



Karak City Development Strategy



March 2012



Cities Alliance
Cities Without Slums

TABLE of CONTENTS

1.Acknowledgements	3
2.Executive Summary	4
3.The Concept & Importance of Local Development (Jordan-Karak)	6
3.1 The Concept of Economic Development.....	6
3.2 General Local Economic Development Trends & its Challenges.....	6
4.Geographical Location & Administrative Divisions in Karak.....	9
5.Socio- Economic Overview of Karak City	10
5.1 Population.....	10
5.2 Education & Training.....	10
5.3 Labor Force & Unemployment.....	11
5.4 Infrastructure & Business Environment.....	11
5.5 Environment Situation.....	12
5.6 Main Economic Activities.....	12
5.6.1 Tourism Sector.....	12
5.6.2 Agriculture & livestock Sector.....	12
5.6.3 Industry Sector.....	13
5.6.4 Mining Sector.....	13
6.SWOT Analysis of Karak City	15
6.1 Strengths.....	15
6.2 Weaknesses.....	15
6.3 Opportunities.....	16
6.4 Threats.....	17
.7Strategy Stakeholders & the Methodology	18
7.1 Strategy Stakeholders.....	18
7.2 Methodology.....	19
8.Local Economic Development Strategy for Karak.....	20
8.1 Vision.....	20
8.2 Strategic Goals.....	22
8.3 Elements & Directions of City Development Strategy.....	22
8.4 Programs, Plans and Operational Policies.....	24
8.4.1 Tourism Sector.....	25
8.4.2 Agriculture and Livestock.....	25
8.4.3 Industrial Sector.....	26
9. Identify a list of (medium & long term) projects.....	28
9.1 The tourism sector projects.....	28
9.2 The Agriculture & Livestock sector projects.....	36
9.3 The Industrial sector projects.....	39
9.4 Projects to support the competitiveness of the sectors.....	40
10. Prioritization of projects.....	42
11. Action Plan for Implementation of the Development Strategy for Karak City..	43
12. Recommendations & Lessons Learned	45
13. ANNEXES.....	46
13.1 ANNEXE (1): SWOT Analysis Points Prioritized.....	47
13.2 ANNEXE (2): Participating Stakeholders & Other Invitees.....	49

1. Acknowledgements

The goal of preparing the Economic Development Strategy, Karak's residents and institutions believe in the importance of strategic planning and the existence of a plan to support economic growth in Karak. Considering it, a model for the implementation of decentralized planning and to ensure economic development by creating jobs opportunities, enhance productivity and focus on identifying projects in promising economic sectors of comparative advantage in the region.

This project was supported by the World Bank, Cities Alliance, and a broad range of participants from the Ministry of Municipal Affairs and the Cities and Villages Development Bank. A large segment of local leaders with economic visions from the public and private sectors contributed to the enrichment of the content of this strategy, under the patronage of the governorate and the municipality. Where the participants worked together with distinctive efforts during a number of workshops devoted to the discussion of the strategic themes, of which the vision, strategic goals, economic sectors, strategic directions and identifying a list of medium and long term projects.

I hope that I will have the opportunity to extend my sincere thanks to all who contributed extricating this project into existence, special thanks to the international expert of the cities development strategies, Mr. Angelo Dorjsu, the project manager engineer Saleh Jaradat, as well as the Governor of Karak Mr. Mohammed Smiran and Chairman of the Municipal Committee of Karak Mohamed Maaytah. I would also like to thank the Ministry of Municipal Affairs team for their continued support to secure all logistical and administrative support for this project.

Ahmad Al-Shoqran (PhD)
Karak City Development Strategy Advisor

2. Executive Summary

The Economic Development Strategy Project for the city of Karak came with support from the World Bank, Cities Alliance and a broad range of participants from the Ministry of Municipal Affairs and the Cities and Villages Development Bank; where the city of Karak was chosen as the within a group of Jordanian cities as the nucleus to support economic development initiatives.

Various segments of societies in Karak contributed to the formulation of the Strategy, through representatives from the public and private sectors, and civil society institutions, whom have shown distinctive effort to participate in the three workshops that had been organized for the purpose of formulating this strategy. Where the participants assisted in identifying the priorities, strengths, weaknesses, opportunities and threats facing the city and discussed in detail the most important challenges facing the development process and economic programs. They identified the most important comparative advantages of the city and the most important economic sectors that can be considered as engines for the economic growth of Karak.

Participants also contributed in determining the vision of the city and set of short, medium and long term strategic goals that will make the city of Karak the focus of attention to investors. By defining a set of economic sectors with a competitive advantage and identifying a set of future strategic directions, where the strategic goals focused on:

- To invigorate culture and heritage in the City of Karak
- To become the pole of attraction for tourists in the southern part of Jordan.
- Develop the Kings Highway and enhance its rout access to benefit Karak City.
- To support the regional dimension of Karak in conjunction within its linkage with the Golden Square Route with other tourist sites (Aqaba, Wadi Rum, Petra & the Baptism site) through developing complementary tourism projects.
- Increase the potentials of Karak City to provide an infrastructure and supporting facilities for tourism.
- Enhance the capabilities of the city's human resources in the tourism industry.
- To be a source of providing other governorates with agricultural and livestock production from Karak.
- To make Karak as an optimal model for partnership with the private sector, civil society institutions and international donors.

We have identified the strategic competitiveness of the city of Karak in the field of tourism, agriculture and livestock in addition to a range of other sectors that enhance the competitiveness of key sectors. The participants came up with a set of strategic directions that strengthen the competitiveness of sectors and help to create more jobs and reduce the problems of poverty, unemployment, contribute to

strengthening the role of the private sector, provide funding for projects and build on the tourism and agricultural potential available in the city, to achieve the vision. These directions illustrate the importance of training and changing the culture of the community in terms of work and productivity.

Participants also identified a list of urgent, priority projects for the city of Karak; were the projects were identified with details, in terms of defining the concept of the project, its stages, justifications, cost of the project, authorities in charge of implementation, time frame, positive effects on the city and region, and suggested funding sources; in addition to a range of other elements for identifying the projects.

To convert this strategy and its content, vision, strategic goals, and projects from just ideas on paper to implementation, participants identified an action plan for implementation of the Strategic Plan and its projects. One of the most prominent elements was the formation of a specialized economist team to take upon them the implementation of the Strategic Plan elements, and the role of communication with government and supporting agencies, provide funding for these projects, and works to build and launch a media plan to promote the strategy, increase the sons of Karak's loyalty to its content and its positive effects on Karak and its inhabitants.



3. The Concept & Importance of Local Development (Jordan-Karak)

3.1 The Concept of Economic Development

The local economic development is known as a methodology of work characterized by effectiveness and flexibility to respond to the requirements of regions and sub-regions, based on the accumulated experience of the municipalities and the regional economic development center. It focuses on stakeholders and local partners, capacity building, enabling them to transfer their knowledge and efforts, and increase their participation with the new local communities, through monitoring their hard efforts and practical application; carried out by specialized committees comprised of representatives in educational institutions, civil society organizations, trade unions and the private sector to make up the nucleus of an economic dialogue and partnerships between public and private sectors of local leaders working to on the economic strategy to open the door of opportunities that link projects with each other and also serve to clarify trends and economic strategies prepared and proposed by all the local levels.

According to the definition of the World Bank local economic development process is aimed to build economic capacity in local areas, in order to improve the quality and the future of the economy for all. A process involving public and private sector, entrepreneurs and civil society through their common and complementary work to create better conditions that support economic growth and job opportunities.

To comply with the referred Economic Development definition, a range of topics including the following were taken into consideration:

- Holding workshops involving all segments of society in Karak city
- Provide output strategy that identifies various promising economic sectors in the city of Karak, such as tourism, agriculture and livestock sectors and other supporting sectors which will be defined in detail in the next sections of the strategy.

3.2 General Local Economic Development Trends and its Challenges

During the past decade, Jordan fully committed itself to the process of economic sector reform and liberalization of trade. Jordan achieved a strong economic growth in this field, where GDP growth rate in 2008, was around 7.6%. These achievements came as a result important reforms in fiscal and monetary policies that liberalized the markets, which opened the way for trade and investment, and the privatization of some government owned projects.

Knowledge of issues and the importance of local development in all competitive economic sectors is considered as a key goal in the national agenda; which focused significantly on the importance of achieving decentralization development

in regional reform, strengthening institutional environment, re-engineering the process of resource distribution, varied growth plans between regions and improving the socio-economic conditions of the population in all regions. It also emphasized the need to enhance the methods and practices of democracy, provide modern education and training programs in institutions, and involvement of the private sector in planning and implementing economic projects and community initiatives aimed at bringing change.

Decentralization is not a new requisite, where the Jordanian government was keen since 2002 on formulating a plan designed to enable the development of governorates. These plans focused on the empowerment and development of various segments of Jordanian society, especially the empowerment of women to participate in the development of their own strategy and its implementation. And the involvement of citizens and civil society organizations in the planning process in the development of their communities, and elections of local representatives in the various councils that deal with this matter.

In efforts to achieve decentralization, two civil service chambers, The Executive Board and The Advisory Board were formed, in each of the governorates to oversee the decentralization process and to review, discuss and monitor local initiatives and manage the governorate.

Despite these efforts, no change was made on the general delegation of authority in governorate. Municipalities are still, for example, but not limited to suffering from the legacy of long years of central control and management, particularly since decentralization serves as the basis to create visions and to facilitate the process of change.

Despite these efforts and achievements, a range of critical economic challenges still exist, its continued presence, is an obstacle limiting the pace and process of economic development of Jordan in general, most important:

- Limited economic base and concentration on certain industries and economic activities in the governorates of the capital and Zarqa, where statistics and studies have shown that the majority of Jordan's population resides, these two regions accumulate for 54% of the total population, in addition to 80% of the total GDP.
- Pockets of extreme poverty still exist, where 14% of Jordanians under the poverty line.
- The contribution of women is still in limited sectors of the economy, contributing 14.7% of the total workforce for the year 2010.
- Given the size of foreign direct investment in real estate and clothing we can say that Jordan is still far from achieving its objectives of increasing investment in the service and manufacturing sectors, which depend heavily on labor.

- Unemployment reached 13% for the year 2010, the dependency ratio was about 68% in 2010, which is the lowest in the world, where 4 not working people are dependent on one active agent.
- The creation of employment opportunities currently available is insufficient to accommodate the numbers of developing the workforce.
- Scattered efforts of local economic development in different governorates, the absence of self-initiatives, clear visions and strategies on how to advance, leads to migration from the governorates to the capital, as well as failure to develop mechanisms to link affiliation to practical steps for the development of the governorates.
- Centralized decision-making in the capital, where the administrative framework to achieve local economic development is still largely centralized, and the most important government departments that determine the direction and financing of local economic development are, the Ministry of Planning and International Cooperation, the Ministry of Social Development, the Ministry of Finance, the Ministry of Labor and the Ministry of Municipal Affairs.

4. Geographical Location & Administrative Divisions in Karak

The southern region consists of four governorates which include Karak, Ma'an, Aqaba, and Tafila. The southern region extends to reach the Saudi border from the south and east and Palestine from the west. This region is comprised of (51%) of the area of the Kingdom, while its population does not exceed (9.3%). The Southern Region is advantaged by its multiple religious sites, archaeological and tourist attractions; most important Karak castle, the Dead Sea, Dana Nature Reserve, and Castle of Saaleh, Afra hot springs, Petra, Shawbak Castle, and the Gulf of Aqaba the only sea port for many export industries such as phosphate, potash, magnesium, bromine and fertilizers.

Humans lived in the governorate Karak since the Iron Age; its land saw the flow of multiple ancient civilizations which filled it with history. Karak also played a key role during the boom period of Islamic civilization, where the capital over two centuries the capital of the largest region in Jordan and the capital of the Mamluk Kingdom for a period of time

Today, the initial form of the city remains the same, with the city of Karak located on a hilltop next to its historical castle. The Castle of Karak is still the most significant historical and archeological feature of this Governorate. In terms of economic and strategic significance, Karak lost what it historically enjoyed. With the exception of the mining sector, the contribution of its local economy to the national one is minimal. The majority of households are involved in some form of subsistence farming, and the private sector is in its nascent stages of growth. Poverty and unemployment are rampant, and efforts to curb their levels have been weak and fragmented.

The current infrastructure and superstructures for private sector growth and investment attraction are weak and underdeveloped. These include the unreliability of water and electric supplies, cumbersome registration and licensing procedures, ineffectiveness and inefficiency of municipal services, weak private sector support, etc.

The Governorate has many strong points that can be capitalized on and opportunities that can be captured in order to propel growth, competitiveness, productivity and ultimately create more jobs. The Governorate is rich with mineral and natural resources; it has a number of historical and archeological sites that can support a thriving tourism industry; and has the required enablers to substantively increase the contribution of agricultural activities to local economic growth.

Karak Governorate is located in southern part of the Hashemite Kingdom of Jordan, it bordered by Wadi Mujib from the north, Al-Hasa Valley from the south, Badia region from the east side and reaches the international borders from the west side. Karak has a total area of (3504) km² which constitutes (3.9%) of the total area of the Kingdom, and composed Karak of seven provinces and three districts, (10) municipalities are located in the governorate to provide basic services to all citizens.



5. Socio- Economic Overview of Karak City

5.1 Population

Karak governorate population for the year (2010) was around 238,400, which is equivalent to 4% of the total population of Saudi Arabia and 42% of the total population of the southern region. The population density is 66.56 person/ km², the population is distributed on (114) localities; most important Karak city, the governorate center / and the cities of the Mazar, Mutah and Al-Qaser. Approximately 60% of the population lives in about 36% of the governorates total area, in (Qasabt-Karak and Southern Mazar), while the rest of the population is distributed to the rest of the localities. Almost an equal ratio of males to females lives in the governorate of Karak.

With respect to age group (up to 14 years) made up 37.3% for the year 2010, while the age group (up to 24 years) accounted for 60.3% of the population.

5.2 Education & Training

Mutah University (civil wing and military wing) and Balqa Applied University are both located in Karak. Mu'tah University enjoys some areas of strengths, but also suffers from a number of serious weaknesses that hold back its ability to contribute more effectively

to local economic development, which is primarily manifested by the weak links the university has created with the local business community.

Karak also has five vocational training centers. The following salient observations can be made about vocational training:

- There is a mismatch between the output of the vocational training system and the requirements of the labor market.
- Instructors do not receive any technical training, and as such are not updated with developments in their field.
- The use of information technology in training is very limited.
- The private sector is not involved in the development of curricula and training material.
- The centers do not have the resources to follow up on the status of their graduates.
- The facilities and tools available for training are both inadequate and outdated.
- The training not cover of promising sectors such as tourism, agricultural and other sectors such as industrial sector

5.3 Labor Force & Unemployment

About (37.9%) of Karak's population over the age of (15) years are economically active, rates indicate that there is striking variation in economic participation for both sexes, where the rate in the governorate is (14.9%) for women and (61.1%) for men, which means that there is a large gap in economic participation largely inclined towards the men.

This is the phenomenon of unemployment is considered from the negative phenomenon, that is hardly free in any society; which is reflected negatively on the social aspects of society. Karak suffers from high unemployment rates for both sexes, where unemployment rate in the governorate reaches (18.2%) according to the Department of Statistics. As is evident high rates of unemployment among females can be clearly compared to males, recorded unemployment rates among females (29.7%), while the rate among males (13.8%). The high unemployment rate is linked to weak productive sectors that can accommodate employment, and the reliance on the public administration and defense sectors, that significantly decreased the number of student recruitment.

5.4 Infrastructure & Business Environment

Karak suffers from a poor and ineffective infrastructure. The governorate is connected to the water and electricity networks; the water network is considered to be in an obsolete and in need of renovation. The Governorate also suffers from frequent

interruptions in the electric supply. The Governorate is well connected to the main highway in Jordan, and has a good road network. Traffic inside the city of Karak is a problem due to the narrowness of the streets, lack of parking spaces, and inefficient traffic management services, Karak is also suffering from weak ability to attract private sector to achieve more investment.

5.5 Environment Situation

Air pollution as result of car emissions and corrosion compounds is the main source of pollution. High probability of contamination of underground water sources came as a result of a large number of the households served by septic tanks (69.7%) and the unprotected groundwater is being recharged areas from leakage of sewage by the septic tanks.

5.6 Main Economic Activities

5.6.1 Tourism Sector

Karak is rich of cultural, nature, heritage and archeology, which makes the tourism sector an essential element in any local development initiatives, these capabilities include: - Karak's Castle, Archaeological Museum, the City Center, old walls, Ottoman buildings, and churches, natural heritage, Jubilee and Ainun Forests and Hammad spring and valley, in addition to Islamic holy site in Mu'tah and the shrines of the Sahaabah.

Statistics showed that the majority Karak Castle visitors are from European countries, particularly France, Spain, Italy and the United Kingdom. Although there are a number of historical buildings and archaeological sites in Karak city, which makes tourism basis for any local development initiatives in this city, but the reality of the tourism sector is still suffering from problems such as: Lack of hotel and facilities, the average number of visitors to the city of Karak is 424 persons per day which are accommodated into 7 hotels with 87 rooms and 190 beds, lack of parking, lack of professional tour guides, lack of cultural activities programmed by the municipality that reflect the city's heritage, culture and traditions.

The tourism industry is widely recognized for its economic importance in terms of capital formation, value added, and contribution to employment, gross national income and balance of payments. Unfortunately, the potential of this industry remains to be unrealized and its socioeconomic value unappreciated by the local community in Karak.

5.6.2 Agriculture & livestock Sector

Karak's economy is based mainly on livestock, cultivation of crops such as wheat and barley (6000, 4000 tons, respectively), and production of vegetables (125,000) tons per

year of tomato and olive cultivation, while Karak accounts for 13.3% of the national livestock production.

A large number of women make ghee and jameed at home from sheep and goat milk for domestic consumption; marketing these products commercially is very limited. Olives are grown for local consumption and oil products are used for local and commercial purposes. A number of fruits and vegetables are also grown in their gardens for their use, such as grapes and apples. Karak is also known for tomato products, which are grown in the ghour and highland areas. Field crops are grown in the highland; agricultural methods used in Karak are still primitive.

The agricultural and livestock sector in the Karak suffers from three main challenges:

1. **Financing:** access to funds by farmers is very limited. Agricultural cooperative societies are overwhelmed with debt, because of a variety of poorly managed lending projects to member farmers.
2. **Adopting advanced farming techniques:** use of advanced tools and techniques is very limited due to lack of financing and know-how, which limits the ability of farmers to overcome the traditional methods of crops and animal feed production and keep up with modern agriculture.
3. **Marketing:** lack of marketing organizations to assist farmers in marketing their products. Currently farmers will sell their products to Amman and Karak's central market, through brokers or individually. Housewives produce jameed and ghee and sell it to local consumers.

5.6.3 Industry Sector

Industrial activity in Karak is generally considered primitive, with the exception of potash and phosphate extraction and garment manufacturing. This activity is limited to handicrafts, simple food product industries, metal and furniture manufacturing. This sector primarily employs low-skilled immigrant workers.

In 1999, Al Hussein Bin Abdullah II Industrial Estate was designated as the second QIZ in Karak Governorate. There are seven factories at the industrial estate; their total volume of investment was reported at almost JD 38 million.

5.6.4 Mining Sector

The Governorate of Karak is rich with natural resources. A number of minerals are extracted from the Dead Sea such as potash, bromine, magnesia, and other salts. The Governorate is also home to the Arab Phosphate Company. Karak is also rich with marble, limestone, and a number of natural minerals that have not been exploited such

as shale oil in the Lujoun area, and sulfur in the Lisan area, in addition to oils and minerals in the Dead Sea.

The mining sector is considered to be one of the main economic activities in the Governorate, and in fact contributes significantly to the country's total exports. This sector is still wide open for private sector investments.

6. SWOT Analysis of Karak City

During the second workshop, the participants agreed to prioritize the strengths, weakness, opportunities and threats according to their propinquity to the current situation of the city. The prioritization awarded based on weights that indicate importance (1-5). The participants agreed the SWOT analysis of the city is summarized as follow:

6.1 Strengths

1. Geographical location and natural features of the city: the city of Karak has a strategic location that enhances its ability to attract tourists, especially its intersection named as the Golden Square Rout (route link) linking Petra, Wadi Rum, Aqaba and the Baptism Site through the Kings Highway.
2. Cultural Heritage and Tourism (the presence of heritage and archaeological sites): The City of Karak in the viewpoint of the participants is rich in its heritage, archaeological and holy sites. This strong factor makes tourism as the basics of any development projects initiatives and must form an essential part of the City's Vision.
3. Demographic situation of the City (the resident of Karak is youthful population): the most important strengths in Karak is its demographic diversity and the existence of well educated youths will support of the potential of tourism development (tourism industry, training, handicrafts, etc.).
4. Agriculture and Livestock Production (This economic activity create a sort of self-sufficiency for the city of Karak): the agricultural activity and livestock is one of the city's strength forming a source for self-sufficiency for the governorate and one of the significant opportunities which can be built upon with the availability of water, fertile land and moderate climate to exceed its production to supply other governorates needs within the kingdom.
5. The interrelationship between the society groups of different entity of society in Karak.
6. Environmental conditions of the city: the city has no pollution which is considered to be as a strong influential factor in attracting tourists to the city.

6.2 Weaknesses

1. The City Center problems, in terms of congestion, narrow streets and lack of parking. This weakness affects the tourism sectors ability to exploit archaeological and holy sites, as well as the city's heritage.
2. Municipal employees, issues related to their lack of education, training, and the lack of a database. The qualification and educational level of the municipality staff reflects negatively on the performance of the municipality services, in respect to tourist activities, which promote the culture and heritage of the city.

This weakness also prevents coordination between the municipality and the Industrial City of Karak in developing the industrial infrastructure of the city to attract investors.

3. High poverty and unemployment rates in the city of Karak.
4. Cultural, heritage and tourism: While this feature was presented as a point of strength, it can also be viewed as a point of weakness especially when considering the lack of hotel facilities, absence of cultural activities, lack of skilled tour guides and lack of parking for tourist vehicles.
5. Deteriorated water network in need of immediate change.
6. There is a high level of bureaucracy and inefficiency in the local government.
7. Low ability to attract local and foreign investments.

6.3 Opportunities

1. The strategic location of Karak, its routes intersection and proximity to each of Madaba, Petra, Aqaba, Wadi Rum, Tafila and the Dead Sea occupied the first place in terms of priorities. Karak strategic location is viewed as an advantage and an opportunity for the city in the promotion of tourism. Particularly its intersection with the Golden Square Routes (the Baptism site, Petra, Wadi Rum, Aqaba) which are all linked by the Royal Road. The city would exploit this competitive advantage of the Golden Square Route to form the base for a tourist pole in southern part of the kingdom.
2. The presence of the Industrial City and its capacity to provide the required infrastructure to attract investors, and to alleviate the problems of poverty and unemployment through providing job opportunities.
3. The Potential of Tourism Development (development of infrastructure, renovation of old houses, set up shops for the sale of handicrafts, increasing hotel rooms capacity, restaurants and cafes, the exploitation of heritage buildings and tourism training). Participants view tourism development as potential and important opportunity, although they consider partnership with the private sector, civil society institutions and international donors as a crucial factor in its success, as they believe that if these programs and grants are not utilized and there is a lack of coordination with the private sector would all form a major threat facing the Karak City vision.
4. Dependence on potash plant to create more job opportunities to solve problems of poverty and unemployment through the various stages of expansion.
5. The expansion of agricultural and livestock activities (as there is fertile land, workers, and there is the opportunity to rely on new marketing policies of the products). Participants believe that there is an opportunity to expand other economic activities and be considered as an important part of the City Vision, specifically the agricultural and livestock activities due to the availability of fertile land and favorable climate. Thus this sector requires other supportive

projects to be created, especially projects related to the tourism promotion of these products through organizing exhibitions and similar activities.

6. Promotion of cultural heritage (in terms of job creation related to the traditional skills and industries, the exploitation of international grants and funds that are directed towards the promotion of cultural heritage projects which will generate employment opportunities). This opportunity will help solve the problems of poverty and unemployment and help promote cultural heritage, tourism and increase the attractiveness of Karak by making Karak the tourism pole in southern part of the kingdom.

6.4 Threats

1. The continued weakness of the partnership with the private sector (non-ability to attract investors and to take advantage of private sector projects, such as potash and other factories that can create jobs, inactive partnership with civil society organizations).
2. The continued lack of exploitation of tourism potentials and the implementation of all services and infrastructure that support tourism in Karak.
3. The continued lack of exploitation of domestic and international funding for projects to enhance the cultural heritage and create more jobs opportunities to reduce the problems of poverty and unemployment.
4. Failure to produce a comprehensive development plan for the municipality to illustrate priority of projects and take into account the distribution of these projects among sectors.
5. Absence of implementation of previous strategies (no single reference to monitor the implementation of strategies and to evaluate their performance and coordination through a joint team).



7. Strategy Stakeholders & the Methodology

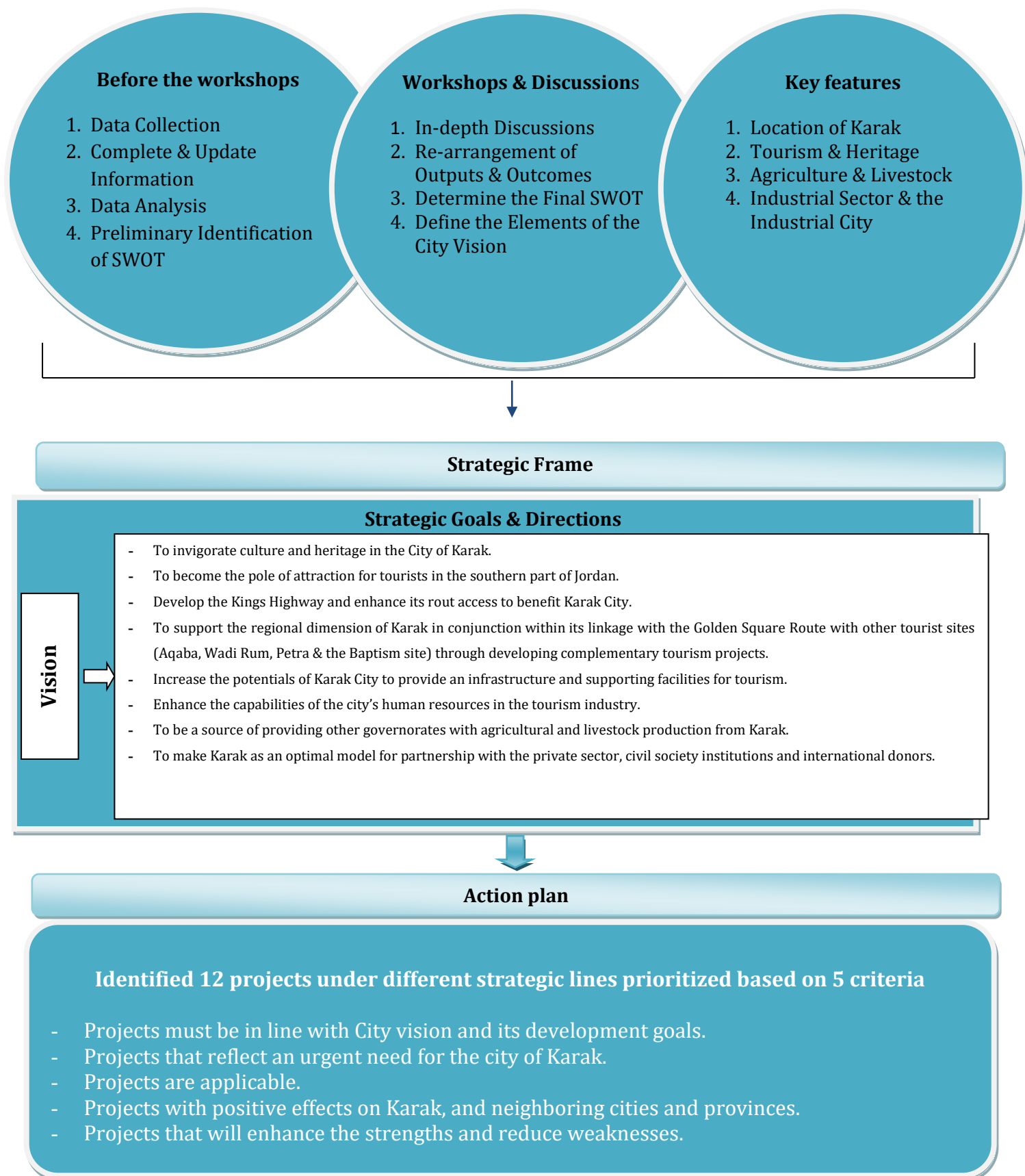
7.1 Strategy Stakeholders

Three workshops were held, and in the presence and participations from various sectors of the community, as follows:

- The Governor of Karak
- The Chairman of the Municipal Committee of Karak
- The Executive Board
- The Advisory Board
- Members of the municipal council of the city of Karak
- Heads of the municipal committees of Karak
- Heads and members of the Development unit in the governorate and the municipality of Karak
- Civil society organizations
- Representatives of different ministries and departments in the governorate
- Cooperative societies and charitable associations
- Youth organizations
- Representatives from the weekly & daily newspapers
- Women's associations
- Representatives of universities in the governorate
- Representatives from the Ministry of Municipal Affairs
- Representatives from the investors
- The private sector
- Other

7.2 Methodology

The diagram below illustrates the mechanism adopted, for the formulation of a Karak's Strategy and the list medium and long term projects.



8. Local Economic Development Strategy for Karak

8.1 Vision

Following the analysis and prioritization of SWOT analysis, participants agreed that there was a number of substances for the city vision of which all participants agreed upon, namely:

- **Location:** In the perspective of the participants, the city of Karak has a strategic location which is enhanced by its ability to attract tourists, especially its intersection within the Golden Square Route network to Petra, Wadi Rum, Aqaba and the Baptism Site, which are linked by the Kings Highway (a strength). The participants believe that the location (an opportunity) is an essential factor to enhance the city's linkage to the Golden Square Route that has tourism potentials through partnership projects with other cities located on the same route. For instance, investing in a project to improve the Kings Highway would enhance the importance of Karak's location and hence promote the importance of sites in the city of Karak, through the relevant official bodies that promote tourism.
- **Cultural heritage and tourism:** in the viewpoint of the participants, Karak is rich in its heritage, archaeological and holy & tourist sites (a strength), but must work on the following points:
 1. Address the following weaknesses:
 - ✓ Lack of hotel facilities, absence of cultural activities, lack of skilled tour guides and lack of private parking for tourist vehicles.
 - ✓ The absence of the role of the municipality and its employees in the organization of touristic activities and events.
 2. Exploit the following opportunities :
 - ✓ Promotion of the cultural heritage: through jobs creation that are linked to the traditional skills, and through taking advantage of International programs and grants that support the tourism sector, and also through increasing the interaction and with the institutions of the civil societies which currently has an inactive role (threat) in the tourism sector and other sectors.
 - ✓ The possibilities of tourism development: participants believe that the proposed projects should focus on providing the necessary infrastructure, renovation of old houses, set up shops for the sale of handicrafts, increasing hotel rooms capacity, restaurants and cafes, the exploitation of heritage

buildings and training centers to serve the tourism industry, especially in the light of reality of youthful educated demographic of the city.

- The Growth of Economic Sectors (agriculture, livestock & Industry):
 1. Agriculture & Livestock: participants believe that the agriculture and livestock economic activities are of self-sufficiency for the city of Karak (a strength), and they also considered it as an important opportunity that can be built upon and be included within the vision, especially in light of availability of water, fertile land, moderate climate, and be integrated with the sector of tourism to benefit from any promotion made for tourism.
 2. The industrial sector and the Industrial City: Participants trust that the industrial city is an (opportunity) to alleviate the problems of poverty and unemployment (see Table 2) by creating jobs opportunities, although they must overcome the weaknesses of the municipality role & it's staff, and the lack of the coordination with the private sector; which is considered to be a (threat) to the city's role to attract industrial investments and investors.

Following the discussion it was agreed unanimously by the participants that the City Vision be as follows:

"Karak a touristic city is distinguished by its heritage and archaeological sites, and has a competitive advantage that provides an opportunity for the growth of other economic sectors. Karak's strategic location makes it attractive pole for tourism in the southern part of the Kingdom through its regional integration within the Golden Square Routes with other four touristic sites (Aqaba, Wadi Rum, Petra and the Baptism site) across the Kings Highway. Karak has the capacity to provide human resources, facilities, services, tourism activities and an infrastructure for supporting the tourism sector and the needs of tourists, jointly with the private sector and civil society institutions"



8.2 Strategic Goals

- To invigorate culture and heritage in the City of Karak
- To become the pole of attraction for tourists in the southern part of Jordan.
- Develop the Kings Highway and enhance its rout access to benefit Karak City.
- To support the regional dimension of Karak in conjunction within its linkage with the Golden Square Route with other tourist sites (Aqaba, Wadi Rum, Petra & the Baptism site) through developing complementary tourism projects.
- Increase the potentials of Karak City to provide an infrastructure and supporting facilities for tourism.
- Enhance the capabilities of the city's human resources in the tourism industry.
- To be a source of providing other governorates with agricultural and livestock production from Karak.
- To make Karak as an optimal model for partnership with the private sector, civil society institutions and international donors.

8.3 Elements & Directions of City Development Strategy

Based on the above and after discussion with the participants, the following elements were determined for the local development strategy:

First: Tourism Sector

The Participants see the importance of the archaeological heritage and touristic sites in Karak, consensus by the participants on the need to strengthen the following points:

- Geographical location and natural features.
- Cultural Heritage and Tourism (the presence of tourist and archaeological sites and heritage).
- The demographic situation (youthful population).

Build on the opportunities in the tourism sector:

- The strategic location through linkage with the Golden Square (Baptism Site, Petra, Wadi Rum, and Aqaba).The Royal Road connects the Karak to the Golden Square and builds upon the dimension of tourism which makes it an attractive place for tourists in the south of the Kingdom.
- The potential of tourism development (the provision of infrastructure, renovation of old houses, the establishment of shops and the sale of handicrafts, capacity of hotel rooms, restaurants and cafes, the exploitation of heritage buildings, tourism training and capacity building).

The Participants realize the importance of reducing the effects of weaknesses:

- Resolving the problems of the city center, in terms of congestion, narrow streets and lack of parking, in first place, where the participants see that it affects the tourism sector and the exploitation of heritage tourism, archaeological, tourist and holy sites; tourism is the basis of the city vision.

- Cultural heritage and tourism (in terms of lack of hotel facilities, the absence of cultural activities, the absence of skill in tour operators and the lack of parking space for the tourist groups buses).
- Municipal employees, problems related to lack of education, hardware and the lack of database; in the participants view, the level of staff in the municipality will reflect negatively on the performance of the municipality with respect to doing the preparation for activities and tourist activities which promote the cultural heritage and tourism of the city.

And Face the current and future threats, such as:

- The continued lack of exploitation, implementation of all services and infrastructure that support tourism in Karak.
- The continued lack of exploitation of domestic and international funding for projects to enhance the cultural heritage and create more job opportunities to reduce the problems of poverty and unemployment.

The participants concluded that the development goals to be achieved within the field of tourism include the following:

- That Karak should be a city that revitalizes culture and heritage.
- That Karak City should be a pole magnet for tourists in the south.
- Enhance the Karak's benefit from the Royal road and raise its potential.
- Support the regional dimension through linking Karak with the Golden Square by completing complementary tourist projects.
- Increase Karak's capabilities by providing the infrastructure and supporting facilities for tourism.
- Raise the human resources capacity in the tourism industry.

Second: In the competitive field of other sectors and the presence of a growth opportunity:

Agriculture and Livestock

Participants view Karak as a source to provide some of the governorates in the Kingdom with agricultural and livestock products, by supporting the strengths below:

Agriculture and Livestock: (These activities form a kind of economic self-sufficiency in Karak). Building on opportunities in the agricultural and livestock sector:

- Expansion of agricultural and livestock activities (where there is fertile land, qualified labor, and the opportunity to rely on new marketing policies for products). Participants believe that there is an opportunity to expand with other economic activities, and viewed it as an important part of the City Vision, especially agricultural and livestock activities, because of the availability of fertile land and favorable climate, which assist to provide pastures.
- Water harvesting projects, which is considered as a significant opportunity for agriculture and livestock.

Industrial Sector

Participants believe that there is a potential for development in this sector especially that an industrial city exists with a number of factories owned by the private sector; promoting the strengths of:

The existence of an industrial city where there are services that and requires more emphasis and attention from those who lead it. Building on the opportunities for this sector:

- The presence of the industrial city, with increased capacity to provide infrastructure and attract more investors and projects. Participants see the industrial city as an important opportunity to alleviate the problems of poverty and unemployment.
- The presence of the potash factory in Ghor Safi with current and future expansions, which the participants see as an opportunity to create more job opportunities.

In addition the participants believe that it is important to limit the impact of the weaknesses:

- The inability of economic activities, which includes failure attract the private sector and investors by providing various incentives in the industrial sector.

Face future threats, such as:

- The continued weak partnerships with the private sector (failure to attract investors, not taking advantage of existing private sector projects, such as potash company and other factories in creating jobs opportunities, and failure to create partnerships with civil society organizations).
- Failure to develop a comprehensive Master Plan for the municipality that illustrates priority projects, and takes into account distribution between the various sectors.
- Failure to provide the industrial zone with infrastructure and the continued weak relationship with the municipality.

The participants concluded that the goals that need to be achieved within the competitive fields of other sectors include the following:

- Karak is a source to provide some of the governorates in the Kingdom with agricultural and livestock products.
- Karak is an optimal model for partnerships with the private sector, civil society institutions and international donors.

8.4 Programs, Plans and Operational Policies

A programs and an operational plan was prepared preparation of plans, programs, for the implementation of the goals and strategic direction, focusing on the following activities:

8.4.1 Tourism Sector

- Tourist s length of stay in Karak.
- Establish hotels and tourist resorts projects.
- Establish specialized training centers for the tourism industry, especially in the fields of: tour guides, traditional handicrafts, and the various hotel services.
- Work on joint projects to build the linkages with the Golden Square (Baptism site, Petra, Wadi Rum, Aqaba).
- Secure parking for cars and tourist groups buses.
- Expand the authority of the municipality and the concerned authorities, in arranging for various tourist activities (daily, seasonal, various occasions); and coordinate with travel agents specialized in tourist groups.
- Build a media campaign to promote the importance of work and changing concepts culture shame in obtaining low end jobs that targets all institutions and the community.
- Structural reforms of the Royal road which connects Karak to the Golden Square .
- Construct a building and a museum for visitors at the entrance of Karak city, to make it easier to deal with domestic and foreign tourists.
- The establishment of a committee from competent authorities to develop an annual plan for tourism for the city of Karak, comprised of a set of goals to be achieved(such as the number of tourists, tourism revenues, the size of the new projects that arise in the sector, funding mechanisms of some projects).
- Coordinate with the Ministry of Tourism to place Karak on tourism maps, through promoting Karak domestically and Karak's participation in promotion campaigns.
- Give priority to the youth of Karak for job opportunities within the tourism sector.
- Coordinate with governmental and international bodies to adopt a range of programs and projects that support the infrastructure of the sector.
- Prepare a phased action plans for restoration of old houses, according to their priorities and importance; provide new ideas for exploiting these houses in the field of tourism and cultural heritage, such as the establishment of shops, restaurants and cafes.
- Implement a Master Plan for the city of Karak, taking into account the new directions of investment between the tourism, agricultural and industrial sectors.
- Coordinate with government agencies to provide a range of incentives to the private sector to invest in the field of tourism.
- Establish an integrated and specialized market for handicrafts.
- Rehabilitate all the roads within the city.
- Amend legislations that hinder the competitiveness of different sectors.
- Strengthen the role of the Economic Council to follow up the responsibility of investing in promising economic sectors.

8.4.2 Agriculture and Livestock

- Find alternative markets for export and encourage establishing quality agricultural associations working in partnership with the Association of Exporters.
- Expand the implementation of water harvesting projects and dams.
- Expand the role of cooperatives in investing in projects within the agriculture and livestock sector.

- Provide agricultural research and advice to revitalize the role of the sector .
- Hold several workshops, conferences and seminars to promote the importance of this sector.
- Manage water resources in a way that supports the sector.
- Introduce modern agricultural methods to increase production efficiency.
- Create several central supermarkets in the governorate, or regional markets.
- Establish factories and commercial center to increase and add value to the agricultural chain.
- Encourage private sector partnership and investment in agro-industries.
- Increase financial resources to farmers and ease access to agricultural loans.
- Support the role of women in this sector and facilitate access of required funding
- Create projects for the feed industry.
- Utilize wastewater after sanitation and purification for reuse in agriculture.
- Establish an integrated project for agricultural machinery.
- A center for sheep fattening.
- Wastewater treatment project.
- Communicate with international programs that support the agricultural sector.
- Establish slaughterhouses for white and red meat.
- Adopt new policies to promote the sector, in collaboration with relevant government institutions.
- Expand small enterprise establishments in the sector.
- Map investments for investors within the sector.
- Establish a factory for tomato paste in Jordan Valley.
- Establish a factory for manufacturing wool and its various products.
- Restructure the Municipality and raise employee skill levels to serve various economic sectors

8.4.3 Industrial Sector

- Invest in developing the infrastructure of Karak Industrial City
- Coordinate with government agencies to create investment incentives for companies and factories that invest in Karak
- Encourage small and medium industries and provide access to finance
- Hold several workshops, conferences and seminars to promote the importance of this sector
- Link education programs at universities and institutes with the needs of local industries
- Create informative media programs to support women's participation in light industry and crafts
- Coordinate with the private sector to invest in establishing housing for workers in the industrial and mining sectors
- Prepare an investment map that includes investments in the industrial and mining sectors
- Exploit oil shale located in the governorate
- Increase the number of factories producing cement

- Establish an industrial project for recycling solid waste
- Promote social responsibility to existing industries in the governorate (Support projects, give priority to recruit personnel from the area, and expand green areas and playgrounds).
- Increase coordination between the Industrial City and the relevant authorities in Karak
- Amend legislations that hinder the competitiveness of different sectors

9. Identify a list of (medium & long term) projects

Through a set policies & programs, executive plan and in light of identifying elements of the local development strategy and setting the strategic direction, participants proposed a set of projects needed in Karak... Note, that participants indicated that there are several entities that did not have the opportunity to attend the workshop and are closely linked to the implementation of these projects as partners or funders, and therefore suggest that the strategy is distributed to these entities, in order to take the projects into account. Projects proposed were as follow:

9.1 The tourism sector projects

Project Name	Developing a Tourist Resort
Strategic Line	Tourism Sector
Project Background	Karak City is distinguished with heritage, archeological and religious sites which make it a popular destination for tourists from around the world. The limited number of hotel rooms however, lower the number of days tourists stay, therefore to the city. Doesn't benefit economically.
Project Description	Establish a tourist resort in the Jubilee forest overlooking the city of Karak, where land owned by the government is available and could be used for the purpose of this project. The Facilities would include a hotel with 50 rooms and about 10 Chalets as well as a tourist camp. The forest will also be developed and provided with infrastructure, services, Folk Museum, and a children's playground.
Project Justification	<ul style="list-style-type: none"> - Increase hotel rooms in the city of Karak - Provide distinguished levels of hotel service - Increase tourists demand of Karak city - Benefit from the project to put Karak on the Golden Square tourism map. - Create job opportunities for locals to assist in lowering poverty and unemployment
General Goal	<ul style="list-style-type: none"> - Increase tourists demand to visit Karak
Specific Goals	<ul style="list-style-type: none"> - Raise hotel service levels - Create jobs - Increase government revenue from taxes
Project Action Plan	<ul style="list-style-type: none"> - Prepare a feasibility study for the project - Indentify phases and the various components of the project - Prepare tendering documents - Project Implementation
Results & Expected Impact of Project	A resort that consists of a four star hotel, chalets, Folk Museum, and a children's playground. This would increase the tourist average stay in Karak. The project is also expected to impact positively the various commercial and tourist activities in the city and on other neighboring areas governorates, such as the governorate of Tafila's natural and tourist sites. In addition to placing Karak on tourist maps.
Project Risks	There are no significant risks due to the availability of land with an area of 8 dunums for the project, in addition to funding from the Ministry of Planning and International Cooperation and the labor availability.
Estimated Cost	5,000,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - Ministry of Planning and International Cooperation - Cooperative Union - Ministry of Tourism
Partners	<ul style="list-style-type: none"> - Municipality - Ministry of Public Works and Housing

	<ul style="list-style-type: none"> - Ministry of Tourism - Jordan Tourism Board - Vocational Training Cooperation
Project Priority	Depending on the components of the project: <ul style="list-style-type: none"> - Hotel: short term - Chalets: short term - Children's Garden: medium term - Folk Museum: long-term
Preparation Period	8 Months
Implementation Period	Depends on the components of the project: - <ul style="list-style-type: none"> - Hotel: One year - Chalets: One year - Folk Museum: 7 years - Children's Playground: Three years

Project Name	Car and Tourist Buses Parking Project
Strategic Line	Tourism Sector
Project Background	The city center experiences congestion due to narrow streets and lack of parking which affects tourism, especially after Project Tourism (1) which impacted the streets capacity in the city. A plot of land was allocated for this project for a long time; the project is need of funding to begin implementation.
Project Description	Establish a parking lot consisting of several floors, a total area of (5000) square meters with 300 cars capacity, equipped with all means of public safety located in the city center on a piece of land already allocated for this project.
Project Justification	<ul style="list-style-type: none"> - Get rid of traffic congestion in Karak - Facilitate ease of entry and departure of tour groups - Stimulate the commercial activity affected by lack of parking
General Goal	Provide additional parking and get rid of traffic jams in Karak
Specific Goals	<ul style="list-style-type: none"> - Stimulate tourism - Stimulate commercial activity - Achieve additional revenue for the municipality by imposing a small parking fee on cars and buses
Project Action Plan	<ul style="list-style-type: none"> - Secure the piece of land previously allocated for the project - Provide necessary funding - Prepare designs - Prepare various tendering documents - Project Implementation
Results & Expected Impact of Project	Stimulate commercial tourist activity as well as achieve additional revenue for the municipality
Project Risks	No risk, due to the presence of a piece of land located in the city center for the project
Estimated Cost	2,100,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - World Bank - Tourism Program - Municipality - Project My Municipality - Governorates Development Fund
Partners	- Municipality
Project Priority	Short Term
Preparation Period	4 Months
Implementation Period	One Year

Project Name	Construction of a specialized Training Center
Strategic Line	Tourism Sector & other competitive sectors
Project Background	Karak is characterized by the high percentage of well educated youth that are currently searching for employment opportunities. The presence of touristic infrastructure, (archeological sites, etc.), an opportunity to expand, by establishing tourist facilities (hotels and resorts), and the possibility of growth in the industrial and agricultural sectors, create a critical need for a training center; a training center with elite trainers and administrative staff, that offers excellent training services.
Project Description	Allocate a piece of land from the government with an area of 5 dunums, to create a specialized training center with an area of 500 square meters. The center would include training rooms, administrative offices, car parking, technical equipment, a number of laboratories and technical workshops for specialized training.
Project Justification	The lack of specialized training centers that supplies qualified and trained cadres for various economic sectors,, and the need to lower poverty and unemployment experienced by youth; particularly that Karak is characterized by its educated youth and scarcity of jobs.
General Goal	Supply various sectors of the economy such as tourism, industry, agriculture, with trained and qualified personnel
Specific Goals	<ul style="list-style-type: none"> - Alleviate poverty and unemployment - Integrate youth with the labor market and get rid of the culture belief of shame in having a blue collar job - Supply companies in the region such as phosphate and potash companies with skilled technical and administrative personnel at all levels
Project Action Plan	<ul style="list-style-type: none"> - Secure a piece of government owned land - Allocate the necessary funding - Prepare designs - Prepare various Tendering documents - Project implementation - Secure trainers and administrative staff
Results & Expected Impact of Project	<ul style="list-style-type: none"> - Secure skilled labor needed in the sectors from Karak and nearby governorates - Increase the likelihood of attracting investment due labor availability - Utilize the Centre as a regional hub that feeds tourism projects in Aqaba, Petra and the Dead Sea - Create job opportunities for youth
Project Risks	No Risk
Estimated Cost	2,000,000 Jordanian Dinars
Funding Sources	<ul style="list-style-type: none"> - Vocational Training Cooperation - Ministry of Planning and International Cooperation - Municipality - Ministry of Tourism - Governorates Development Fund - Ministry of Higher Education - Potash Company - Phosphate Company - Jordan Enterprise Development Cooperation (Jed Co)
Partners	<ul style="list-style-type: none"> - Vocational Training Cooperation - Ministry of Municipal Affairs - Ministry of Public Works and Housing - Ministry of Tourism
Project Priority	Short Term
Preparation Period	4 Months
Implementation Period	One Year

Project Name	Establishing a Visitor Center
Strategic Line	Tourism Sector
Project Background	The Karak city is distinguished by its history, heritage, archaeological sites as well as various tourist sites and religious shrines that are basis to various stories and novels. This makes a visitor center an absolute necessity to ease the process of handling tourist, and offer a wide range of services starting from promotions, publications to the having showroom/ hall to display products and handicrafts to tourists.
Project Description	Establish a visitor center on a piece of land (10 Dunums). The visitor center would include offices for the management, tourism database staff and tickets sales staff. It would also include a special hall used for the promotion of tourism through presenting historical information about Jordan and its archaeological sites through displaying various tourist bulletins, printed in several foreign languages. The bulletins would include information on Jordan and diverse touristic locations. The visitor center will also have a radio channel for the purpose of promoting Karak City, raising awareness on various issues, and to discuss tourism; it will also have other halls used in receiving official delegates, seminars and exhibitions. In addition the visitor center will contain currency exchange shops, as well as a big market for traditional crafts, where all the stores will be regulated. Signs, banners, and maps will be set up to help and guide the tourist in identifying and locating archaeological sites and monuments in Karak.
Project Justification	<ul style="list-style-type: none"> - The absence of a single entity to deal with tourists and promote Karak City - Develop a database with detailed information on tourist - Revenue for the tourism sector through the sale of traditional crafts in shops, and create job opportunities to lower poverty and unemployment - Increasing tourists demand to Karak city - Benefit from adding Karak City to the Golden Square tourist map
General Goal	Provide tourist service and a one-stop shop to deal with tourist groups
Specific Goals	<ul style="list-style-type: none"> - Raise the level of tourism services in support of the tourism sector - Create job opportunities - Promote Karak and link it with the Golden Square
Project Action Plan	<ul style="list-style-type: none"> - Prepare a feasibility study for the project - Identify phases and various components of the project - Tendering procedures - Project implementation
Results & Expected Impact of Project	There are several positive outcomes from the project, which include increasing demand of tourists to Karak, facilitate coordination with visitor centers within the Golden Square, and launch unified tourist programs to support commercial activity of shops. Hold a market for selling antiques and traditional handicrafts within the visitor center, as well as creating more employment opportunities for people in the region as tourist guides, translators, etc... encourage domestic tourism, and to achieve additional revenue for the municipality.
Project Risks	Not selecting competent management with high levels of education to manage the centre's facilities
Estimated Cost	10 Million Jordanian Dinars
Funding Sources	<ul style="list-style-type: none"> - Private Sector - Ministry of Tourism - Southern Universities Investment Funds - Development of Orphans Fund - World Bank - Tourism Program
Partners	- Municipality

	<ul style="list-style-type: none"> - Ministry of Public Works and Housing - Ministry of Tourism - Jordan Tourism Board - Universities - Cooperative Associations
Project Priority	<p>Divided priority according to project phases:</p> <ul style="list-style-type: none"> - The construction of infrastructure ,management and radio building: the short-term - The first phase of the project, which includes a number of shops, and reception hall for visitors: the medium term - Completion of all facilities, buildings, shops and halls during the third phase: the long-term
Preparation Period	8 Months
Period	<p>Depending on the components of the project:</p> <ul style="list-style-type: none"> - The construction of infrastructure, management and radio building: One year - The first phase of the project, which includes a number of shops, and reception hall for visitors: 5 years - Completion of all facilities, buildings, shops and halls during the third phase: 7 years

Project Name	Launch a project to rehabilitate the old houses and buildings
Strategic Line	Tourism Sector
Project Background	There are several old houses that can be restored and rehabilitated, to be used for the implementation of a range of small and medium-sized projects; which can serve various sectors, most importantly the tourism, agricultural, industrial, education, leisure, and entertainment sectors.
Project Description	Project consists of identifying the number of old houses and assessing their general condition by a number of specialists and designers to develop a plan on a number of years to maintain and launch a range of small and medium-sized enterprises to be set up within these homes; taking into consideration the law No. (5) For the year 2005 on the protection of architectural heritage and architecture, emphasizes the need to maintain the character of heritage and history of these houses, and the obligation to protect the historical dimension of the city. An awareness campaign needs to be implemented to raise the citizens' awareness in respect of these rules. This project would create jobs opportunities, provide new ideas for tourism and the private sector, and employ the labor market in Karak. Some of these ideas, include the establishment of cafes, historical library, museum of agricultural tools, exhibition of animal products, shop for traditional handicrafts, traditional restaurants, rooms for seminars and workshops, wedding halls, a theater for cultural events and tourist activities, etc...
Project Justification	<ul style="list-style-type: none"> - Increase economic viability of the old houses and take advantage of them - Create job opportunities by establishing several small projects - Develop the tourist entertainment facilities, which in return increase their stay period
General Goal	<ul style="list-style-type: none"> - Strengthen the infrastructure and support services for the tourism sector
Specific Goals	<ul style="list-style-type: none"> - Create job opportunities - Increase economic viability of the old houses and take advantage of them - Promote the concept of tourism among the residents of Karak - Reduce poverty and unemployment
Project Action Plan	<ul style="list-style-type: none"> - Develop a technical engineering study to assess the general condition of the old houses - Form a team of various entities to study the proposed project ideas for implementation - Put forward the projects for the purpose of funding - Start project implementation
Results & Expected Impact of Project	There are several positive effects of the project, which rely on increasing tourists demand for Karak City, achieve additional revenue for the municipality, and enhance the dimension of tourism and cultural heritage of the Golden Square through unified tourist programs. Support commercial activity of Karak and other governorates; create job opportunities for the youth as tourist guides, translators, etc... As well as encourage domestic tourism.
Project Risks	Not to selecting the appropriate projects to be implemented within the houses, not taking into account law No. (5) for the year 2005 on the protection of architectural heritage and architecture, emphasizes the need to maintain the character of heritage and history of these houses, and the obligation to protect the historical dimension of the city, lack of commitment to the protection of the historical dimension of the city, and not implementing the awareness campaign to raise citizens' awareness in respect of these rules during the implementation of the project.
Estimated Cost	10 Million Jordanian Dinars

Funding Sources	<ul style="list-style-type: none"> - Phosphates and Potash companies through the programs of social responsibility - Ministry of Tourism - Private investors - Investment Fund at the universities of the South - Cooperatives - Banks through the programs of social responsibility - Tourism Program
Partners	<ul style="list-style-type: none"> - Municipality - Chamber of Industry and Trade - Ministry of Tourism - Jordan Tourism Board - Universities - Cooperative Associations
Project Priority	<p>This project is distinguished by its sustainability and the possibility of dividing it into medium and long term phases:</p> <ul style="list-style-type: none"> - Phase I: Establishing a pilot project on an old house in the short term - Phase II: Identifying a set of projects spread over various sectors & implementing them with partners in the long term
Preparation Period	6 Months
Implementation Period	<p>Depending on Project Components:</p> <ul style="list-style-type: none"> - Phase One: 2 years - Phase Two: 12 years

Project Name	Rehabilitation of the Royal Road that links Karak with the Golden Square
Strategic Line	Tourism Sector & other competitive Sectors
Project Background	The participants agreed on the strategic importance of Royal road, and the significance of implementing a project for its expansion and rehabilitation. The Royal road is vital as it facilitates the movement of buses and tour groups between Karak and the Golden Square (Baptism Site, Petra, Wadi Rum, Aqaba).
Project Description	Rehabilitation and expansion of the royal road (about 60 km), which connects the Golden Square with Karak; with estimated cost of approximately 100 million dinars.
Project Justification	<ul style="list-style-type: none"> - Link Karak with the Golden Square, facilitate the flow of tour groups and launch joint tourist programs - Promotion of tourist activity - Possibility of setting up projects, gardens and parks along the way
General Goal	Strengthen the infrastructure and support services for various economic sectors of tourism, agriculture and others
Specific Goals	<ul style="list-style-type: none"> - Integration with the Golden Square - Support and facilitate the movement of commercial activities between the different governorates - Support the tourism sector
Project Action Plan	<ul style="list-style-type: none"> - Prepare a technical and financial study for the project - Allocate funds - Prepare designs and engineering plans required - Tender - Start the implementation of project
Results & Expected Impact of Project	There are various positive outcomes of this project, which rely on increasing tourist demand in the city of Karak and the Golden Square, achieve additional revenue for the municipality, and enhance the dimension of tourism and cultural heritage of the Golden Square through unified tourist programs, support the commercial activity of Karak and other governorates, and create job opportunities for the youth in the region which will be extend in the long-term
Project Risks	Failure to acquire the necessary funding
Estimated Cost	100 Million Jordanian Dinars
Funding Sources	<ul style="list-style-type: none"> - Ministry of Public Works and Housing - Governorates Development Fund - Grant programs and Aid from the USA, Europe, Canada, Japan and other Countries
Partners	<ul style="list-style-type: none"> - Ministry of Public Works and Housing - Ministry of Finance - Ministry of Planning and International Cooperation
Project Priority	This project is distinguished by its sustainability and the possibility of the dividing it to several medium and long-term stages
Preparation Period	2 Years
Implementation Period	Depending on Project Phases: 10 Years

9.2 The Agriculture & Livestock sector projects

Project Name	The establishment of an integrated livestock and agricultural project
Strategic Line	Agriculture Sector
Project Background	The city of Karak is characterized by its wealth of livestock, abundant agricultural and fertile land. As well as the potential of for future expansion in agricultural activity and livestock to supply all the governorates in the Kingdom. Especially that the labor force is available and the population has extensive experience in the field of livestock and agriculture.
Project Description	Project is based on the idea of allocating a piece of land with an area of 100 dunums from the Ministry of Agriculture, to establish an agricultural center, which would include a specialized research center for agriculture & livestock, a feedlot station for sheep, and a station that contains all the modern agricultural machinery, as well as a feed plant.
Project Justification	<ul style="list-style-type: none"> - The need to invest in improving agriculture and livestock sectors - Set up Karak to become the source of supplying the other governorates with agricultural and livestock products - Exploit the fertile land and abundant underground water supply
General Goal	Capitalize on the production of livestock and agricultural in Karak city
Specific Goals	<ul style="list-style-type: none"> - Create job opportunities - Improve investments in the agriculture and livestock sector - Improve citizens income level
Project Action Plan	<ul style="list-style-type: none"> - Prepare a feasibility study - Determine project phases by its various components - Prepare for tendering - Begin project implementation
Results & Expected Impact of Project	<ul style="list-style-type: none"> - Increase the income of Karak city residents - Stimulate trade between Karak and the various governorates - Create job opportunities for youth - Restore the various traditions and the connection of citizens to their land - Get rid of the notion of Karak - Ensure that all the neighboring governorates benefit from the results and consult the research centre to improve productivity - Achieve additional revenue for the municipality
Project Risks	No Risk
Estimated Cost	2,000,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - Private Sector - Ministry of Agriculture - University of Mu'tah - International organizations working in the agricultural field - Cooperative Associations
Partners	<ul style="list-style-type: none"> - Municipality - Ministry of Agriculture - The Private Sector - Universities - Cooperative Associations
Project Priority	Divided project priority according to phases: <ul style="list-style-type: none"> - Establishing an agriculture plant and research center: Short-term - Establishing a feed plant and feedlot farms: Medium term
Preparation Period	5 Months
Implementation Period	Depending project elements: <ul style="list-style-type: none"> - Establishing an agricultural plant and research center: One Year - Establishing a feed plant and feedlot farms: 3 Years

Project Name	The establishment of dams and water harvesting projects
Strategic Line	Agriculture Sector
Project Background	Overcome the water shortage problem, by utilizing the rainwater and compiling it, for watering the plants, in addition to providing cattle owners with drinking water which reduces some of their economic burden., In addition to its role in rehabilitating and planting the surrounding areas with plants that are appropriate for feeding the cattle, and creating pastoral reserves, with the participation of communities and targeted groups, this will support Karak strategic vision of becoming the main supplier of livestock and agricultural product
Project Description	Identify a set of land plots in different locations to establish a set of projects; such as dams for water harvesting and reservoirs for rain water collection to be used for agriculture purposes and the establishment of protected reserves; with the participation of the local communities
Project Justification	<ul style="list-style-type: none"> - The need for pasture and water - Exploitation of fertile land and the expansion of agricultural activity
General Goal	Maximize the production of livestock and agricultural for Karak City
Specific Goals	<ul style="list-style-type: none"> - Create jobs - Improve investment in the agricultural and livestock sector - Improve the income level of the citizen
Project Action Plan	<ul style="list-style-type: none"> - Allocate land from relevant authorities - Prepare e feasibility study for the project - Identify stages of the project and its various components - Prepare tendering documents - Project Implementation
Results & Expected Impact of Project	Provision of water and pasture for all areas in the governorate which will be reflected in increases of the production of livestock and agriculture products, and reduce the cost of production and thus lowering the prices which will improve the purchasing power of the citizen of Karak and the rest of the governorate. In addition to enhance Karak's key role of becoming the main source of the livestock & agriculture products, in addition to increasing the income of the citizen of Karak, stimulating trade between them and other governorates, creating job opportunities for the youth, and reviving the traditions related to the attachment of citizens to their land
Project Risks	There is no risk
Estimated Cost	1,000,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - Engineering crops - Ministry of Agriculture - International organizations working in the agricultural field - Cooperative societies
Partners	<ul style="list-style-type: none"> - Engineering Corps - Ministry of Public Works - Universities - Cooperative societies
Project Priority	Priority of the project is divided into short and medium term
Preparation Period	2 months
Implementation Period	Depends on the components of the project: 1 Year to 5 years

Project Name	Set up a factory for the manufacturing wool products
Strategic Line	Agriculture Sector
Project Background	Karak is unique for its resources of livestock and seasonal treated wool which is, one output of livestock products that is still treated and produced in commercial quantities by traditional means. This project is an opportunity to enhance the competitiveness of the agricultural sector, by supplying factories specialized in wool raw materials to be utilized in various industries.
Project Description	Project is based on the idea of allocating a piece of land to construct a factory for the manufacture of raw wool after it passed various stages of processing technology, and by allocating a piece of land and engaging the cooperative societies and sheep breeders to ensure the supply of the raw material needed for the operation of the factory.
Project Justification	<ul style="list-style-type: none"> - The need to invest within the livestock sector - Create a model of cooperation between the government, the private sector and cooperatives
General Goal	Enhance livestock production and achieve additional income for livestock breeders.
Specific Goals	<ul style="list-style-type: none"> - Create jobs - Improving the investment in the livestock sector - Improve the income level of the citizen
Project Action Plan	<ul style="list-style-type: none"> - Prepare a feasibility study for the project - Secure the cooperation agreements with cooperatives to supply the manufacture with raw material - Tendering documents - Project Implementation
Results & Expected Impact of Project	Establish pilot project between the different cooperatives working in the same area in the southern provinces, create job opportunities for the youth, benefit farmers by achieving additional income, and encourage investment in livestock products such as fertilizers and other products.
Project Risks	Failure of cooperatives to provide the raw material
Estimated Cost	1,000,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - Cooperatives - The private sector - Ministry of Agriculture - Mu'tah University Investment fund - International organizations working in the agricultural field
Partners	<ul style="list-style-type: none"> - Ministry of Agriculture - The private sector - Universities - Cooperative societies
Project Priority	Medium term
Preparation Period	5 months
Implementation Period	1 year

9.3 *The Industrial sector projects*

Project Name	Launch of a plan to develop the industrial city to become an attractive city
Strategic Line	Industrial Sector
Project Background	The most important weakness facing the city of Karak is the lack of infrastructure in the industrial city, as well as lack of municipal interest, a poor coordination, lack of promotional and marketing plan in coordination with the Industrial Estates Corporation and related entities; therefore there must be an integrated project to reposition the city on the investment map.
Project Description	Rehabilitation and development plan of the industrial city, which includes the development of infrastructure and services, creating investment incentives and coordination with the relevant officials in Karak and Amman.
Project Justification	<ul style="list-style-type: none"> - Take advantage of the infrastructure of the industrial city and to maximize the investments - Creating new jobs for the people in the region
General Goal	Strengthen the competitiveness of the industrial sector, and improve the infrastructure and services supporting it.
Specific Goals	<ul style="list-style-type: none"> - Increase investment in the industrial sector - Create jobs
Project Action Plan	<ul style="list-style-type: none"> - Create a development plan that includes infrastructure and promotion - Provide funding - Preparation of designs and engineering plans for infrastructure - Issue tenders - Start project implementation
Results & Expected Impact of Project	Attract investment companies and create job opportunities for all the southern governorates, create additional purchasing power for commercial activity and other, and create tax revenues for the municipalities and other government institutions.
Project Risks	Inability to attract investors
Estimated Cost	2,000,000 Jordanian Dinars
Funding	<ul style="list-style-type: none"> - Industrial Estates Corporation - Governorates Development Fund - Jordan Investment Board - Grants and US, European, Canadian, Japanese and other assistance programs
Partners	<ul style="list-style-type: none"> - Ministry of public work and Housing - Municipality - Jordan Investment Board - Industrial Estates Corporation
Project Priority	Medium term
Preparation Period	6 months
Implementation Period	Depends on the components of the project: 5 years

9.4 Projects to support the competitiveness of the sectors

Project Name	Design a Development Plan for the municipality, human and financial resources
Strategic Line	support the competitiveness of the sectors
Project Background	The municipality of Karak suffers several weaknesses, such as its unqualified and untrained human resources, the increasing number of employees, lack of a database, information and computers that enables the employees to complete their work more efficiently. The Municipality also suffers from lack of income and a financial plan that illustrates spending and how to increase municipal investment within projects that generate more income to the municipality. Other problems concerning the organization structure, job description and applicability to name a few; which indicates the need for a long-term implementation plan that prioritizes these problems and needs, to be placed in the municipal budget.
Project Description	Setup a detailed plan to identify a set of projects needed by the municipality in terms of building a database, improving their human resources by elevating their education, training and measuring performance; in addition to planning their financial resources and introducing a number of productive investment projects that would increase the financial resources of the municipality.
Project Justification	Eliminate weaknesses and improve human resources, increase productivity and increase municipal revenue.
General Goal	Raise the performance level of the municipality, increase their ability to achieve higher revenues, and provide excellent quality services
Specific Goals	<ul style="list-style-type: none"> - Development of a database - Improve the mechanism of revenue achievement - Raise staff level - Create a database for productive projects for the municipality - Prepare job descriptions and employee performance evaluations
Project Action Plan	<ul style="list-style-type: none"> - Appoint a specialized consulting entity to work with the municipal team - Prepare study and evaluate results - Search for funding to implement projects at a municipal level - Start project implementation
Results & Expected Impact of Project	Improve municipal service performance level, a comprehensive database on the status of various services, improve the image of service providers in the municipality in terms of culture and technical capabilities financial revenue growth and simplify work procedures for citizens.
Project Risks	There is no risk for this project
Estimated Cost	100,000 Jordanian Dinars
Funding	Grants and US, European, Canadian, Japanese and others assistance programs
Partners	<ul style="list-style-type: none"> - The private sector - Municipality - Ministry of Municipal Affairs - Entities with work relevant to the municipality
Project Priority	Short term
Preparation Period	1 month
Implementation Period	1 year

Project Name	Design a development plan for the municipality related to its infrastructure, services and Master Plan
Strategic Line	support the competitiveness of the sectors
Project Background	The municipality of Karak suffers several weaknesses from the incomplete Master Plan, which would assist in organizing the city, distributing the investments on the sectors and the application of regulatory provisions to help achieve a balanced growth between projects. The city also suffers from some problems in its infrastructural level, where service is needed for various roads, sidewalks, water services, sewage, pollution in the water source and other problems that need to be identified. A long term Implementation plan should be placed, with problems and needs are prioritized and place on the Municipal budget for implementation.
Project Description	Prepare a detailed plan to determine the form and content of the scheme of the Master Plan and the completion of each stage. Develop a plan that includes priority infrastructure projects necessary for the city.
Project Justification	Eliminate weaknesses and develop a master plan that assists growth plans of economic sectors, attracts various investments, raises the level of organization within the city, and increases the readiness of the infrastructure to cope with the expansion of population numbers or investments in various sectors.
General Goal	Raise performance level of the various municipal services, and provide excellent quality services
Specific Goals	<ul style="list-style-type: none"> - Create a master plan in line with the future growth of the City - Improve Infrastructure
Project Action Plan	<ul style="list-style-type: none"> - Appoint a specialized consulting entity to work with the municipal team - Prepare study and evaluate results - Search for funding to implement projects at a municipal level - Start project implementation
Results & Expected Impact of Project	Improve municipal service performance level, develop a master plan that helps identify sector tracks and growth opportunities, as well as improve the image of Karak in terms of infrastructure readiness for investment, and procedures for obtaining services by citizens.
Project Risks	There is no risk for this project
Estimated Cost	100,000 Jordanian Dinars
Funding	Grants and US, European, Canadian, Japanese and others assistance programs
Partners	<ul style="list-style-type: none"> -The private sector - Municipality - Ministry of Municipal Affairs - Entities with work relevant to the municipality
Project Priority	Short term
Preparation Period	1 month
Implementation Period	1 year

10. Prioritization of projects

During the third workshop participants were asked to provide a list of priority projects, taking into account a set of criteria that have been clarified to them, which include:

- Projects must be in line with City vision and its development goals
- Projects that reflect an urgent need for the city of Karak
- Projects are applicable
- Projects with positive effects on Karak, and neighboring cities and provinces.
- Projects that will enhance the strengths and reduce weaknesses.

After analyzing the views of the participants who wrote down their opinions during the workshop and in light of the previous results the priorities of the projects came as follows:

Project	Priority
Developing a tourist resort	1
Establishing a visitor center	1
Launch a project for the rehabilitation of buildings and old houses	2
Construction of a specialized training center	3
Parking project for cars and buses	4
The establishment of comprehensive agricultural and livestock project	5
Dams and water harvesting projects	6
Design development plan for the municipality, it's human and financial resources	7
Design development plan for the municipality, it's infrastructure, services and the master plan	7
Rehabilitation of the Royal Road which links Karak with the Golden Square	8
Set up a factory for the manufacture wool products	9
Launch a plan to develop the industrial city to become an attractive city	10

11. Action Plan for Implementation of the Development Strategy for Karak City

The local development strategy and the strategic direction were previously identified, through a set of policies and programs that enhance the strengths and reduce weaknesses; a range of proposed projects by the participants were presented and prioritized as well, However there must be a clear action plan in terms of strategy, which enables the implementation of the strategic directions as well as projects that have been referred to; with the knowledge that the funding required and referred to in the plan set out below is to finance the activities and not to spend on committee members salaries or bonuses.

Procedure / Goal	Implementing Entity	Timeline	Required Fund (JD)	Funding Source
<p>Activate the role of the Advisory Council or create a new specialized entity to oversee the implementation of development strategy and projects plan through the following:</p> <ul style="list-style-type: none"> - Coordinate with various entities to begin implementation of projects - Prioritize & implement policies and programs that are mentioned in the strategy to reduce the weaknesses of the city - Coordinate to provide the funding necessary for projects in the Action Plan. - Attract local & foreign investment 	<p>Governor Advisory Board Relevant public & private sector Departments</p>	Constantly	50,000	<p>Municipality Governorate Ministry of Municipal Affairs</p>
<p>formulate a technical team to support the Advisory Board, in placing performance indicators for the development plan and the list of projects; and follow up the implementation of these projects</p>	<p>Governor Advisory Board Relevant Departments in the public & private sector</p>	Constantly	50.000	<p>Municipal Governorate Ministry of Municipal Affairs</p>
<p>Develop an investment plan for the city that includes priority sectors, and prepare feasibility studies for projects to be presented to investors and international bodies</p>	<p>External consultant Advisory Board</p>	1 year	200.000	<p>Jordan Investment Board Project Baladiati Municipality Ministry of Planning & International Cooperation</p>
<p>Establishment a unit for the promotion of tourism, responsible for promoting tourism in Karak. Includes representatives from the Department of Tourism and the Castle Committee and the private sector, it works on coordinating</p>	<p>Ministry of Tourism Governor Municipality</p>	Constantly	300.000	<p>Tourism program Project Baladiati</p>

with the Advisory Board on the implementation and follow-up of tourism projects referred to in the Action Plan	Department of Tourism			
Launch a media campaign focusing on the concepts and the importance of work, productivity and the importance of training	Consulting Firm Ministry of Labor Vocational Training Corporation	6 months	300.000	World Bank Ministry of Planning & International Cooperation Phosphate & Potash Companies Other donors
Establish a specialized unit of agricultural affairs, works on coordinating between the Department of Agriculture, research centers, and farmers; as well as oversees the implementation of agricultural projects referred to in the Action Plan in coordination with the Advisory Board	Ministry of Agriculture Governor Municipality Department of Agriculture	Constantly	300.000	Ministry of Agriculture Project Baladiati Other donors

12. Recommendations & Lessons Learned

Karak City represented the perfect model for preparing a city strategy for two reasons: First the urgent need for Karak to have an economic development plan to serve as a roadmap for the development of the city, and the development of its human resources and promising sectors with competitive advantage. Second, is the extent of awareness, diligence and cooperation extended by different segment of the community through participation in workshops; where they were attentive in selecting projects that reflect the urgent needs of the city, and putting forward unique ideas during the discussions. To ensure the benefit from this national effort, we must take the following recommendations and lessons learned into account:

First: In order for the positive effects of implementing the strategy to impact all parties in the private and public sector, it's important to adhere to the action plan, and form the committees and working groups put forward.

Second: The necessity of proceeding in the decentralization project, with some supervisory controls on the performance of municipalities

Third: Municipalities in various regions of the Kingdom suffer from the absence of a master plan that includes proper urban planning for the growth of the city, as well as, the development plans of projects within various sectors. The master plan should be formulated with broad participation of all institutions working in the public and private sectors, civil society institutions and other relevant authorities.

Fourth: The need to hold workshops for knowledge transfer within the borders of municipalities in the Kingdom to inform them, about Karak, Tafila, Mafraq and Zarqa's experience; and hold training workshops for Development Unit managers in these municipalities.

Fifth: Begin gradually to replicate this project on a number of new municipalities in the Kingdom, such as Ajloun, Jerash, Irbid, Ma'an, Salt, and Aqaba.

Sixth: Strengthen the governments' orientation towards increasing the municipalities' capacity, to be self-reliant and achieve their resources, and complete a set of investment projects that increase the municipality's revenue through partnering with the private sector in those areas.

13. ANNEXES

13.1 ANNEXE (1): SWOT Analysis Points Prioritized

Table (1) Final Scores and Ranking of the Strengths (S)

Prioritization of Strengths by participants	Total Points	Rank
Location and Natural Features	257	1
Cultural, Heritage and Tourism	247	2
Demographic Situation	221	3
Agriculture and livestock Production	208	4
Interrelationship between the Society Groups of Different Entity	208	4
Environmental Conditions	190	5
The Educational Situation	187	6
Industrial City Existence	160	7
Infrastructure	160	7
Strategic Urban Planning and Regulatory Framework	135	8
Twinning of Cities	105	9
Municipal Restructuring	102	10
Social and Recreational Services	86	11

Table (2) Final Scores and Ranking of the Weaknesses

Prioritization of weaknesses by Participants	Total Points	Rank
City Center (congestion, narrow streets, lack of parking & green areas)	233	1
Municipal Staff (education, lack of equipment & database)	232	2
Poverty and Unemployment	227	3
Cultural Heritage and Tourism (lack of hotel facilities, parking, lack of skill & cultural activities)	217	4
Playgrounds and Green Areas	214	5
Water supply (linkage to the network, leakage...)	204	6
The Sewage Network (linkage to the network, leakage)	199	7
Economic activities (agriculture, industry, private sector, to attract investors, international programs)	199	7
Public participation	195	8
Urban Planning and the Master Plan	188	9
Financial Situation of the Municipality	186	10
The Road Network and Traffic	170	11
Environmental Conditions (ground water & air pollution)	170	11
Adequacy of Educational Facilities	154	12

Table (3) Final Scores and Ranking of the Opportunities

Prioritization of Opportunities by Participants	Total Points	Rank
Location (proximity of Mujib Reserve, the Dead Sea (Development Zone) & important archaeological sites).	253	1
Industrial Zone Existence: To provide infrastructure that will attract more projects.	232	2
The potential of tourism development (development of infrastructure, renovation of old houses, set up shops for the sale of handicrafts, increasing hotel rooms capacity, restaurants and cafes, the exploitation of heritage buildings and tourism training).	229	3
Potash plant in Ghore Al-Saafi (current and future expansion to create more jobs opportunities).	229	3
New agricultural activities (fertile land, labors, the ability to develop policies for marketing products).	227	4
Promotion of cultural heritage (to generate employment opportunities associated with traditional skills, ongoing donor support for culture heritage by providing technical and financial resources).	220	5
International grants and Royal initiatives (Governorates Fund)	200	6
Building on existing projects in the master plan	199	7
Water harvesting	195	8

Table (4) Final Scores and Ranking of the Threats

Prioritization of Threats by Participants	Total Points	Rank
Weak partnership with the private sector	252	1
Continued lack of exploitation of tourism potential and lack of implementation of services and facilities	238	2
Continued lack of exploitation of domestic and international funding for cultural heritage projects	234	3
Failure to produce a comprehensive development plan for the municipality	225	4
Lack of implementing the Development Strategy prepared by the United Nations agency	217	5
Continuation of Karak's population to leave the city	200	6
Failure to provide the Industrial Zone (IZ) with an infrastructure and having a poor relationship between the IZ with the municipality	194	7
Failure to adopt and implement national policies to increase municipal revenue (land tax)	192	8

13.2 ANNEXE (2): Participating Stakeholders & Other Invitees

1- First Workshop

No.	Name	Title/ Institution
1.	Dr. Mohammad Smiran	Governor of Greater Karak
2.	Eng. Mohammad Maaitah	Head of Greater Karak Municipality
3.	Abd Al-Haleem Garalleh	Director of Al-Hussein industrial City
4.	Nabil Goussous	Chairman of the Municipal Committee/ New Talal
5.	Ziad Al-halasaH	Chairman of the Municipal Committee/ Abdulla bin Rowaha
6.	Khalid Tarawneh	Director of the antiquities of Karak
7.	Eng. Lama AL-Majali	Director of Municipality Affairs for Karak Governorate
8.	Talal Suleiman Al-Majali	Advisory Council Member
9.	Wesam Al-Majali	Municipal engineering
10.	Fayez Ali Al-Mbaydeen	Electricity Distribution Company
11.	Benyamin AL- Sha'ar	Karak Directorate of Youth
12.	Salem Mfareh Al-Hejab	Advisory Council Member
13.	Salim Sarayreh	Advisory Council Member
14.	'Firas Abu Khait	Director Karak Awqaf
15.	Saqor Ahmad Habashneh	Private Sector
16.	Mohammad Hamaydah	Advisory Council Member
17.	Awdat Allah Al-Abissat	Advisory Council Member
18.	Mussa Sarayreh	Advisory Council Member
19.	Hussein AL-Tarawneh	Advisory Council Member
20.	Saqor Masarwah	Advisory Council Member
21.	Dr. Makram Saleh Ammarin	Advisory Council Member
22.	Hamid AL- Nawayseh	Advisory Council Member
23.	Khalid AL- Domor	Advisory Council Member
24.	Ibrahim Armoush	Advisory Council Member
25.	Eng. Mohammad Maaitah	Director of Karak Works Department
26.	Sabri Dhaher	President of Karak Chamber of Commerce
27.	Sultan AL- Tarawneh	Director of Health Karak
28.	Marzouq AL- Omosh	Jordan News Agency
29.	Tayseer AL- Domor	AL Rai Newspaper
30.	Abed AL- Salam Qatawneh	Income and Sales Tax Department
31.	Dr. Ahmed Dhunaibat	Director of Environment
32.	Eng. Hatem Nasraween	MOMA/ AL-Sultany Municipality
33.	Dr. Fadel Habashna	Director of the Local Development Unit in the Municipality
34.	Mohammad AL- Domor	Municipal Court of Karak
35.	Alaa Jamal Al-Mbaydeen	Greater Karak Municipality
36.	Mohammad AL- Domor	Greater Karak Municipality
37.	Eng. Awdat Allah Al-Aisa	Greater Karak Municipality
38.	Abed AL- Wahab AL-Barta	Greater Karak Municipality
39.	Ibrahim Ahmad AL- Domor	Greater Karak Municipality
40.	Farah Dawoud	MOMA
41.	Raghda Worikat	MOMA
42.	Shadi Gatawneh	MOMA
43.	Mohammad Alnator	MOMA
44.	Alham Al- Zo'abi	MOMA
45.	Ahmad Habahbeh	Police department

46.	Ayda Maaitah	Advisory Council Member
47.	Barq AL- Domor	Director of Social Development
48.	Hashim AL Nawayseh	Director of Land Registration Karak
49.	Adnan Khayyat	Director of Karak water
50.	Eng. Elham Haddaden	Director of government buildings / Karak
51.	Mohammad Matar Zaydaneen	Assistant Governor for Development Affairs
52.	Adnan AL-Adhaylah	Karak Governorate/ Development Unit
53.	Eng. Bassam Boutros	Greater Karak Municipality/ tourist projects Unit
54.	Eng. Nahla Nasraween	Greater Karak Municipality/ Organization Directorate
55.	Eng. Maher AL- Akka	Chairman of the Municipal Committee/ South Ghor
56.	Ibrahim Bashabsheh	Karak audit Bureau
57.	Eng. Heyam AL- Shwamrah	Chairman of the Municipal Committee/ Moab

2- Second Workshop

No.	Name	Sector
1.	Dr. Mohammad Samiran	Karak Governor
2.	Eng. Mohammad Al-Maitah	Head of Karak Municipal Committee
3.	Hussein Abdelwahab Al-Tarawneh	Head of Economic Development association
4.	Zaal Tawfik Al-Kuwaleet	Head of Karak Cooperative Organization
5.	Amran Kalef Al-Maitah	Head of Adr Cooperative Organization
6.	Sabri Ahmed Al-Dalayeen	Head of the Chamber of Commerce in Karak
7.	Jafer Shehadeh	Manager of Tourism in Karak
8.	Faris Abu Khait	Manager of Awqaf in Karak
9.	Khalid Al-Tarawneh	Head of Karak Antiquities
10.	Ibraheem Al-Bashabshah	Audit Bureau
11.	Eng. Lama Al-Majali	Head of Municipal Affairs for the Governorate of Karak
12.	Saleem Al-Sarayrah	Advisory Board
13.	Dr. Zakaria Al-Nawayseh	Manager of Karak Health Department
14.	Eng. Nuha Al-Akash	Head of southern Jordan Valley Municipality
15.	Dr. Abdelhadi Qudah	Dentist
16.	Dr. Makram Amareen	Ophthalmologist
17.	Eng. Murad Al-Baqeen	Ministry of Municipal Affairs
18.	Eng. Areej Zeriekat	Ministry of Municipal Affairs
19.	Eng. Khalid Al-Dmour	Head of Karak Statistics Department
20.	Saber Al-Jwazneh	General Manager of Imar Karak Organization
21.	Eng. Elham Al-Shewawrah	Head of Moab the Municipal Committee
22.	Khalid Abdelhamid Al-Dmour	Head of the Sharif Cooperative Organization
23.	Abdelrahman Al-Akarbah	Private Sector
24.	Hamed Hassan Al-Nawaysah	Private Sector
25.	Odehalla Al-Kaissi	Head of Engineering Services
26.	Amer Ibraheem Omro	Al-Distour Newspaper
27.	Abdelhamid Al-Maitah	Al-Haqika Al-Dowalia Newspaper
28.	Mahmoud Abdelhamid Al-Dmour	Mushayrifah Charity Association
29.	Shalash Khalid Al-Majali	Member of Advisory Board
30.	Jadallah Al-Maitah	Head Karak Cooperation
31.	Mohammad Abdelhamid Al-Dmour	Head of Development Department / Karak Municipality
32.	Zydan Al-Jalamdah	Transport Regulatory Commission
33.	Abdelhamid Ismail Al-Karalah	Director of Al-Hussein Industrial
34.	Fiz Ali Al-Mebaideen	Electricity Karak
35.	Fahed Al-Khareeshah	Mazar Municipality
36.	Eng. Yousef Al-Tarawneh	Head of Cooperative Association
37.	Eng. Nahla Nasraween	Karak Municipality
38.	Eng. Hatem Adeeb Nasraween	Head of Sultani Municipal Committee
39.	Eng. Ahmad Almedadhah	Head Karak Agriculture Department
40.	Ratib Al-Tarawneh	Karak Land
41.	Ibrahim Al-Adinat	Head of Karak-Mail
42.	Buraq Al-Dmour	Head of Social Development Department
43.	Mahmoud Abdelwahab Al-Sarayrah	Transport Regulatory Commission
44.	Khalid Al-Dmour	Member of Advisory Board
45.	Eng. Elham Hadadeen	Head of Government Buildings Department
46.	Eng. Ziad Halaseh	Head of Abdullah Bin Rowaheh Municipal Committee
47.	Mohammad Oun Al-Adailah	Karak Labour Department
48.	Ali Al-Karaki	Acting Governor Assistant
49.	Abdullah Al-Keraleh	Advisory Board
50.	Musa Ali Al-Sarayrah	Retired
51.	Eng. Ashraf Al-Mebaideen	Phosphate Mines Co.

52.	Eng. Nabil Al-Qussous	Head of Talal Municipal Committee
53.	Basem Abu-Al-Haj	Huwati Company for Batteries
54.	Dr. Mohammad Al-Kasasbseh	Manager of the Education Department
55.	Yasin Al-Abisat	Karak Education
56.	Ibrahim Al-Jaferah	Al-Wadi Al-Akhdar Organization
57.	Khadeeja Biaideh	Member of Advisory Board
58.	Aida Al-Maiteh	Member of Advisory Board
59.	Nael Dakhllallah Al-Aideen	Head of Faqoua Woman Organization
60.	Eng. Faris Qsous	Head of Ay Municipal Committee
61.	Rahid Al-Maiteh	Environment Manager/ Karak Governorate
62.	Eng. Farah Dawoud	Ministry of Municipal Affairs
63.	Mervit Tebeishat	Ministry of Municipal Affairs
64.	Zain Zuhair Al-Badi	Ministry of Municipal Affairs
65.	Rabab Nusair	Ministry of Municipal Affairs
66.	Maysoun Al-Raqad	Ministry of Municipal Affairs
67.	Mahran Al-Sahwouri	Ministry of Municipal Affairs
68.	Shadi Al-Qattarneh	Ministry of Municipal Affairs
69.	Khalid Al-Rouajfeh	Ministry of Municipal Affairs

3- Third Workshop

No.	Name	Sector
1.	Eng. Mohammad Al-Maitah	Head of Karak Municipal Committee
2.	Hussein Abdelwahab Al-Tarawneh	Head of Economic Development association
3.	Zaal Tawfik Al-Kuwaleet	Head of Karak Cooperative Organization
4.	Sabri Ahmed Al-Dalayeen	Head of the Chamber of Commerce in Karak
5.	Ibraheem Al-Bashabshah	Audit Bureau
6.	Eng. Lama Al-Majali	Head of Municipal Affairs for the Governorate of Karak
7.	Dr. Makram Amareen	Ophthalmologist
8.	Eng. Khaled Al Dumoor	Head of Statistics Department in Karak
9.	Khaled Abdalhameed Al Dumoor	Head of Alshareef Cooperative Association
10.	Awdeh-Allah Alqaisi	Head of Engineering Corp. Services
11.	Amer Ibraheem Alamoro	Aldustoor Newspaper
12.	Abd Alhameed Almaaytah	Alhaqiqa International Newspaper
13.	Jadallah Almaaytah	Head of Cooperation Department of Karak
14.	Mohammad AbdAlhamed Al dumoor	Head of Development Department of Karak
15.	Fahed Alkhraisha	Almazar Municipality
16.	Eng. Hatem Adeeb Nasraween	Head of Sultani Municipal Committee
17.	Salamah Alhabashneh	Military Retires Association
18.	Hussain Saleem Almajali	Military Retires Association
19.	Mahmoud Alhabashneh	Regional Cooperative Union
20.	Mahmoud Odeh Aladayleh	Head of Labor Department in Karak
21.	Khaled Al-Rawajfeh	Ministry of Municipal Affairs
22.	Eng. Farah Dawoud	Ministry of Municipal Affairs
23.	Ilham AlZoabi	Ministry of Municipal Affairs
24.	Amjad Khaleel	Karak Hospital
25.	Jamal Fares Alsoob	Head of Industry Chamber of Karak
26.	Mazin Al Dumoor	Agriculture Department of Karak
27.	Eng. Fatmeh Alkfaween	Municipality of Karak
28.	Eng. Zebdah Al Madadha	Municipality of Karak
29.	Samah Alhjairat	Municipality of Karak
30.	Khadejeh Bayaydah	Women Committees
31.	Maysoon Alraqad	Ministry of Municipal Affairs
32.	Hebah Alzoabi	Ministry of Municipal Affairs
33.	Ibraheem Alrawahneh	Ministry of Municipal Affairs
34.	Hadeel Smoor	Cities and Villages Development Bank
35.	Raghdah Aldwaykat	Ministry of Municipal Affairs
36.	Talal Almajali	Advisory Committee
37.	Falah Mohammad	Ministry of Municipal Affairs
38.	Dr. Mohammad Alkasasbeh	Ministry of Education
39.	Mai Mbaydeen	Education Department of Karak
40.	Ahmad Alsoob	Education Department of Karak
41.	Moatasem Abdallah	Civilian
42.	Khaled Burqan	Head of Culture Department of Karak
43.	Eng. Nader Alqsous	Services Board
44.	Alaa Mobaydeen	Municipality of Karak
45.	Ibraheem Aldumoor	Municipality of Karak
46.	Ahmad Alshaimat	Head of Military Retires Association
47.	Mustafa Almawajdeh	Alfeker Forum for Culture and Development
48.	Ali Alsoob	Head of Hashemite Fund
49.	Ghasan Khalaf	Awqaf of Karak
50.	Mona al Qatawne	Karak Hospital
51.	Sabri Alqatawneh	Local Society

52.	Zaid Hamaidah	Statistics Department
53.	Ahmad Altararzeh	Statistics Department
54.	Yamen Alsoob	Land Department
55.	Oqlah Al Dumoor	Local Society
56.	Hassan Alshamayleh	Private Sector
57.	Basam Abdalkareem	Investor
58.	Zeyad Almadadha	Municipality of Karak
59.	Tareq Almaytah	Municipality of Karak
60.	Ahmad Alsoob	Joint Services Council
61.	Mohammad Alnabawi	Head of Passports Department of Karak
62.	Mored Althnaybat	Municipality of Karak
63.	Rabab Nsair	Ministry of Municipal Affairs
64.	Mahran Alsaohri	Ministry of Municipal Affairs
65.	Shadi Alqatarneh	Ministry of Municipal Affairs