basic first aid equipment is available at the site arrivals area and possibly at the museum;
- 7.1.7.3 (6.9.3.) Manage visitation cycles for inevitable fluctuations in arrivals, and follow variable routes to avoid excessive numbers of visitors at any one time

² this is a strategy for projects undertaken during 2025

7.2. Identification of Focus Streams

The key strategies and the prioritized actions of the revised 2008 Plan were developed to also include recommended actions after consultations and grouped in streams to reflect the selected key objectives:

- External (off-site) Development
 - Development of urban green pockets and Jabal Al Qal'a Municipal park
 - The Southern Slope: urban access and new Citadel entrance to and from downtown (includes downtown stairs from Gam)
 - District detailed planning and building guidelines
 - Acquire building(s) for DoA to replace the on-site temporary offices
- Enhancements within the Archeological Site Boundaries
 - Museum rehabilitation and enhancement
 - Visitor services, infrastructure and interpretation
 - Lighting of Citadel at night, including the fortification citadel's walls
 - Southern-slope visitor services
 - Visitor and orientation centre at the main entrance
 - Pathways and viewpoints³

³ indicative of the project undertaken during 2025, the Design of Plazas, Viewpoints, and Pathways, and the Construction of Facilities at the Amman Citadel Archaeological Site project.

- Uses, Activities, and Events Management
 - Abstain from authorizing events on the archeological site, specifically the Umayyad and Roman precincts.
 - Develop operational guidelines for the temporary use of the Citadel, with emphasis on the lower and southern terraces of the citadel.
 - Activation of the southern slope in partnership with the civil society and the local community.
 - Enhance the Citadel's destination image within Amman's night cityscape, in terms of lighting
 - Enhance the Citadel as a night visitor destination through designation and management of areas that are proposed to extend the opening hours of the archeological site
 - New trail in the buffer zone linking the terraces of the Southern and western gate areas up to Jabal Al Qal'a Park.

- Development of the Amman Citadel Site Database
 - Store the conducted Amman Citadel inventory within DoA's digital database and ensure regular updating.
 - Incorporate the Amman Citadel inventory within a GIS after activating Mega-Jordan or an alternative GIS.
 - Ensure that all Citadel's human resources have full access to the up-to-date database.
 - Establish a request and permit system allowing limited access to review selected documents of the Amman Citadel inventory

7.3. Priority Projects

Priorities for the site actions are primarily based on maintaining and recovering the site's cultural significance and the enhancement of the visitor's experience. These are mainly developed from the revision of the 2008 Plan and the results of the current WB project workshops, consultation with public and private sector stakeholders, and site investigations. Additionally, these represent actions that are weighted and ordered by achievability, site impact, estimated cost, available funding, and sustainability (both maintenance and management capabilities).

Proposed priority actions or projects are summarized in a table format, including the time frame (short, medium), the appropriate lead agency for implementation, and the source of funding, if available.

For the purposes of this Plan:

- Short-term: to be conducted within up to two years.
- Medium Term: to be conducted within more than two years and up to five years.

The 'Priority Actions for the Amman Citadel Site' table provides further details on the actions recommended for short-term implementation. Some of these are already in the design/implementation phase of development. GAM and DoA have been contacted but have not confirmed their commitments to implementing the schedule of short-term priorities.

Sections highlighted in green indicate completed actions.

7.3.1. Priority Actions for the Amman Citadel Site Table

| Priority Projects | Proposed Actions | Priority | | Time frame | Proposed Lead Agencies | Linked with Objectives of the 2008 Plan | Budget & Potential Source Funding if Available | Notes or Graphic Reference |
|--|--|------------|----------|------------|---|---|--|----------------------------|
| | | Short Term | Med Term | | | | | |
| External (off-site) Development | | | | | | | | |
| Detailed planning and building regulations | Review GAM's current inventory of the Citadel's neighborhood for the architectural heritage and the need for update if necessary | | | Jan 2026 | GAM (Architectural Heritage Division) + to be discussed with the Amman Heritage Committee +DoA | 7.1.4.1 | 5,000 JODs | |
| | Publish a zoning and land use plan, with revised appropriate building regulations based on volumes and heights | | | Jan 2028 | GAM (Architectural Heritage Division, Planning Directorate) +to be discussed with the Amman Heritage Committee +DoA | 7.1.4.1 | 5,000 JODs | |
| Downtown Access | Review the contract developed by GAM for enhancing pedestrian access routes to and from downtown and the Citadel. | | | Feb 2026 | The Amman Heritage Committee | 7.1.4.1 | GAM 2,000 JODs | GAM developed this tender. |

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|--------------------------------------|--|--|--|----------|---|---------|---|---|
| | Issue and implement tender for 'enhancing pedestrian routes access to and from downtown to the Citadel.' | | | Jan 2028 | GAM | 7.1.4.1 | GAM 3,000 JODs | |
| | Review and implement transportation enhancement options such as a shuttle bus from downtown to the Citadel | | | Jan 2028 | GAM | 7.1.4.1 | GAM 5,000 JODs | |
| Jabal Al Qal'a Municipal Park | Prevent access to the cave by adding warning signs temporarily. | | | Jan 2026 | GAM + DoA | 7.1.4.5 | Funds for a public park enhancement from GAM after adoption of the Amman Heritage Committee 60,000 JODs | |
| | Provide a security booth in the park to control bad behaviours such as using caves as a toilet, dumping garbage, etc. | | | Mar 2026 | GAM + DoA (Archaeological directorate of the capital, Archaeological sites management directorate) | 7.1.4.5 | | |
| | Enhance the park design to include a theater and a shaded or climatized area by using water vapor in playground fixtures and facilities, in addition to better lighting. | | | Apr 2028 | GAM (lead design and future implementation) + DoA presents approval of design and monitor development (Archaeological directorate of the capital, Archaeological sites management directorate, Engineering directorate) | 7.1.4.5 | | Refer to Illustrations: Illustration 1 & 2: Jabal Al Qal'a Municipal Park |

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|--|--|--|--|----------|---|---------|------------------------|--|
| | Add signage panels to interpret the value of the cave and remains. | | | Feb 2026 | DoA (Archaeological sites management directorate, Engineering directorate, Directorate of Studies and Publishing) | 7.1.4.5 | DoA 2,000 JODs | |
| | Map the conditions, develop, reuse, and conserve the caves for temporary functions, such as community food production (cheese) and community exhibitions. | | | Mar 2028 | DoA + ACOR | 7.1.4.5 | ACOR or DoA 8,000 JODs | |
| | Add the park to the digital tourist map. QR code presented on the Citadel site's panels | | | Mar 2026 | DoA | 7.1.4.5 | 1,000 JODs | |
| Network of small urban pockets | Enhance the network of small urban open spaces within the immediate neighborhood of the site. This could involve minimal interventions that incorporate green spaces, urban street art, and creative initiatives from the local community. | | | Dec 2026 | GAM + the Amman Citadel Tourism Association + local artists | 7.1.4.1 | GAM 60,000 JODs | Refer to Illustration 3: Network of Green Pockets and Urban Street Art |
| Safe pedestrian Access to New Southern Entrance | Provide a unified continuous sidewalk on Hashem Alkheir Street, especially the section adjoining the Southern entrance. | | | Dec 2026 | GAM + DoA | 7.1.4.4 | GAM 250,000 JODs | GAM |
| | Construct and enhance the immediate stair network leading to the Rawda building from Hashem Alkheir Street | | | Dec 2026 | GAM + DoA | 7.1.4.4 | GAM 20,000 JODs | GAM |

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|--------------------------------------|--|--|--|----------|---|---------|----------------------------|--|
| New DoA offices at Al Rawda Building | Conduct a site visit, an initial visual assessment, and initial documentation drawings of Al Rawda building to explore its potential for reuse. | | | Mar 2025 | DoA | 7.1.4.2 | 3,000 JODs | This action has been completed, followed by a letter that has been sent from DoA to GAM to approve the idea of renting the building to DoA |
| | Conduct a structural assessment of Al Rawda building to assess the potential for its reuse and provision of any structural consolidation measures. | | | Mar 2026 | DoA (Directorate of Engineering and Conservation of Antiquities) + RSS | 7.1.4.2 | DoA +Consultant 5,000 JODs | |
| | Develop the functional program, the drawings, and documents to reuse Al Rawda building as the permanent offices of the DoA-citadel & employees, with the possibility to allow for public services such as toilets to serve the southern slope and/or storage for temporary fixtures. | | | May 2026 | DoA (Archaeological directorate of the capital, Archaeological sites management directorate, Engineering directorate) | 7.1.4.2 | 1,000 JODs | |

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|-----------------------------------|--|--|--|----------|--|---------|------------------------------------|--|
| | Implement the reuse of Al Rawda building to accommodate the permanent location for the Citadel DoA. | | | May 2028 | DoA | 7.1.4.2 | MoTA or DoA Around 200,000 JODs | The implementation could be done independently through the DoA, in collaboration with an NGO, or through a tender. |
| Visitor services (infrastructure) | | | | | | | | |
| Southern slope visitor services | Identification of infrastructural enhancements needed for the activation of the southern slope: accessibility, safety, type of guidelines for space utilization, activation of traditional buildings, etc. | | | Mar 2025 | DoA | 7.1.3.1 | 1,000 JODs | |
| | Develop a plan for the adaptive reuse of the traditional building as a handicraft outlet. | | | Jan 2026 | DoA (Archaeological directorate of the capital, Engineering directorate, Archaeological sites management directorate) + MoTA | 7.1.3.1 | 5,000 JODs | |
| | Implement the work for the reuse of the outlet by DoA team | | | Apr 2026 | DoA (Archaeological directorate of the capital, Engineering directorate, Archaeological sites management directorate) | 7.1.3.1 | DoA 50,000 JODs | |

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|--|--|--|--|----------|--|---------|--|--|
| | Issue a lease contract for the investment of the building | | | May 2026 | MoTA | 7.1.3.1 | private sector/local civil society 1,000 JODs | |
| | Install temporary furniture on the lower Southern Terrace, such as benches and waste baskets. | | | Mar 2026 | DoA + MoTA | 7.1.3.1 | DoA + MoTA 25,000 JODs | Reuse benches from other sites such as Ain Ghazal? |
| | Propose a design and provide the necessary links between the terraces of multiple levels at the southern slope, creating access to spaces that are currently unutilized. | | | Jun 2026 | DoA Engineering directorate | 7.1.3.1 | DoA 50,000 JODs | The linking stair structures can be designed and implemented by DoA. |
| | To prepare the southern slope for independent management at night, ensure complete separation of it from the Citadel. | | | Jun 2026 | DoA | 7.1.1.6 | 5,000 JODs | |
| | Develop design guidelines for temporary shelters and framing structures on the Southern slope that simulate the location of the demolished urban buildings. MoTA to issue a tender for operators to invest in the management of events on the southern slope accordingly while involving the Amman Citadel Tourism Association | | | Jun 2026 | DoA (Archaeological directorate of the capital, Engineering directorate, Archaeological sites management directorate) +MoTA | 7.1.3.1 | 10,000 JODs | Refer to Illustration 4: Temporary Shelters and Framing Structures on the Southern Slope |

| | | | | | | | | |
|--|--|--|--|----------|--|---------|--|--|
| | Implement the design of the temporary shelters and framing structures by the winning operator | | | Apr 2027 | Operator after DoA's approval | 7.1.3.1 | Contractor A minimum of 30,000 JODs | |
| Linking the Southern Slope with Jabal Al Qal'a Municipal Park | Assess the condition of the fortification walls between the southern slope and the park | | | Mar 2026 | DoA (Archaeological directorate of the capital, Engineering directorate) | 7.1.1.5 | 10,000 JODs | |
| | Conduct necessary remedial conservation works accordingly | | | Dec 2026 | DoA (Archaeological directorate of the capital, Engineering directorate) + RSS if needed | 7.1.1.5 | DoA A minimum of 500,000 JODs | |
| | Incorporate the public park into the Citadel site itinerary by creating a new trail in the buffer zone that connects the terraces of the Southern Slope and western areas to Jabal Al Qal'a Park. | | | Jan 2028 | DoA (Archaeological directorate of the capital, head of the Amman Citadel Division, Archaeological sites management directorate) | 7.1.1.5 | DoA 100,000 JODs | Refer to Illustration 5: A New Trail Linking the Southern Slope and Jabal Al Qal'a Municipal Park. |
| Design of new trails, plazas, viewpoints, and construction of site enhancement facilities | Design and implementation of new trails, signage, lighting fixtures, seating areas, waste baskets, panoramas, and arrival and assembly areas, including a new ticket office and a steel canopy for the entrance lobby. | | | Mar 2025 | MoTA | 7.1.7.1 | The Design of Plazas, Viewpoints, and Pathways, and the Construction of Facilities project was funded by MoTA 800,000 JODs | Designed by Engicon and implemented in 2024-2025 |

| | | | | | | | | |
|---|---|--|--|----------|--|---------|-------------|--|
| Enhancement of the trails' safety and preservation of their surrounding archeological elements | Restoration of the wall above the Byzantine house: complete the construction of a wall (action started in 2022) to protect the tourist path above the wall and stop the collapse of the soil, a major danger to the path with every rainy season. | | | Apr 2026 | DoA | 7.1.7.3 | 25,000 JODs | |
| | Restoration of the mosaic floor in the Byzantine region: wooden platforms for mosaic floors in the Byzantine house to protect from visitors. | | | Mar 2026 | DoA | 7.1.7.3 | 10,000 JODs | |
| Review the visitor trails for the Citadel site and propose reversed route option for visitors | Establish and manage a reversed route option for visitors, particularly when the number of site visitors per hour exceeds 170, at which point the DoA needs to propose the mechanism. | | | Jan 2026 | DoA (Archaeological directorate of the capital, Head of the Amman Citadel Division, Archaeological sites management directorate) | 7.1.7.3 | 2,000 JODs | The tourist routes may still need to be assessed by the DoA, especially to link with the Southern slope or Main entrance when visitors exceed 170 visitors. Tourists' routes have been enhanced to date. |

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|---|--|--|--|----------|--|---------|--|------------------|
| | Maintain the main entrance to the site and propose the exit from the southern entrance for group visitors. | | | Jan 2026 | DoA (Archaeological directorate of the capital Head of the Amman Citadel Division, Archaeological sites management directorate) | 7.1.7.3 | 3,000 JODs | Review the trail |
| Lighting the Citadel at night, including the outer Citadel's wall. | DoA to map the lighting of the Citadel at night and compile data, including the lighting schedule at the site. DoA to assess the preliminary visual impact while looking onto the site from the surrounding hills. DoA to hire a lighting consultant to evaluate the existing situation and propose a suitable ToR for a lighting consulting firm to conduct the study for illuminating the Citadel walls and event spaces—activities on the site including the new Southern entrance and any new paths. | | | Mar 2026 | DoA (Archaeological directorate of the capital, Engineering directorate, Archaeological sites management directorate) + consultant | 7.1.1.7 | Potential MoTA and Jordan Tourism Board to fund a short-term consultant with expertise in lighting archeological sites and propose a preliminary budget 5,000 JODs | |
| | Award the ToR for the lighting study for the winning consultant firm to design the required works. | | | May 2026 | lighting consultant firm | 7.1.1.7 | 30,000 JODs | |
| | Implement the design and adjustments for the lighting | | | Jan 2028 | firm, contractor after approval of DoA | 7.1.1.7 | A minimum of 100,000 JODs | |
| Mobile food truck at main parking | The food truck in the parking lot of the Citadel is to be operated by the local community. | | | Jan 2026 | KAFD | 7.1.3.1 | KAFD 35,000 JODs | |

Uses, Activities, and Events Management

| | | | | | | | | |
|----------------------------------|--|--|--|----------|--|---------|-------------|--|
| Operations and Monitoring | Agreeing to abstain from authorizing events at the archeological site, specifically the Roman and Umayyad precincts. | | | Jun 2025 | DoA | 7.1.3.1 | 3,000 JODs | DoA has a record of hosted private activities with the number of permitted visitors for each event during the past 10 years. It would be prudent to use those earlier experiences for deciding on the capacity for each allocated site and describe the measures to be adhered to in terms of the number of allowed visitors, nature of activity, site supervisors, and location of mobile services and temporary garbage collection, in addition to other data accompanying the activity. |
| | Identifying potential areas for hosting activities and events as alternatives to the events plaza is a necessity due to the ongoing excavations of the eastern area. This includes the Southern Slope and the Assembly Area. | | | Jun 2025 | DoA | 7.1.3.1 | | |
| | Conduct a carrying capacity for proposed locations, the southern slope and the assembly area, to determine the size and set of measures to monitor the activity, the allowable uses, and measures to control any violation. | | | Jan 2026 | DoA (Archaeological sites directorate, Archaeological directorate of the capital) | 7.1.3.1 | 20,000 JODs | |
| | Develop operational guidelines for the temporary use of the lower and southern terraces of the Citadel. | | | Feb 2026 | DoA (Archaeological directorate of the capital, Engineering directorate, Archaeological sites directorate) | 7.1.3.2 | 10,000 JODs | |

| | | | | | | | | |
|--|---|--|--|----------|--|---------|---------------------|--|
| Preparation for the activation of the Southern Slope in partnership with the civil society and the local community. | Engaging the local community in the activation potential of the southern slope in consultation with the Amman Citadel Tourism Association, DoA, and MoTA. This involves assessing and discussing potential roles and methods of cooperation. Engaging the local community could include contributing to the neighborhood's cultural heritage inventory. | | | Mar 2025 | DoA + The Amman Citadel Tourism Association +MoTA | 7.1.1.2 | 3,000 JODs | The result of this activity can give feedback on the necessary enhancements for the Southern terraces. It is necessary to involve the families living very close to the Southern slope when developing the night activities there. This project can offer the local community direct benefits. |
| | Invite an NGO and the Amman Citadel Tourism Association to discuss a temporary cultural and recreational program on the southern slope. Discuss what they see as necessary for them to conduct an activity, such as the type of services, parking, etc., or other aspects necessary to manage the site at night independent from the citadel. | | | Jan 2026 | DoA (Archaeological directorate of the capital, Archaeological sites management directorate) + NGO + The Amman Citadel Tourism Association +MoTA | 7.1.3.1 | 3,000 JODs | |
| | Invite pop-up events as a soft opening of the southern slopes that are to include the local community | | | Mar 2026 | DoA +NGO + The Amman Citadel Tourism Association +MoTA | 7.1.3.1 | MoTA 15,000 JODs | |
| Event management of the Southern Slope | Develop and announce a tender for the temporary use and events management of the Southern slope to operators involving the civil societies and local communities. | | | May 2026 | MoTA | 7.1.3.1 | MoTA 4,000 JODs | |

Visitor Interpretation

| | | | | | | | | |
|-----------|---|--|--|----------|--|---------|---|--|
| New signs | New signage at the Citadel | | | Mar 2025 | MoTA | 7.1.6.3 | As part of the Design of Plazas, Viewpoints, and Pathways, and the Construction of Facilities project was funded by MoTA 800,000 JODs | |
| | Enhance the main map signage panel with multilingual/bilingual text by adding a QR code, as it is only in English with small text | | | Feb 2026 | DoA (Directorate of Studies and Publishing, Archaeological sites management directorate) | 7.1.6.3 | DoA 3,000 JODs | |
| | Ensure that warning signs are bilingual, as they are now only in Arabic. | | | Feb 2026 | DoA (Archaeological sites management directorate) | 7.1.6.3 | DoA 2,000 JODs | |
| | Temporary bilingual signage for ongoing excavations & findings | | | Feb 2026 | DoA (Directorate of Studies and Publishing, Archaeological sites management directorate) | 7.1.6.2 | DoA 2,000 JODs | |

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|--|--|--|--|----------|---|---------|---|--|
| | Add signage that incorporates QR codes to the southern slope, interpreting the history of demolished houses as well as the development of the slope. | | | Mar 2025 | Capital's Directorate | 7.1.6.3 | 2,000 JODs | |
| Bilingual digital site brochure | Prepare the bilingual content and design for a digital site brochure that is to be linked with the interpretation panel's QR code. | | | Feb 2026 | DoA (Directorate of Studies and Publishing, Engineering directorate) + MoTA | 7.1.6.1 | MoTA and JTB if needed 3,000 JODs | |
| Visitor and orientation centre at the entrance to the citadel | New interactive poster and video room | | | Mar 2025 | MoTA | 7.1.6.4 | As part of the Design of Plazas, Viewpoints, and Pathways, and the Construction of Facilities project was funded by MoTA 800,000 JODs | |
| | Prepare the material for a short interpretation video within the range of 3 to 5 minutes. | | | Feb 2026 | DoA (Directorate of Studies and Publishing) | 7.1.6.4 | 3,000 JODs | |
| | Develop a short interpretation video within the range of 3 to 5 minutes, in several languages or with subtitles, to be displayed in the new visitor center, with a comprehensive narration of the citadel resources and cultural significance. | | | Apr 2026 | MoTA + JTB + DoA | 7.1.6.4 | MoTA & JTB 10,000 JODs | |

Jordan Archaeological Museum

| | | | | | | | | |
|-------------------------------------|---|--|--|----------|---|---------|----------------|--|
| Rehabilitation of the museum | Submit a file to declare the museum as a modern heritage building on the national Jordanian architecture heritage list at MoTA. | | | Jan 2026 | DoA + MoTA | 7.1.2.1 | 1,000 JODs | |
| | Review the design proposal for the extension of the museum, conducted by Creative Urban Designs in May 2024. | | | Jun 2025 | DoA | 7.1.2.2 | 3,000 JODs | |
| | Propose an initial program identifying selected artifacts and themes of display. | | | Jun 2025 | DoA (Engineering directorate, Directorate of Museums) +museum curator | 7.1.2.2 | 2,000 JODs | This action has been completed by Dr. Taher Al Gonmeen |
| | Review themes of display and layout for the museum proposal and allocation of selected artifacts within a scenario of no extension to the ground floor. | | | Jan 2026 | DoA (Engineering directorate, Directorate of Museums), museum curator | 7.1.2.2 | DoA 1,000 JODs | |
| | Agree on a final functional program brief for the proposed museum after the revision of Creative Urban Designs' proposal. Consider the provision of Museum staff offices in another location, making maximum space available for the displays and visitor services. | | | Feb 2026 | DoA (Engineering directorate, Directorate of Museums), museum curator | 7.1.2.2 | DoA 2,000 JODs | |

| | | | | | | | | |
|--|--|--|--|----------|---|---------|---|--|
| | Finalize the proposed theme for the display and review the inventory of artifacts to ensure they align with the finalized theme, while also maintaining a concept and space for a rotating exhibition. | | | Mar 2026 | DoA (Engineering directorate, Directorate of Museums), museum curator | 7.1.2.3 | DoA 1,000 JODs | |
| | Propose a new ToR for the rehabilitation and enhancement of the museum building with necessary new additions, respecting its heritage significance, to include: - The design of the thematic display collection includes its location, fixed furniture for displaying artifacts, and a space for the temporary rotating collection. -Any special conditions for artifacts' display that need to be considered. -All related design graphics for the information panels and artifact signage. -Improve access to the museum's two floors for visitors with mobility and visual challenges. -Design of the gardens and terraces. -Redesign the exterior lighting of the museum building for nighttime use. | | | Apr 2026 | DoA (Engineering directorate, Directorate of Museums) | 7.1.2.2 | Funds to be secured from DoA as part of the museum budget allocation 2,000 JODs | |
| | Issue a contract to implement the rehabilitation and enhancement of the museum and its related displays. | | | May 2026 | winning contractor | 7.1.2.2 | 1,200,000 JD was allocated to the museum, and the DoA needs to retain and rotate funds for the year 2026. | |

| Site Documentation and Knowledge Dissemination | | | | | | | | |
|--|--|--|--|----------|---|-------|-------------|---|
| Development of the Amman Citadel Site Database as the centralised source of documentation and knowledge dissemination | Store the conducted Amman Citadel inventory within DoA's digital database and ensure regular updating | | | Jan 2026 | DoA (Directorate of Studies and Publishing) | 7.1.5 | 1,000 JODs | The Amman Citadel Stock-taking (Inventory) should be revised to identify documents that could potentially be published in the DoA Publication Archive, which is accessible to the public via DoA's website and GIS. |
| | Incorporate the Amman Citadel inventory within a GIS after activating Mega-Jordan or an alternative GIS. | | | Mar 2026 | DoA (National Heritage Documentation Section) | 7.1.5 | 5,000 JODs | |
| | Ensure that all Citadel's human resources have full access to the up-to-date database. It is essential to ensure that the up-to-date dissemination of and access to the database is provided to each new staff member. | | | Jan 2026 | DoA (Directorate of Studies and Publishing) | 7.1.5 | 5,000 JODs | |
| Site Documentation | 2D & 3D documentation for the Citadel site and the fortification walls, as well as its immediate surroundings, such as the municipal park | | | May 2026 | DoA (Engineering directorate) | 7.1.6 | 10,000 JODs | |
| Bilingual SMP | Translate this plan to Arabic to ensure its multilingual publishing and dissemination. | | | Feb 2026 | DoA (Directorate of Studies and Publishing) | 7.1.5 | 3,000 JODs | |

7.3.2. Visual Illustrations

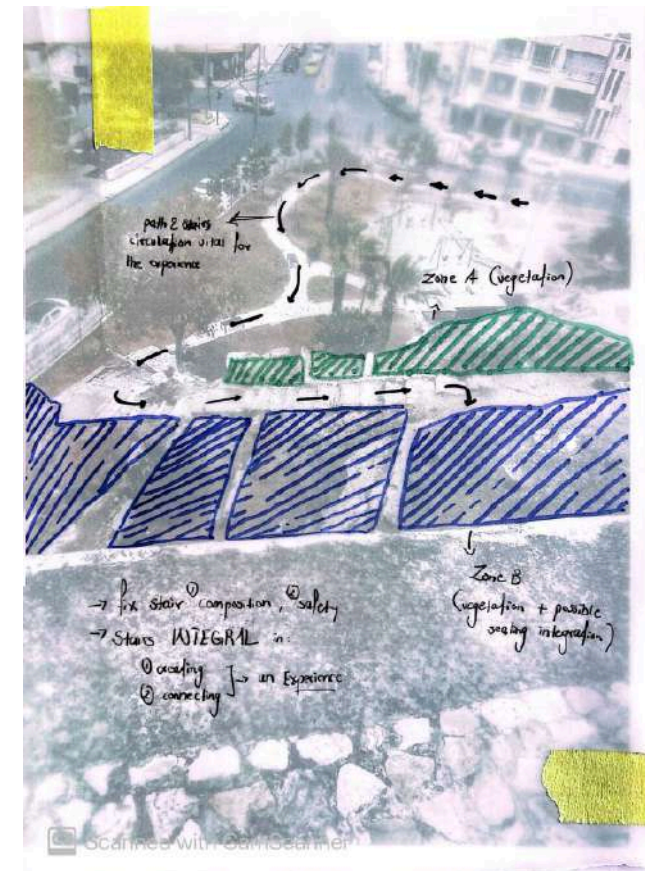
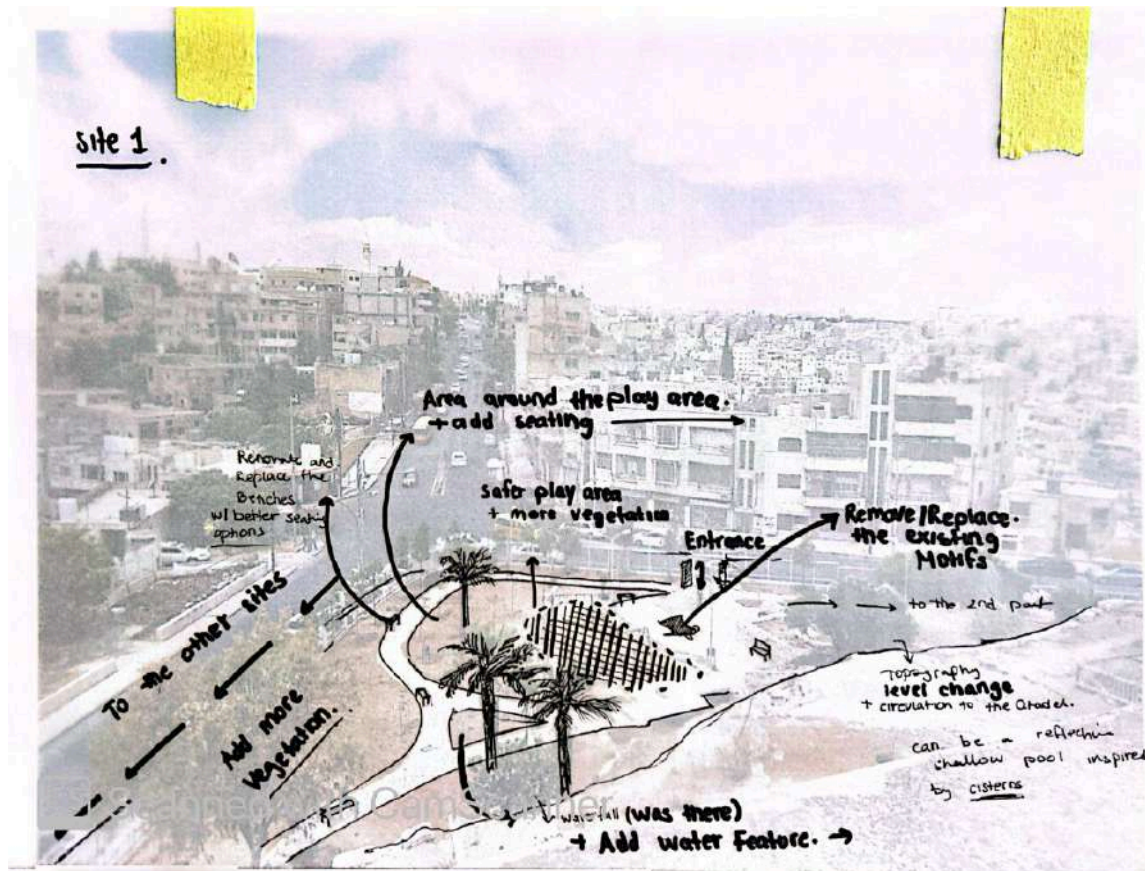
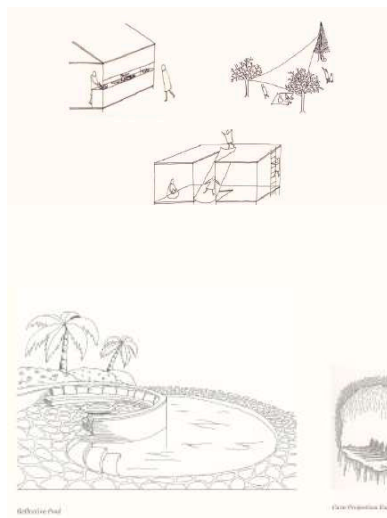
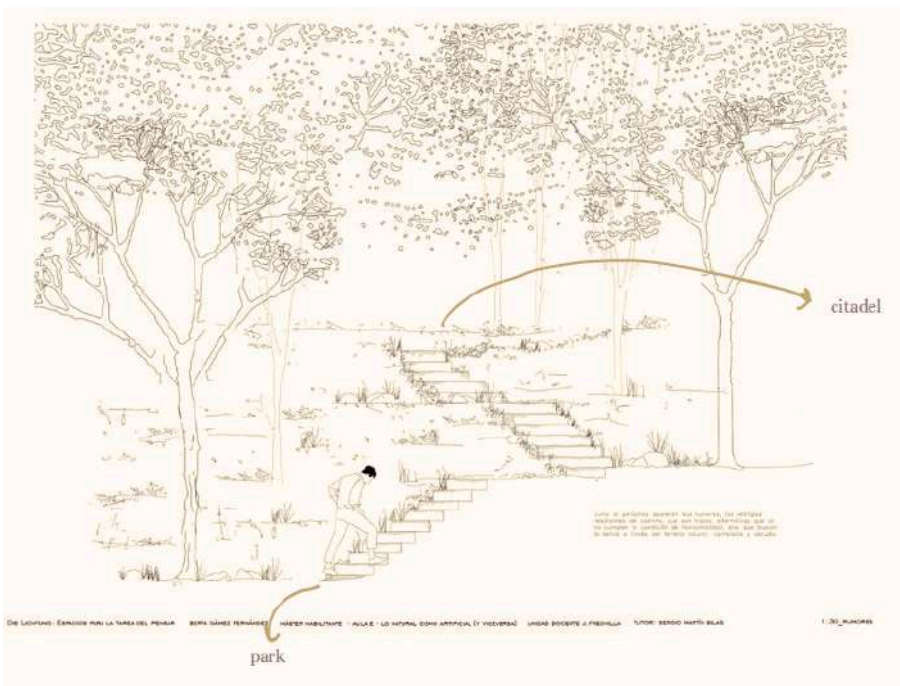


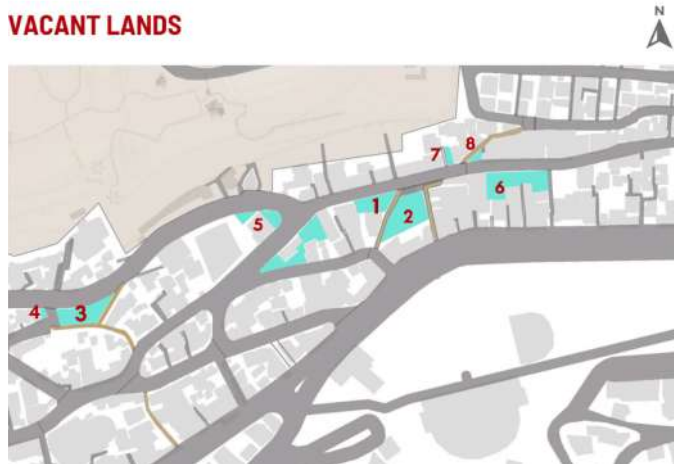
Illustration 1: Jabal Al Qal'a Municipal Park

2025 _ Landscape Design Course III _ GJU SABE Students - Ind. Prof. Arch. Leen Fakhoury



2025 _ Jabal Al Qal'a Park - Landscape Design Course III _ GJU SABE Students - Ind. Prof. Arch. Leen Fakhoury

VACANT LANDS



POTENTIAL SPACES FOR NEW MURALS



- Hotel
- Residential Building
- Residential Building
- Parking
- Abandoned Building
- Warehouses
- wall



Illustration 3: Network of Green Pockets and Urban Street Art

2025 _ Urban Design Course - Group 2 _ GJU SABA Students - Ind. Prof. Arch. Leen Fakhoury



Illustration 4: Temporary Shelters and Framing Structures on the Southern Slope

2025 _ Urban Design Course - Group 2 _ GJU SABE Students - Ind. Prof. Arch. Leen Fakhoury



Illustration 5: A New Trail Linking the Southern Slope and Jabal Al Qal'a Municipal Park.

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Annexes

- Annex 1. The 2008 Citadel Site Conservation and Management Plan
- Annex 2. Stock-taking
 - 2.1. Stock-taking methodology and work plan.
 - 2.2. Inventory document listing all acquired data.
- Annex 3. Stakeholder Consultation:
 - 3.1. Consultations & the Participatory Approach Towards the Amman Citadel Action-Oriented Site Management Plan
 - 3.2. Stakeholder consultation material