PROPOSAL FOR
A NATIONAL STRATEGY FOR CULTURE
HASHEMITE KINGDOM OF JORDAN

**In collaboration and with the support of the Ministry of Culture
and civil society cultural operators and organisations**

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PREFACE

In 2014, Med Culture, an EU-funded regional programme, aimed to accompanying partner countries in the South Mediterranean in their path towards developing and promoting their cultural policies and practices

Med Culture held a series of consultation meetings in Amman, Jordan with representatives of the Jordanian Ministries of Culture and Tourism and Antiquities, as well as concerned cultural operators (April 29 and 30 2016). These meetings are part of Med Culture's consultative approach and the programme's aim to develop need-based actions for the development of culture in the region, with the Technical Assistance acting as facilitator. The main objective of the Amman meetings was to identify priority areas with regard to developing cultural policies in Jordan. The discussions were held within the programme's regional framework, in tandem with relevant similar meetings in seven other partner countries of the European Union from the South Mediterranean.

During Jordan's meetings, participants from various organisations, independent artists and cultural operators who responded to Med Culture's invitation as well as representatives of the Ministries of Culture and Tourism and Antiquities agreed on the need for developing a national cultural strategy in Jordan as a top priority. To this effect, the Med Culture programme team set forth an action plan dubbed "Action Plan for the Development of a Cultural National Strategy" (hereinafter referred to as the "Action"), with the aim to promoting the cultural sector's governance and development. In early 2015, the Jordanian Ministry of Culture listed such an Action among its top priorities.

Med Culture proposed to serve as technical assistance to the process and facilitator of the activities to be implemented throughout. It also engaged to draft the documents to be produced based on participants' contributions.

METHODOLOGY AND PROCESS

During a meeting held on June 8 and 9, 2015 at Jordan's Royal Film Commission in Amman, Med Culture launched said Action. The meeting gathered cultural operators, specifically key players in the drafting and development of cultural policies, from Jordan as well as Lebanon, Morocco, Palestine and Tunisia, to discuss the most adequate methodology and approaches for the implementation of the Action in Jordan.

In the same vein, on May 15 and 16, 2016, a first national consultative workshop was held in the wake of the first meeting, under the auspices of the Jordanian Ministry of Culture and in coordination with its team. The workshop gathered more than 100 cultural operators[1] from the Kingdom, representatives of civil society organisations, independents and representatives of local authorities, representatives of line Ministries – Planning and International Cooperation, Education, Municipal Affairs, etc. Some of these were already part of the Med Culture database, others were communicated to Med Culture by Ministries and cultural operators. It was seen as a significant step towards setting the necessary standards and criteria to develop a national strategy for culture based on a clear and deep understanding of opportunities, strengths, weaknesses, and available and unavailable resources within the local context of the cultural sector and as perceived by key players and stakeholders. The workshop also set the framework, including the values, principles, and art and cultural fields to be taken into account, as well as the programme's vision, stakeholders, beneficiaries (partners), and strategic objectives.

The workshop also provided participants with the option of joining one of the working groups which were divided according to these main topics:

1. Definition of the vision, strategic goals, and guidelines in line with the vision: This working group was moderated by Dr. Ahmad Rashid, Assistant Secretary General of the Ministry of Culture; Christiane Dabdoub Nasser, Med Culture Team Leader; Dima Shaheen, the session's rapporteur and an independent Jordanian cultural activist.

2. Beneficiaries (stakeholders):
    1) the authorities' role.
    2) The civil society's role.
    3) The role of elected officials.
    4) The role of artists and cultural practitioners.
    This working group was moderated by Naima Lahbil, an independent Moroccan expert on cultural economy; Samar Dudin, programme regional director and coordinator at the Arab Foundation for Sustainable Development (Ruwwad Al-Tanmeya) and the session's rapporteur, Mohamad Zawahra, Director of Local Development, Al Zarqa Greater Municipality.

3. Centralized and decentralized initiatives: This meeting was moderated by Fatin Farhat, an independent expert on cultural policies, and Ahmad al-Fawwaz. The session's rapporteur was Rusul Al Nasser, founder and director of "Tajalla" for Music and Arts.

On July 19, 2016, Med Culture's Technical Assistance Unit met with the Minister of Culture, Dr. Adel Al-Tuweisi, to brief him on the latest findings and developments of the programme at the Jordanian level and on the next steps to be taken. In turn, Al-Tuweisi reiterated the ministry's commitment to the Med Culture programme and the coordination with the programme's team

for the success of the mission. Al-Tuweisi also announced that the task to combat extremism in the Hashemite Kingdom of Jordan, which was first entrusted to the Ministry of Interior, is now assigned to the Ministry of Culture. This decision has different implications:

1. It emphasises the significance of culture with respect to the promotion of dialogue and cohesion among the various segments of the Jordanian society.

2. It proposes a greater role for the Ministry of Culture in addition to major responsibilities, which could entail arming the ministry with more generous budgets.

3. It emphasizes the need for a national strategy to choreograph the necessary practical steps to combat extremism.

Al-Tuweisi also discussed with the Med Culture Team the Ministry's cultural development plan for 2017-2019. The minister stressed the need for said plan to be in line with the Strategy to be developed by the programme in coordination and in partnership with all stakeholders including the ministry, pending the Cabinet's approval. Al-Tuweisi also discussed the ministry's 2006-2008 plan which should serve as the basis for the new plan.

Of note, a group of cultural practitioners[2] — whose majority members are part of the National focus group previously formed by the Med Culture programme — have announced their commitment to contributing to the development of this Strategy and the provision of all necessary support throughout the various stages of implementation of the corresponding activities.

Complementing the work as per the agreed methodology, the second national consultative workshop was held in Amman on December 6 and 7, 2016. Participants included those who had participated actively in the first workshop and some who had been invited but could not make it then, as well as additional ones communicated to Med Culture during the interim. It is to be noted that Med Culture keeps its lists open to newcomers as a way to broaden the base of its beneficiaries and extend the participation to as wide a number as possible.

During the second workshop, also organised with the support of the Ministry of Culture, participants went over the progress made since the first workshop, reviewing the themes proposed in the draft strategy document that had resulted from the first workshop: framework, vision, partners, and promotion of culture in the peripheries (outside capitals and big cities). Following that, they broke up into three working groups in order to discuss the three remaining issues relative to the Strategy:

1. Definition of main strategic objectives: Areeb Zuaiter, Regional Training Manager at the Royal Film Commission (RFC), facilitated this session, and Wajdi Mansour, Project Administrator at the RFC, acted as rapporteur.

2. Definition of priorities for an action plan: Serene Hleileh, Director of Almultaqa, and Safi Sakran, Coordinator of MedeArts acted as facilitator and rapporteur.

3. Monitoring and evaluation: this session was facilitated by Sabrina SALIS, Assistant Project Officer, UNESCO Office – Amman, with Deema Azar, Managing Partner at TaleBox, acting as rapporteur.

Following this second workshop, the national strategy for culture was updated in accordance with the workshop's final outputs and in response to the participants' direct feedback. The resulting complete draft laid the ground for the definition of the first draft of an Action Plan. This Action Plan addresses 7 priority themes and 15 areas of intervention based on what transpires in the draft National Strategy document. These cover the various sub-sectors identified during the consultations, which include: Performing arts, Visual arts, Music, Arts and handicrafts, Creative industries, Cultural Heritage, Museology and curation, Urban planning, Management of cultural spaces, Cultural tourism and festivals, Communication. The priority themes identified include: governance, mapping, education, broadening the base and promotion of culture in the peripheries, infrastructures and spaces, cultural heritage, culture and development – cultural tourism, creative industries, handicrafts - and communication and networking. This Action Plan has focussed on a restricted number of objectives per theme and a restricted number of initiatives per objective based on the belief that being modest is more likely to get results than not.

On July 4, 2017 a last workshop was organized in order to examine the Action Plan and select key objectives and priority initiatives to reduce it further to what is feasible and attainable (action steps) within three years or any time lapse the participants deem reasonable. The focus of this Action plan has been on initiatives that correspond to the context's immediate needs while taking into consideration the various constraints that mark the sector, including budgetary ones and what already transpires in the Ministry of Culture's Development Plan 2017-2019, The understanding is that Med Culture would accompany the implementation of these priority actions until its termination in March 2019.

This last workshop gathered more than 40 participants from the ministries of culture and higher education, municipalities and cultural operators, key foundations involved in supporting the culture sector within the South Mediterranean region, as well as four guest experts from Lebanon/Algeria, Palestine, Tunisia and Belgium. It included presentations by Med Culture guest experts - Jean-Louis Luxen highlighted the relevance and important of action plans as tools for implementing cultural strategies; Celia Hassani presented the work accomplished by the Lebanon based organization Agenda culturel in the mapping of the cultural artistic sector in Lebanon; and Shiran Ben Abderrazak, Director of Dar Eyquem, in Tunisia, presented the Tunisian experience in mapping the cultural artistic sector in the Wilaya of Tataouine. Three working groups addressed the specific themes of governance, culture and development, youth and education in the working sessions as follows:

1. Governance: Fatin Farhat (Med Culture expert) and Lamia Raei (independent expert) facilitated the session, while Safi Sakran (Coordinator of MedeArts) acted as rapporteur.

2. Education and Youth: Dima Azar (Tale Box) and Mohama Azaizat (University of Petra) facilitated the session, while Mohamad Alarab (Ministry of tourism) acted as rapporteur.

3. Culture and Development: Russol Al Nasser (independent practitioner), Shema Tal (Amman Greater Municipality) facilitated the session, while Nizar El Adarbeh acted as the rapporteur.

In conclusion, it is important to emphasise that Med Culture played the role of a facilitator to the process from the outset. It is important that the Ministry of Culture along with all relevant stakeholders continue this process and create the environment conducive to the implementation of the identified priority actions within the prescriptions and along the principles that transpire in the strategy.

Furthermore it is essential to note that the methodology adopted for the drafting of a cultural strategy for Jordan is in line with the overall provisions and directions of UNESCO's conventions which emphasize the importance of a participatory approach and the adoption of good governance principles in developing national cultural policies. The most prominent of these is the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions, endorsed by the Hashemite Kingdom of Jordan in 2006. The approved methodology adopts the principle of "participation", given that its preparation was not only limited to the Ministry of Culture (as a direct point of reference) and other related ministries, but rather included local authorities, governorates, culture and art organizations, independent culture and art initiatives, and networks, as well as independent artists and cultural researchers. The methodology also relies on the exchange of information and experiences by benchmarking against important models of cultural policy development both in the Arab region and across Europe.

The process of defining the Strategy is an example of good practice which Med Culture will promote throughout the region.

STRATEGY

The Strategy's general approach is that it should serve as an integrated framework based on principles of participation, dialogue, deliberations, and discussion. The Strategy constitutes a regulatory framework for cultural actions that are realistic, practical, and feasible, and through which a common vision and clear programmes and plans would be agreed upon for implementation, monitoring, and evaluation, as well as for the provision of funds, not only from the Ministry of Culture or the government, but also from local and international private funding sources.

This approach evidently requires the formation of wide coalitions of relevant official, semi-official, and independent organizations, unions, and private institutions and individuals to participate in the planning process from the start. It also requires dealing with the culture and heritage sector as a key driver of national development, hence the "involvement" of important sectors such as the Ministry of Economy, Ministry of Labour, as well as the private sector in the process as a whole. It also stipulates integrating independent artists who are not necessarily represented by active institutions (both official and independent ones) and are often excluded from the planning process (because of the lack of adequate communication mechanisms), to involve them in planning and implementation.

STATUS QUO

There is currently no scientific analysis of the state-of-play of the culture sector, which makes the exercise of developing this Strategy and the definition of its goals all the more difficult. There are, however, a significant amount of information that is scattered and that could be gathered and documented through surveys and research.

On the basis of the above, Med Culture considers the mapping of the culture sector a top priority in the Action Plan.

During the implementation of the two aforementioned workshops, the working groups broached the general framework of the new strategy: the vision, the values, and the principles. The meetings discussed a series of issues, topics, and key priorities of cultural policies that were frequently addressed, notably:

1. **Addressing the Islamic religion and Arab national identity in the Strategy's text:** Participants expressed different views during the workshops with regard to the "vision." The proposed solution was "a national, Arab-Islamic, humanistic culture"; it was deemed representative of all the components of Jordanian society, without exception.

2. **The dialogue between civil society and government:** Participants agreed that the existing dialogue is essential for promoting the sustainable development of cultural, the arts and all other sectors. Authorities should act as facilitators and advocators and ought to pay close attention to cultural operators, be aware of their needs, and of the obstacles and challenges they face during their work. This dialogue ought to reflect positively on policy-making.

3. **The role and accountability of the Ministry of Culture towards cultural operators and artists, and the sector in general:** The ministry should be the main pillar and facilitator of cultural action - it should seek to provide adequate local public funding[3] and the appropriate mechanisms to allocate funds in a credible and transparent manner; it should assume responsibility for its actions and works, and be held accountable in case of failure.

4. Participants agreed that one of the main reasons behind the increase in extremism is the marginalization of cities and cultural centres located outside Amman. It is crucial **to promote the role of cities in cultural development and cultural centres ought to be provided with the competent human resources to manage them,** and to have their own action plan to promote dialogue and tolerance of others in a spirit of respect and equality, especially today with the refugee influx into Jordan from neighbouring Arab countries, notably Syria. Extremism is further exacerbated by the lack of integration and coordination between the educational system across its different stages on the one hand, and the Jordanian curricula with contemporary international curricula; universities lacking a distinct role in cultural, artistic dissemination, research, production and promotion; and the limited audiences for niche cultural and artistic activities, which are concentrated in urban hubs.

5. **The status and centrality of artists and creative people:** The prevailing system and the culture have failed to give artists the recognition they deserve in society, compounding the indifference towards creativity and creative work in general. This leads to economic and social consequences, specifically in light of the current lull in art unions and associations and their politicization, which make it difficult for artists to secure jobs, or to earn decent wages.

6. **The lack of coordination between institutions involved in cultural affairs,** which has scattered efforts and created a new cultural reality, and the lack of emphasis on the fact that cooperation between workers in the cultural sector increases the chances of their success. In fact, such cooperation is almost non-existent in Jordan.

[3] The Ministry of Culture's position is to underline the fact that it has the least consequent budget in comparison with other ministries and that most of this budget goes to operational costs. The position of the cultural operators is that the Ministry should lobby within its own government to get more substantial support. The Strategy hence becomes an appropriate tool.

7. **The need to ensure the freedom of expression** as stipulated in international conventions and legislations that regulate cultural action and others.

8. **Lack of specialized studies and a critical reading of the Jordanian cultural reality** and the absence of an accurate database through which needs may be identified and directions can be recommended.

9. **Acute shortage of specialized, qualified manpower, properly trained to work and manage different activities and provide services in cultural fields,** especially in those areas that require advanced cutting-edge skills, knowledge, and techniques; of development of academic culture-related curricula and programmes; of development of policies and strategic planning for the cultural sector; of management of cultural and artistic institutions working in cultural industries.

As for the definition of culture, deliberations between participants in both workshops have resulted in the adoption of UNESCO's definition. The argument was that UNESCO had made efforts towards defining culture, the most important of which was during the global conference on culture in 1982 in Mexico, which resulted in the Mexico City Declaration on Cultural Policies, and that this definition of culture was compatible with Jordan's needs and specificities:

"the whole complex of distinctive spiritual, material, intellectual and emotional features that characterize a society or social group. It includes not only arts and letters, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs. […] it is culture that gives man the ability to reflect upon himself. It is culture that makes us specifically human, rational beings, endowed with a critical judgment and a sense of moral commitment. It is through culture that we discern values and make choices. It is through culture that man expresses himself, becomes aware of himself, recognizes his incompleteness, questions his own achievements, seeks untiringly for new meanings and creates works through which he transcends his limitations."

The participants deemed culture as a social capital that grants individuals and communities the ability to confront life's variables and difficulties as well as the capacity to stay connected with life's conditions and the resilience to keep creating. Culture also plays a vital role in the production and reproduction of the identity within a national pluralistic and forward looking crucible. The religious, political, ethnic, and intellectual diversity that marks Jordanian society further raises the importance of creating awareness among younger generations on the need to see pluralism as a prerequisite - albeit not sufficient by itself,- for the construction of a democratic society and modern state. It is one of culture's role to build such a society if it is to thrive and blossom and secure for its citizens the freedom to be creative. Participants also emphasized the need for citizens' participation in cultural life, which is not restricted to cultural projects and performing arts only but goes beyond to encompass the well-being of communities and enhance the value of cultural and artistic production. On a practical level, cultural work is associated with a broader understanding of the development process, offering a space for people and local communities to express their ideas about the desired cultural development.

[4] Jordan ratified two significant UNESCO agreements: the 2003 Convention for the Safeguarding of the Intangible Cultural Heritage and the 2005 Convention on the Protection and Promotion of the Diversity of Cultural Expressions 2005- http://portal.unesco.org/en/ev.php-URL_ID=31038&URL_DO=DO_TOPIC&URL_SECTION=201.html

[5] Cultural policies in Jordan, Hani al-Amad, UNESCO 1981, p. 13

1.1 VALUES

As already mentioned, the workshops occasioned heated discussions around the values that should frame culture and cultural work, and their main concern was to include respect for human (universal) values that are based on mutual respect and acceptance of the other where everyone finds a place, whilst excluding violence and extremism of all colours.

The values reflect the components of Jordan's collective identity, which is an Arab, Islamic national and humanistic identity, inherited and 'acquired'. It is guided by a forward-looking vision that caters to cultural diversity, acceptance of the other and respect for differences, as officially stipulated with regard to national values and the values of democracy.

1.2. PRINCIPLES

The diversity and openness that have characterized Jordan[4] throughout history have served as a significant catalyst for inspiring and enlightening the national cultural project, and for contributing to its development and flourishing at the national, regional, and international levels.

One of the most important principles upheld by Jordan is "strengthening links between global and local cultures as well as promoting culture per se […] as well as scientific culture […]."[5]

There is no doubt that culture is a fundamental right of every Jordanian citizen and should be enjoyed and exercised equally by all communities and individuals. To ensure the exercise of this right with integrity and fairness, community participation ought to be galvanized and promoted at all levels according to internationally recognized principles of accountability and transparency.

The practice of cultural action translates into various forms and at various levels, it is therefore necessary to take into account the freedom of creativity and innovation, while supporting and encouraging advocates of positive and constructive change as well as creative projects, thereby creating job opportunities for young people.

1.3. ART AND CULTURAL FIELDS AND RELATED DOMAINS TO BE CONSIDERED

1.3.1. ART AND HERITAGE FIELDS

- Performing arts
- Visual arts
- Music
- Arts and Handicrafts
- Creative industries
- Preservation of Intangible Heritage
- Preservation of Tangible Heritage through the development and maintenance of heritage sites.
- Management of archaeological sites
- Museology and curation
- Urban planning
- Management of cultural spaces
- Cultural tourism and festivals

1.3.2. RESEARCH AND DOCUMENTATION

The absence of research and statistics in the cultural sector represents a real problem and should be addressed as a top priority. One of the weaknesses relating to the development of a national strategy for culture is the lack of documentation, studies, and accurate data on the sector. Documentation could have contributed to the workshop outputs and to the definition of this document. This is especially true in terms of context and the application of policies as well as the implementation

[6] http://unesdoc.
unesco.org/imag-
es/0004/000455/045524eo.
pdf

[7] The project was funded
by the Euromed Heritage
programme in its fourth
phase, which was a regional
program funded by the EU
between 2008 and 2013 and
implemented by UNESCO,
and which contributed to the
implementation of the Con-
vention for the Safeguarding
of the Intangible Cultural
Heritage in the Mediterra-
nean partner countries. In
Jordan, UNESCO contribut-
ed to the assessment of the
situation of the intangible
cultural heritage. For
further information, see the
following report: http://www.
unesco.org/culture/ich/doc/
src/07950-EN.pdf

[8] The guidelines on higher
education and vocational
training in arts and man-
agement as well as cultural
policies – Employment and
Leave September 2016

[9] Ministry of Education –
Developing Culture in Jordan
2006-2008

of the project as a whole. In this context, participants mentioned the study on cultural policies in Jordan, developed by Hani al-Amad by commission of UNESCO and published in 1981.[6] The study gives a general historical perspective on the development of the cultural sector, taking into account demographic and ethnic dynamics among others. There has been also reference to the report published by the EU-funded programme, MEDLIHER – Mediterranean Living Heritage.[7]

Recommendations for the development of research and evaluation of the cultural policies sector in Jordan can be summarized as follows:

• Building a knowledge base to support cultural planning and investment in Jordan, which should be accessible to all researchers and students who are interested in cultural policy and/or work in the field of culture.
• Monitoring of indicators for cultural action in Jordan and the relevance of legislation and laws governing culture and related fields.
• Developing methodologies and mechanisms to assess and study the impact of cultural projects.
• Encouraging scientific research, surveys, and documentation with respect to cultural development, and more particularly the study of Jordanians' cultural needs, whether inside the country or abroad, as well as their positioning on the regional and world cultural scene.
• Linking culture to the economy and raising awareness about the economic value of culture.
• Developing tools to ensure sound cultural practices and to promote cultural development in cultural institutions and municipalities.
• Taking benefit from the study[8] commissioned by Med Culture on higher education, technical disciplines, and

cultural policies and management and building on its outputs so as to incorporate some of the guidelines it mentioned in such a way that is in line with the needs of higher education and training in Jordan.

1.3.3. LEGISLATIONS

There is a series of legislations[9] governing culture and cultural work in Jordan, most importantly:

• The 2006 Act (36) and amendments.
• Associations Act No. 51 of 2008
• The 2006 Act (6) and amendments
• Administrative Organization Regulation of the Ministry of Culture No. 15 of 2003
• Administrative Organization Regulation of the Royal Cultural Centration No. 16 of 2003
• Administrative Organization Regulation of the National Library No. 5 of 1994
• Antiquities Law (for archaeological sites)
• Tourism Law (regulating tourism)
• Heritage Law
• Regulations of authorship rights

Participants also made reference to the study carried out by Suhad al-Sukari on legislation relative to culture in Jordan and agreed that legislations with regard to arts and cultural associations in Jordan have become out-dated and do not respond to the requirements of the present day.

1.3.4. EDUCATION

Education and higher education constitute an important link in the "value chain" of cultural development. The lack of coordination and complementarity between the various stages of the educational and higher education systems, the lag between Jordanian and international cultural production, the absence of any role for universities in the promotion of cultural and artistic production and research

are the most important challenges facing the future of culture in Jordan. There is also an urgent need to develop the teaching of arts in Jordan all the way from primary to secondary education.[10] Higher education ought to provide majors and specialisations that are more compatible with contemporary needs and that graduate more skilled cohorts.

More specifically:

- Critical review and evaluation of educational programmes - both theoretical, and practical – with the aim to making them compatible with the general philosophical approach to higher education as stipulated within the corresponding legislative framework, and aligning them with market demands in the fields of culture and tourism. This review should take into consideration current artistic trends at the technical, philosophical, and intellectual levels.
- Development of art curricula in general education and enhancement of skills of faculty members and raising their academic level.
- The Ministry of Culture ought to enhance coordination with the Ministries of Education and Higher Education and Youth and work on developing the appropriate and necessary policies and programmes for the development of the cultural sector.
- Development of alternative and complementary extracurricular programmes.
- Development of higher education in the art and management fields as well as in cultural policies.
- Integrating an educational course for developing entrepreneurial skills: business development, project design and planning, fundraising, resource management, etc.
- Review of official diplomas and certificates in art and cultural majors for fellowship and graduate studies.

- Raising cultural awareness among young people and students regarding the importance of culture as a basic need for human existence.

1.3.5. SPACES

Within this context, cultural spaces refer to the places where cultural events and activities are organized. They could be outdoor or indoor spaces, public, semi-public, or private. These spaces can play an important role in shaping childhood memories and experiences and are therefore of great importance in the lives of the communities. Jordan suffers from a weak network of infrastructures marked by the small number of poorly equipped cultural centres (theatres, cinemas, press houses, training locations, and exhibition venues) and the poor role they play within communities. Participants recommended the following:

- Developing and activating cultural spaces for the implementation of cultural events and activities and facilitating access to them.
- Promoting cultural action outside the capital Amman[11] in remote governorates and villages.

II STATUS QUO

There is currently no scientific analysis of the state-of-play of the culture sector, which makes the exercise of developing this Strategy and the definition of its goals all the more difficult. There are, however, a significant amount of information that is scattered and that could be gathered and documented through surveys and research.

On the basis of the above, Med Culture considers the mapping of the culture sector a top priority in the Action Plan.

III VISION

Due to the many challenges the country is currently facing, defining a vision for the cultural sector in Jordan is a challenging exercise. This challenge is exacerbated by the incremental flow of refugees of different nationalities; the rise in unemployment and extremism; the widening gap between social classes and erosion of the middle class; the lack of awareness of the value of culture; and the absence of clear national policies that would support a healthy development of the sector.

SUGGESTED VISION

"A Jordanian, Arab-Islamic, humanistic, democratic culture, respectful of religious, intellectual, and political diversity and open to innovation, to world cultures as well as to the heritage of mankind".

THE RELATIONSHIP BETWEEN CULTURE AND SOCIETY

The contributions of the participants touched upon a wide range of issues relevant to what they considered the links and interrelation between culture and society:

- An all-encompassing approach to culture defined by humanistic and democratic values; open to contemporary trends and to other cultures yet respectful of its own traditions and heritage; valuing the cultural and ethnic diversity of its social fabric yet aware of the commonalities and shared characteristics, which it promotes and strive to share with the rest of the world.
- An approach that supports and enables the creation of safe spaces that ensure the freedom of expression and artistic production in all its forms and to all Jordanian citizens.
- An approach that contributes to create an ecosystem where culture and art are vectors of development, empowerment, education, and learning, and effective in tackling some of the issues Jordanian society faces.
- An approach where the impacts of successive waves of asylum-seekers to Jordan on the cultural identity are viewed positively, and the opportunities they can bring about become a source of inspiration.
- An approach that promotes interaction with other identities and cultures as a distinguishing mark and the non-exclusion

of religious and ethnic groups as a value.

- An approach that links cultural work to community development, activating community participation while increasing the audiences of both professional and amateur cultural events.
- An approach that guarantees equality and fairness in the distribution of cultural resources and the active participation of women, youth, and children.
- An approach that grants culture a prominent role in combating extremism and violence and putting an end to the dominance of religious institutions which work in the opposite direction of the suggested vision and values.

THE RELATIONSHIP BETWEEN CULTURE AND DECENTRALIZATION

Local cultural development (in cities and within governorates) is governed by both local authorities and the civil society which share responsibilities in cultural planning, implementation and dissemination. Participants considered it therefore crucial to motivate political parties to list culture as a top priority within their political agenda. Jordanian cities have an immense stock of resources that can be mobilised to support local culture development and contribute as well to national development processes.

- Local authorities should implement projects that are context based and reflect local particularities. They should also seek to utilise the cities' cultural, social, and economic resources, taking into consideration the priorities and needs of its habitants.
- Cities and local entities should be inspired by success stories in neighbouring cities. In addition, twinning with other Jordanian or foreign cities should be encouraged given the crucial role that these partnerships play in promoting

communication, and cultural exchanges and development.

- Cities and local bodies whether in the capitals or in the peripheries should strive towards providing a network of cultural spaces to host local and foreign artistic activities. Cities should make these cultural spaces and centers under its jurisdiction accessible to citizens, through provision of permits and facilitating all necessary support. This implies the necessity to redefine the role of citizens vis-à-vis these spaces as users and even as managers.
- Culture and arts should be included in municipal election programmes through advocacy, lobbying, and targeted campaigns.
- Cultural diversity and geographical, cultural, and artistic spceificites of cities and towns should be celebrated.
- Budgets should be allocated to local authorities to support cultural and artistic production and create an environment that ensures freedom of expression and thought.

THE RELATIONSHIP BETWEEN CULTURE AND DEVELOPMENT

Although this relationship has been established in the literature on cultural development, participants provided some pointers relevant to the Jordanian context:

- The cultural sector should be institutionalized and supported in order to ensure the sustainability of cultural programmes.
- Culture should be redefined in a way to underline its intersection with other fields and sectors.
- Coordination among all official institutions (ministries of culture, planning, education and higher education, tourism, development, economy) and non-

governmental and private organizations should be facilitated in order to ensure the inclusion of culture in national development planning of the Hashemite Kingdom.

- Principles of good governance should be promoted among all governmental and non-governmental organizations to ensure transparency, accountability, and good resource management.
- Cultural development work should consolidate human rights, diversity, pluralism, and individual rights as pillars for achieving social justice.
- Culture should be seen as an integral part of all of Jordan's future development plans.

THE RELATIONSHIP BETWEEN CULTURE AND TOURISM

- Promotion of cultural tourism through the rehabilitation of historic and archaeological sites and cultural heritage, as a foundation for the future and stimulate creative productions in collaboration with independent artists and local communities.
- Promotion of the role of tourism in reviving archaeological sites and adapting them to host local and global festivals.
- Promotion of global exchanges through cultural tourism and the invitation of Arab and international artists to perform in Jordan and work on joint productions with Jordanian artists.
- Promotion of tourism and cultural tourism as an economic value.

THE RELATIONSHIP BETWEEN CULTURE AND THE ECONOMY

- Amendment of the laws and regulations governing cultural action to ensure the development of creative industries in Jordan.
- Development of cutting-edge online platforms to promote cultural and creative products online.
- Allocation of a percentage of tourism revenues in Jordan to support cultural and artistic programmes.

Partnership in the cultural work is based on the following principles:

- Determining the roles and contribution of each partner.
- Stressing continued coordination and cooperating between the various concerned ministries.
- Disseminating and publishing information regarding the existing governing laws with regard to culture and the different institutions working in the cultural field, in addition to information on the best practices adopted nationally, regionally and internationally.
- Providing consultancy in the field of law drafting and institution building among all partners based on transparent principles of consultation.
- Securing a space for partners to express their ideas with respect to the desired cultural development.
- Engaging the media throughout all stages of cultural development and across all levels.

4.1. WHO ARE THE PARTNERS?

Policy makers, Members of Parliament/ legislators;

- National institutions (Ministry of Culture, and line ministries such as the Ministries of Education and Higher Education, Planning and Development, Tourism and Antiquities, Municipalities, Interior, Communications, etc.);
- Artists and activists in the fields of culture and closely related areas;
- Local authorities and municipalities;
- Civil society and non-governmental organizations;
- Associations and clubs;
- Unions (artists, artisans, writers, etc.);
- Development funds;
- Educational institutions;
- Youth groups;
- The investment sector;
- Cultural attachés for foreign missions, cultural institutes and institutions such as the British Council, Goethe Institute, and the French Institute among others.

V ACCESS TO CULTURE AND THE ROLE OF LOCAL AUTHORITIES

This part reflects results of discussions on the city's vision of its own identity and its assets, cultural and other - as creative, open to new ideas and receptive to the culture of others. Reference is made to the guidelines prepared by Med Culture in cooperation and with the contribution of experts and workers in the private and public cultural sector in the region to promote culture in the peripheries and in marginalized and remote places may be used. These guidelines may be a starting point and can be adjusted in function of a country's requirements. Please click here to read them.

Besides its identity and assets, a city could promote itself through other avenues:

*   Making culture and art available to all;
*   Promote culture as a feature of the city, to be enjoyed by all; cities can be repositories of culture where freedom of expressing and cultural diversity are celebrated;
*   A partnership to promote cultural, environmental, touristic, and societal development where citizenship is enhanced and diversity is an integral component.

5.1. STRENGTHS OF MUNICIPALITIES AS CULTURAL PLAYERS:

*   The provision of cultural infrastructures and services and of public spaces to the service of cultural activities.
*   Freedom of choice (through election), and the wielding of a direct influence over decision-making.
*   Mobilisation of municipal staff in the support of cultural activities and contribution to the development of their units within municipalities.
*   Capacity to improve their organisational structures and governance (accountability), to netowkr and create linkages among cultural operators.

*   Mobilisation of art and culture to raise community awareness.
*   Documentation (of memories) and the honouring of former artistic and cultural figures (e.g. the project of naming and numbering of streets).
*   Mobilisation of touristic and archaeological sites, cultural seasons, and the cultural cities projects, as well as twinning projects as a way to showcase the city's culture.

5.2. CHALLENGES

The cultural sector in Jordan faces several challenges, notably the conflict between tradition and modernity, i.e. between heritage and modern processes, and the inability to reconcile the two. It should be noted that the municipalities' organisational structures include individuals from different generations – the one traditional and conservative and the other, younger, and avant-garde, with a constant need for modernisation and change. Moreover, the existing legislation requires several amendments due to many failures:

*   The failure of the existing legislations to meet the cultural sector's need, which must take into account a rapidly evolving globalisation;
*   Lack of strategic planning for municipalities as a whole and lack of sustainability because of differing agendas of successive municipal councils;
*   Lack of awareness among municipal cadres and staff of the importance of culture;
*   Lack of efficiency of cultural workers among municipal cadres;
*   Spread of bureaucracy and lack of local autonomy, and centralisation of the Ministry of Municipal Affairs;
*   Lack of awareness of the local community of the importance and concept of cultural development;
*   Absence of female and youth cadres from

the decision-making process;
- Investment in infrastructure at the expense of employment, training and securing sustainability;
- Lack of financial resources and budget deficits;
- Weak support from local communities;
- Lack of flow of information.

5.3. LAWS AND REGULATIONS

- Lack of legislation and legal frameworks governing the cultural scene nationally and locally;
- Lack of knowledge of the laws and legislation on culture at municipal and governorate levels;
- The need for regulatory frameworks for the cultural cities project (governance, review).

5.4. LOCAL COMMUNITIES

Local communities play a major role in the cultural sector and are considered the main producers of culture. These include independent artists, organisations, associations, unions, leagues, syndicates, the private sector and foreign cultural centres. They operate in coordination with the municipalities which act as facilitators of cultural work. Local communities are mobilised in different ways, mostly by forming specialised committees, developing audiences, conducting audience studies and audience impact studies, finding mechanisms to communicate with and within local communities with transparency, building confidence and promoting participation at the level of planning, finding efficient means for networking between cities and municipalities, forming pressure groups and intervening at the level of the development of culture in municipalities.

5.5. TRAINING

- Training and qualification of cadres in municipalities and local government institutions responsible for cultural affairs.
- Management of human resources and reliance on organisational structures compatible with cultural work.
- Twinning and exchanging of technical expertise.

5.6. TWINNING

Twinning projects between municipalities in Jordan are an efficient tool for cultural exchange and cultural development. They are particularly efficient to open channels of communication and promote networking among civil society organisations, which are aware of the local needs and local affairs, such as the lack of financial allocations in the municipal councils for cultural activity and the need to provide financial allocations to support the municipalities' cultural facilities and local community initiatives.

VI STRATEGIC OBJECTIVES

1. To promote a cultural environment that celebrates the cultural, ethnic and religious diversity of Jordanian citizens and that is based on principles and values marked by tolerance, openness to other cultures, and respect of creativity and innovation, which have characterised Jordanian society and have shaped its development as a nation and as a regional and international player.

2. To promote a cultural environment that is supported by adequate legislation and strong and knowledgeable institutions, and a system of education that is compatible with contemporary needs and that mobilises all stakeholders in decision-making processes.

3. To promote culture and the arts as key drivers for sustainable development, including support for the independent creative sector and development of infrastructures and spaces in all parts of the kingdom.

4. To safeguard and preserve cultural heritage (both tangible and intangible) as a reflection of Jordanian society and as an economic resource for sustainable development.

VII MONITORING AND EVALUATION

During the workshop organized by MedCulture during 06-07 December 2016, a specific working group moderated by UNESCO Amman convened to discuss the definition of parameters for monitoring and evaluation (M&E) to be applied to the culture strategy. The group met again in late January 2017 to refine further some of the outstanding issues.

The UNESCO's Culture for Development Indicators (CDIS) were considered as a suitable M&E tool. The CDIS is a matrix comprising a set of 22 quantitative and qualitative indicators grouped under 7 dimensions which set out to illuminate the role of culture in development. The CDIS is a flexible tool, which has to be adapted to the national context in which they are applied.

Given the complexity of the process, the group came out with a basic structure and some recommendations for the future refinement of the M&E (see below the revised Matrix).

Recommendations:

• Include an extra dimension on youth as part of the "dimensions". This component was considered crucial vis a vis the young Jordanian population
• Undertake a mapping of the culture sector including actors and infrastructures.
• Suggested study on participation in cultural activities and audience behavior including representations.
• Data collection on GDP and employment in the culture sector.

ECONOMY	GDP (contribution of CLT to GDP including tourism sector)	Employment in the CLT sector	Overall budget for culture (including also foreign institutions)	
EDUCATION	Curriculum development (CLT - Arabic and English included)	Professional training (CLT)	Extra curriculum activities (CLT, Arabic, foreign language)	No. courses (CLT, Arabic, foreign language)
	No. of student of foreign languages			
GOVERNANCE	Number of existing laws and regulations	Number of institutional framework	Number of CLT infrastructures	Advocacy: no of NGOs doing advocacy!

Not ready for indicators: suggested to have a mapping of laws, regulations, frameworks, infrastructure and NGOs. Agreed that the problem is the enforcement rather than the existence of laws.

SOCIAL	CSO's participation in CLT activities (organizing and partnering)	Quantity: offer of activities from CLT sector	Quality and diversion: offer of activities from CLT sector	
GENDER	Gender parity in the management of CLT projects	Gender parity in executive boards	Gender parity in participation in CLT activities	Gender parity in the education system
COMMUNICATION	Freedom of expression: procedures for holding events	Freedom of expression: freedom in publishing the media	Presence of oline platform for info on CLT	No. of publications on CLT but also CLT content on paper/media
	Diversity of media content	Accessibility and outreach of the info		
HERITAGE	Inventory: full documentation of tangible and intangible herritage	Site utilization for education or CLT activities	Management of archaeological sites	Heritage education
	Objects (illicit trafficking)	Research of heritage		
YOUTH	Awareness: education	Awareness: transgenerational transmission	Awareness: exposure to CLT	Youth participation on CLT
	Activities designed for youth			

Governance:
- Definition of the role of central and local authorities within an approach that promotes creativity and a sustainable development of the sector.
- Development and endorsement of a number of laws that should boost cultural and intellectual creativity, and regulate equality of opportunities (such as the Cultural Heritage Protection Law, the law on intellectual property rights, and freedom of access to information, the creation of an incentives system to encourage private sector investment in the cultural sector).
- Development of a framework that ensures good governance of the sector and its proper management.

Youth and Education:
- Promotion of the cultural dimension in school curricula in partnership with the Ministry of Education in order to encourage creativity and instil values that promote respect of diversity and reject violent extremism.
- Inclusion of arts education in school curricula, and development of art programmes in universities and institutions for higher learning, compatible with market requirements.
- Provision of creative scholarships for independent artists, especially young emerging ones.

Creative industries:
- Provision of measures for the development of creative industries including facilitation of partnerships with relevant parties, locally and abroad, to boost the sector and contribute to employment generation.
- Improvement, development, and promotion of traditional industries locally, regionally, and globally.
- Provision of support for the training of personnel involved in the creative fields in the public and independent sectors as well as within local authorities.

- Promotion of the role of the public sector and independent creative sector in providing cultural and artistic services in marginalized and peripheral regions.

Cultural Heritage:
- Creation, support, and development of inventories and encouragement of research in cultural heritage.
- Organization of public awareness campaigns on the importance of cultural heritage and its role in preserving the Jordanian identity.
- Creation of mechanisms to link cultural heritage to modern culture and arts.

Development of infrastructures and spaces (that are viable and sustainable under limited funding) in partnership with municipalities, governorates, and universities.

Communication and networking:
- Promotion of cultural, artistic, and technical exchanges with Arab and foreign countries where this sector is thriving, and particularly with countries with rich cultural industries.
- Enhancement of networking opportunities between regional and global independent cultural organisations and artists and building the capacities of independent cultural operators.
- Mobilisation of cultural exchanges between Jordanian cities and other Arab and foreign cities within existing twinning agreements.
- Mobilisation of representative bodies of cultural and artistic centres and enhancement of networking amongst them; revival of syndicates, cultural unions and artistic associations.
- Development of online means of communication and use of social media to introduce the cultural and arts sector.
- Development of online means of communication and use of social media to introduce the cultural and arts sector.

PRIORITIES

This Action Plan addresses 7 priority themes and 15 areas of intervention based on what transpires in the National Strategy document. These cover the various sub-sectors identified during the consultations, which include: Performing arts, Visual arts, Music, Arts and handicrafts, Creative industries, Cultural heritage, Museology and curation, Urban planning, Management of cultural spaces, Cultural tourism and festivals, Communication. The Action Plan also includes priority themes identified in the various workshops and meetings throughout the past two years:

1. Governance
2. Youth and education
3. Cultural Mapping
4. Broadening the base and promotion of culture in the peripheries
5. Infrastructures and spaces
6. Cultural heritage
7. Cultural development – cultural tourism, creative industries, handicrafts, etc.
8. Communication and networking

The working teams addressed these themes in the table below by breaking them down into a number of activities that should help achieve their corresponding objectives. These activities as well as other ones that participants proposed were discussed during the exclusive meeting organised on 4 July 2017 in order to decide which amongst them constitute a priority for the up-coming three years, notably at the level of governance, youth and education, and cultural development.

The final list of priorities is meant to be pragmatic and expedient and should reflect what is reasonably achievable. It is Med Culture's view that it should focus on achievable actions that correspond to the context's immediate needs while taking into consideration the various constraints that mark the sector, including budgetary ones. The Action Plan should also take into account what already transpires in the Ministry of Culture's strategy, and what the Ministry of Culture is currently engaged in implementing. These are indicated (in red) in the table below. Potential sponsors and funding agencies should consider this Action Plan as their guideline for the future.

It is also Med Culture's view that a mapping of the sector is timely and should be considered a top priority. The healthy development of the sector can best be achieved based on informed decisions and on proper knowledge of the sector that goes beyond mere experience and random information.

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Accountability and transparency	• To promote processes that ensure accountability, transparency, responsiveness and inclusiveness, and that contribute to the sustainable development of the sector	• Define the role of central and local authorities within an approach that promotes creativity and a sustainable development of the sector.	Ministry of Culture, Ministry of Municipal Affairs, Greater Amman Municipality, line ministries, Civil Society Organizations, national focus group		12 months
		• Develop a framework that ensures governance of the sector and its proper management by disseminating criteria for the assessment by private sector-backed projects			12 months
		• MOC: secure more consequent funds to ensure better support for the sector and publication of cultural budgets of relevant public institutions			12 months
		• Organize no less than 4 meetings for the national focus group as support for the Ministry of Culture			12 months and ongoing
Legislation	• To develop adequate legislation that addresses the requirements of the culture sector and the needs and rights of cultural operators and artists	• Identify and analyse existing legislation. • Develop / up-date and enforce policies relating to culture, cultural heritage, cultural work, art, and creative industries • Publish a book on artists' right	Jordanian Ministry of Culture in collaboration with the national focus group	Provision of 4,000 hard and soft copies	6 months
		• Amend the laws and regulations governing cultural action to ensure the development of creative industries in Jordan • Review and amend censorship policies in the direction of more freedom of expression	Ministry of Culture, Legislative Bureau, civil society, Cabinet, National Assembly	Amended laws	18 months
Institutions	• To empower the MOC to assume its role as facilitator and supporter for the cultural sector • To ensure that line ministries contribute to the development of culture as a cross-cutting sector • To gear culture to contribute to social and economic development	• The MOC: identify problems, challenges, and gaps within the different directorates • The MOC: engage in structural reforms • that include development of capacities of its staff • The MOC: organise periodic meetings with ministries to enhance the crosscutting dimension of culture - Ministries of Education and Higher Education, Planning and Development, Tourism and Antiquities, Municipal Affairs, Interior, Communications, etc. • The MOC: organise periodic meetings with CSOs working in the cultural and related fields • Design and implement an appropriate capacity-building program for official cultural actors and civil society	Ministry of Culture Private institutions like Shoman National focus group	Building the capacity of 50 individual cultural operators each of the three years	24 months
			Jordanian Ministry of Culture Ministry of Labor and Planning National Focus Group		
			Civil Society Organizations Private Sector		36 months

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Mapping	• To scope cultural organisations, infrastructures and existing study to provide comprehensive information of the sector for more effective and evidence-based planning	• Deskwork: collect all existing data on the culture sector • Develop a system for statistical data collection and analysis	Sponsor/local institution Civil Society Organizations		
		• Launch of an open invitation by the Ministry of Culture for the develop of a national cultural road-map that includes opportunities and an inventory of laws and amendments	Comprehensive survey, complete cultural data, and opportunities for everyone		
Education					
Promotion of culture and the arts in schools and community centres	• To educate children and youth in culture and the arts • To promote informal education and introduce new opportunities within a future perspective • To raise awareness amongst children and youth of the value and dimension of culture	• Reactivate the law to reintroduce education in culture and arts in schools • Establish a programme for schools and allocate adequate funds for its implementation • Train teachers for said schools --------------- • Activate cultural centres in cities and villages and develop arts programmes to that effect • Train cultural animators • Mobile children libraries	Ministry of Education Ministry of Higher Education Ministry of Culture Independent artists Universities Civil Society Organizations Non-governmental organizations		
Higher education & training	• To promote up-to-standard higher education and training in cultural policies and management and in artistic disciplines • To contribute to increasing the employability of graduates and beneficiaries of VET	• Review the offer in higher education institutions (mapping)[14] • Identify areas of intervention for short and medium term needs (skills, employment, etc.) • Conduct scoping of teaching bodies and re-define qualifications as needed	Ministry of Higher Education Ministry of Culture Independent artists Universities Civil Society Organizations Non-governmental organizations		

[14] See Med Culture study on Higher Education And Training In Cultural Management And Cultural Policies In Southern Mediterranean Countries http://www.medculture.eu/

library/thematic-studies/higher-education-and-training-cultural-management-and-cultural-policies

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Broadening the base	• To give access to cultural activities to the widest public possible – youth, remote communities, marginalised groups, etc.				
	• To engage youth participation • To engage public participation in cultural activities - build audiences	• Identify needs - spaces, infrastructures, training of personnel, etc. (see above Mapping) • Develop and activate cultural spaces for the implementation of cultural events and activities • Implement an awareness raising programme targeting different tranches of the population • Engage citizens, particularly youth, in decision-making processes • Reactivate the project of cultural city, which was previously implemented for a number of years			
Infrastructures & spaces	• To develop and equip cultural spaces adequately and put them to use for cultural activities	• Develop and activate cultural spaces for the implementation of cultural events and activities and facilitating access to them. • Implement cultural activities outside the capital Amman in remote governorates and villages • Promote proper management of cultural institutions			

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Cultural heritage	• To promote cultural heritage as vector of social and economic development				
Cultural heritage sites	• To protect and promote cultural heritage sites	• Create/develop an inventory of cultural heritage sites • Design management plans for major archaeological sites included in tourism circuits	Ministry of Tourism and Antiquities		
Historic cores	• To protect and promote historic cores	• Create/develop an inventory of historic cores of major cities • Design management plans for three historic cores as pilot projects	Ministry of Tourism and Antiquities		
Intangible heritage	• To protect and promote intangible heritage	• Create/develop an inventory of intangible heritage assets / Identify endangered IH • Develop one pilot action that contributes to the enhancement of this endangered intangible heritage	Ministry of Culture		
Development of existing museums	• To increase their visitation • To integrate museums in community life and make them accessible to the wider local public	• Develop pre-visit initiatives – social media, website, etc. • Create a museum brand and a strong community audience – "locals first" – and tourists after… • Train museum personnel to promote "community building" around museum • Develop strategic partnerships (for funding mainly) • Design a pilot project in one or two museums			

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Culture and development	• To put in place a system of data collection that keeps track of the social and economic impacts of culture over time	• Commission a study on participation in cultural activities and audience behaviour including representations • Provide a legislative framework to regulate the creative industries and handicrafts sector • Collect data on GDP and employment in the culture sector • Identify tools for analysing the social and economic impact of the arts and culture on community life	Legislative framework that meets the needs of the creative industries and handicrafts sector	Legislative framework that meets the needs of the creative industries and handicrafts sector	Legislative framework that meets the needs of the creative industries and handicrafts sector
Creative industries[15]	• To create a favourable environment for the development of creative industries that strengthens the sector and mainstreams it into the state economy	• Provide a legislative framework to regulate the sector • Implement capacity development activities (Along the Creative Mediterranean model https://www.medcreative.org/jordan) • Establish a creative business incubator • Facilitate strategic partnerships locally and abroad			
Cultural tourism	• To develop cultural tourism within sustainable local development	• Gear tourism policies towards more sustainable economic development • Develop year-round local tourism that showcases cultural attractions • Organise capacity development for actors for higher quality cultural tourism • Use the Cultural Cities Program to perform a local cultural sector survey • Development of local cultural centers (human, technical, and artistic infrastructure)	Ministry of Culture Line ministries and public entities Civil Society organizations Parliament members National focus group	Two promoted cultural cities Promoted culture and tourism sectors in peripheries Equitable distribution of cultural development Two developed local culture centers	
Handicrafts	• To promote handicrafts	• Undertake inventory of traditional handicrafts • Improve small-scale production processes • Promote local clusters and include into tourism supply chains (Creative Mediterranean https://www.medcreative.org/jordan) • Create labels of excellence			

[15] Use EUNIC Developing Creative industries in Jordan – A Call to Action as reference http://jordan.eunic-online.eu/?q=content/developing-creative-industries-jordan-call-action-0

Priority themes	Objectives	Proposed actions	Players	Expected Outcomes	Estimated time / Deadline
Communication	• To promote culture as a right and as a vector for sustainable human development	• Ensure regular and quality coverage of progress on cultural development, events, etc. in the media • Implement a programme of professional visits to schools where cultural operators share their work with children			
Networking	• To provide opportunities for national / regional / international collaborations	• Extend membership of National Focus Group nationwide • Organise bi-annual NFG meetings • Promote new forms of collaboration			