

**The Hashemite Kingdom of Jordan**

**Ministry of Municipality Affairs**

**Tafileh Municipality**

**Tafileh Development Strategy**

**Final Report**



Prepared by:

**Dr Malek K. Batayneh – CDS Consultant**

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Dr. M. K. Batayneh, CDS Consultant

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## I. Abbreviations

<b>CA</b>	City Alliance
<b>CDS</b>	City Development Strategy
<b>CHTUDP</b>	Cultural Heritage, Tourism and Urban Development Project (Financed by the World Bank)
<b>CLTF</b>	City Level Task Force (used for the CDS project)
<b>CVDB</b>	Cities and Villages Development Bank
<b>DLS</b>	Department of Lands and Survey
<b>DOS</b>	Department of Statistics
<b>FDI</b>	Foreign Direct Investment
<b>GDP</b>	Gross Domestic Product
<b>GIS</b>	Geographic Information System
<b>GOJ</b>	Government of Jordan
<b>HPC</b>	Higher Planning Council
<b>HUDC</b>	Housing and Urban Development Corporation
<b>JEDCO</b>	Jordan Enterprise Development Corporation
<b>JIB</b>	Jordan Investment Board
<b>JIEC</b>	Jordan Industrial Estates Corporation
<b>JTB</b>	Jordan Tourism Board
<b>LDU</b>	Local Development Unit
<b>LED</b>	Local Economic Development
<b>LG</b>	Local Government
<b>MCC</b>	Millennium Challenge Corporation
<b>MOA</b>	Ministry of Agriculture
<b>MOE</b>	Ministry of Education
<b>MOF</b>	Ministry of Finance
<b>MOH</b>	Ministry of Health
<b>MOHE</b>	Ministry of Higher Education
<b>MOI</b>	Ministry of Internal Affairs
<b>MOMA</b>	Ministry of Municipal Affairs
<b>MOPIC</b>	Ministry of Planning and International cooperation
<b>MOPWH</b>	Ministry of Public Works and Housing
<b>MOTA</b>	Ministry of Tourism and Antiquities
<b>NGO</b>	Non-governmental Organization
<b>OFDC</b>	Orphan Fund Development Corporation
<b>PDD</b>	Planning and Development Department MOMA
<b>RLDP</b>	Regional and Local Development Project
<b>PMU</b>	Project Management Unit (for RLDP)
<b>TTU</b>	Tafileh Technical University
<b>UPRF</b>	Urban Planning Regulatory Framework
<b>USAID</b>	United States Development Agency
<b>VTC</b>	Vocational Training Corporation
<b>WAJ</b>	Water Authority of Jordan
<b>WB</b>	World Bank

## II. Acknowledgements

The purpose behind preparing the Economic Development Strategy (CDS) is the belief of the citizens of Tafileh and its institutions in the importance of strategic planning to support the economic growth of Tafileh. It is also considered as a model for the implementation of decentralized planning that will ensure economic development by creating employment opportunities, enhancing productivity and focus on identifying projects within the promising economic sectors of comparative advantage in the region.

This project has been 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 number of local leaders with economic visions from both the public and private sectors contributed to enrich the content of this strategy, that is also under the patronage of both the governorate and the municipality. Participants worked together with distinctive effort during a number of organized workshops devoted to discussing the strategic theme of vision, strategic goals, economic sectors, strategic directions and identifying a list of medium and long term projects.

I would like to extend my sincere thanks to all who contributed and supported this project, and a special thanks also goes to the international expert of the cities development strategies, Mr. Angelo D'Urso, the Project Manager Engineer Saleh Jaradat, as well as the Governor of Tafileh and his Deputy and the Chairman of the Municipal Committee of Tafileh with his team. I would also like to thank the Ministry of Municipal Affairs team for their continued support in securing all the logistical and administrative support for this project.

Malek K Batayneh (PhD Eng.)  
Tafileh City Development Strategy Advisor



## 1. Introduction

The Development Strategy is a significant document detailing Tafileh's Local Development Framework, and covers short, medium, and long term periods. Tafileh was selected along with three other major cities in Jordan to produce this document under the supervision and support of the Ministry of Municipal Affairs in coordination with the World Bank and the Cities and Villages Development Bank of Jordan. This project to produce a strategy document for the current & future development of Tafileh is the first in its type for this city to. It describes the current state of Tafileh and outlines the council's future vision of Tafileh along with the planning policies which will be used to deliver that vision. Tafileh's Local Development Strategy is a collection of documents and a variety of information that are based on:-

- 1.1. The SWOT analysis document which was developed earlier by an international expert on site, a document that presented the strength, weaknesses, opportunities and threats facing the city of Tafileh.
- 1.2. Statements from the community (the stakeholders) who were involved in consultation through a series of workshops (the format). Representatives of Tafileh's society were involved in the formulation of this strategy. Public and private sectors, and civil society institutions attended three consecutive workshops that were organized for the purpose of formulating the city's strategy. The workshops' participants gave their input to identify the SWOT analysis priorities of strengths, weaknesses, opportunities and threats facing the city. They discussed in detail the most important challenges facing the development process and economic programs of their city. They also identified the most important comparative advantages of the city and the most important economic sectors that could be considered as engines for the economic growth of Tafileh.
- 1.3. Specific development objectives: Participants also contributed in determining the short, medium and long term strategic goals that will make the city of Tafileh a focal point for investors through identifying the economic sectors that have competitive advantages and also through identifying a set of future strategic orientations. These goals have focused on:



- The provision of support for the regional dimension of Tafileh’s interdependence with both Karak city and the Golden Square through integrated tourism projects.
- Promoting Tafileh as a city that promotes culture and heritage.
- Enhancing the benefits of Tafileh’s location by the Kings Highway and raising its potential.
- Increasing the capabilities of Tafileh by providing it with infrastructure and supporting facilities for tourism.
- Upgrading the capabilities of the agricultural sector and upgrading its related infrastructure.
- Upgrading the capacity of human resources in the tourism industry.
- Attracting partnerships with the private sector, civil society institutions and international donors.

1.4. The developed vision, which was developed by taking community statements into consideration.

1.5. The specific future development plan of proposing a list of projects: these were identified with the contribution of participants. They were guided to highlight projects’ details with regards to defining the concept of the project, its stages, justifications, cost of the project, executing parties, time frame, positive effects on the city and the region, and suggested sources of funding as well as identifying other elements for identifying the projects.

1.6. The specific future action plan policy for the Development Strategy: this was introduced to transform the written document into action. One of the most prominent elements was the formation of a specialized economic team having the responsibilities of implementing the Strategic Plan elements together with communicating with government and supporting agencies to provide funding for these projects. Further tasks include working towards launching a media plan to promote the strategy, and increasing the loyalty to its content by the citizens of Tafileh together with increasing the positive effects on the city and its inhabitants.



To summarize, the practical side of the City Development Strategy of Tafileh identifies three sectors that include tourism, agriculture and mineral resources as being the main competitiveness of the city. These sectors formed the platform for the delivery plan of the city's development strategy, which will include but not be limited to the implementation of priority projects taking into account fulfilling the strategy's goals and its vision. However, the implementation policy of the strategy may vary over time depending on the delivery plan of its objectives that is based on annual monitoring reports.

## 2. The Concept of Local Development and CDS

The country's economical growth is determined by the activities in its urbanized cities towns and villages. In general, competition between cities and the decentralization have lead to give more power and resources to cities and their populations. However, many cities are not well equipped nor well managed to use its power and resources for its development, hence their economic status remain uncompetitive. This will eventually create cities suffer from social and economic problems, such as, increasing poverty, social exclusion, and decline of wealth. Central and local governments must respond to these problems, they need to be equipped with development programs and strategies to deal with these problems before it is too late. One of these programs is to create strategic development initiatives to meet the occurring challenges, such as the City Development Strategy (CDS).

The CDS is an action program developed and sustained by the people of the city through their participation to improve the quality of life for the citizens. The CDS is not an alternative to the master plan, land use plan, and investment plan, but these form elements and actions within the CDS. The CDS is a plan helps identify goals and directions for the city. Its process aims at developing a city vision, strategic objectives and an action plan containing a number of projects and activities that improve the level of management and increase investments and economic growth of the city.

The CDS is a process of improvement and development which adopts a practical strategy responding to economic realities of the city. It helps the city to utilize its strength and opportunities for its growth.

The city development strategy is a combination of strategic and corporate planning for the city that rule the decision making of the city development, have power over the





expected results, those responsible for project implementation, and the required resources.

Within the context of this study, a CDS is developed for the city of Tafileh aiming at understanding the nature of the development of the city and the causes of its economic problems and propose solutions. Economic development to support the growth of the city and the reduction of unemployment and poverty must be encouraged. These are strategic issues that must be dealt with and prioritized by the CDS; however, the priorities must then change with time from specific to broader issues for further development of the city.

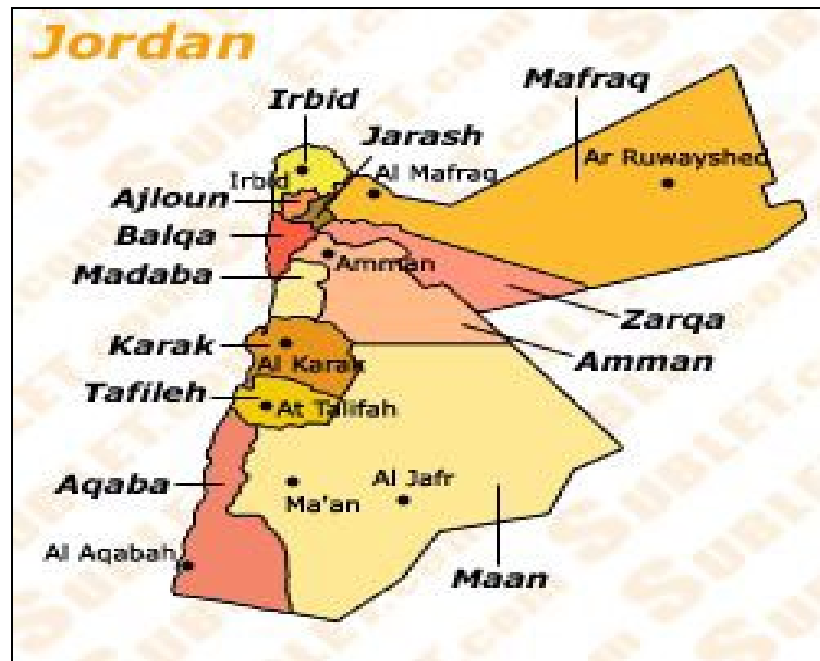


### 3. The Current Situation of Tafileh

#### 3.1. Location

- The Governorate of Tafileh is one of twelve governorates in the Hashemite Kingdom of Jordan. (See the given map in Figure (1) below).
- Tafileh is one of the key four governorates in the southern region, which is located in the southwestern part of the Kingdom, having the governorate of Karak to its northern border, and Ma'an Governorate to its southern and eastern borders, and Wadi Arabah & the Dead Sea to its western border.
- Tafileh is located 183km south of the capital city of Amman, occupying an area of 2,209 km<sup>2</sup> that is equivalent to 2.5% of the total area of the Kingdom.

Figure (1): Distribution of Governorates in Jordan  
(Source: [www.Jordan-Map](http://www.Jordan-Map))



### 3.2. Population & Demography

- According to the Department of Statistics for the year 2011, the estimated population of the governorate of Tafileh is about 87,500 people, representing 1.4% of Jordan's population. See Table (1) below.
- 71.4% of the population lives in the urban localities of Tafileh and 28.6% live in the countryside of Tafileh.
- The population density of Tafileh is 39.6 persons / km<sup>2</sup>, the average family size is 5.7 persons, and its population growth rate is 11%.
- Statistics show that the gender proportion of males reached up to 50.9% of the total population and the proportion of females reached up to 49.1% of the total population of the Governorate of Tafileh.
- The group age of youth up to 14 years of age is 41.1% for the year 2010, while the group age of youth up to 24 years of age is 64.1% of the population of the Governorate of Tafileh. See Table (2) below showing the distribution of population according to age group.

### 3.3. Administration

- According to the administrative divisions' system of the Jordanian Ministry of Interior divides Tafilah Governorate into three departments; these are Qasabat Al Tafileh, Bisaira, and Al Hasa. The details of these are as shown in Table (1) as follows:

Table (1): Population and Administrative Distribution in the Governorate)  
(Source: Ministry of Interior -Tafilah Governorate)

No	Departments		Regions	Population (2011)	Administrative Center
	Name in English	Name in Arabic			
1	Capital Department (Al-Qasabah)	لواء قصبة الطفيلة	Includes the city of Tafileh and 19 other towns & villages	54,510	Tafileh
2	Bisiera Department	لواء بصيرا	Includes 9 towns & villages	22,490	Bisiera

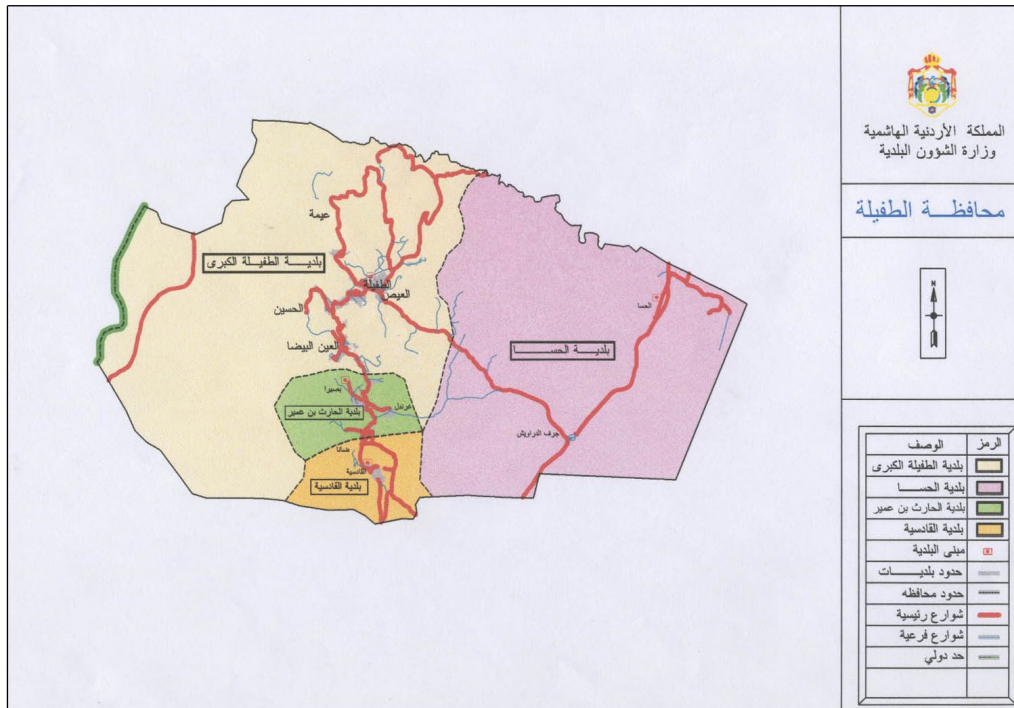
3	Al-Hasa Department	لواء الحسا	Includes towns & villages	3	10,500	Al-Hasa
	Total	-	-		87500	-

Table (2): Distribution of Population According to Age Group  
(Source: Statistic Department 2011 – Governorate of Tafileh)

Age Group in Years	Capital Department (Al-Qasabah)	Bisiera Department	Al Hasa Department	Total %
0 – 4	7258	3142	1709	13.84
5 – 14	41076	6384	3384	27.25
15 – 44	26738	10646	4514	47.88
45 and over	6438	2318	893	11.03
Total	54510	22490	10500	100

- It also consists of four councils these are: Greater Tafileh, Al-Harith bin Omayr, Al Qadisiyah, and Al Hasa. These are shown in the Figure (2) below:

Figure (2): Municipalities Distribution within Tafileh's Governorate  
(Source: Jordan Maps Web Site)



### 3.4. Education

- The level of education is fairly good, especially among the young population whose gross educational enrolment rate was 77.8%, higher than the national average of 73.9%.
- Number of students by level of education in Tafilah Governorate is given in the following Table:

Table (3): Number of Students in the Governorate  
(Source: Directorate of Education-Tafilah Governorate)

Level of Education	Number of Students			Number of Schools
	Male	Female	Total	
Kindergarten	864	983	1847	18
Primary	10096	10853	20949	88
Secondary	1525	1742	3267	33
Professional	340	89	429	2

- The number of undergraduate students in the Tafilah Technical College and in the Tafilah Technical University in the Academic Year 2011/2012 is given in the following Table (4):

Table (4): Number of Higher Education Students

(Source: Tafilah Governorate 2012)

Institution	Number of Students		
	Male	Female	Total
Tafilah Technical College	455	244	699
Tafilah Technical	2925	2122	5047



University			
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- The number of postgraduate students for the same year 2011/2012 is 49.
- There are four vocational training centers in Tafileh, but these do not cover the needs for all sectors, so restructuring and development of these centers is required to effectively contribute the development of the local economy.

### 3.5. Health

- Healthcare services are provided to the Governorate of Tafileh through one hospital with 120 beds, and a number of other healthcare facilities, as shown in the following Table (5):

Table (5): Healthcare Facilities in Tafileh

(Source: Directorate of Health Affairs of the Tafileh Governorate - Data collected by Tafilah CTLF)

Sector	Comprehensive Health Centres	Primary Health Centres	Sub-Health Centres	Mother & Children Centres	Pharmacies	Testing Laboratories	Radiology Sections	Dental Clinics
Public	4	10	8	16	22	9	4	13
Private	0	0	0	0	13	1	0	11
<b>Total</b>	<b>4</b>	<b>10</b>	<b>8</b>	<b>16</b>	<b>45</b>	<b>10</b>	<b>4</b>	<b>24</b>

### 3.6. Environment & Infrastructure

#### 3.6.1. Environment

- Air quality in Tafileh is generally clean, however, the town of Al Rashadiyeh is affected by pollution from the nearby cement factory, raising the communities concern of the problem of pollution in their area.
- The underground water is clean, however, recent tests raised concern about the underground water quality being affected by the leakage of sewage water from



septic tanks that the majority of the households use (78%) since they do not benefit from the sewage water network.

- There is a good solid waste management system in the Governorate of Tafileh.

### 3.6.2. Infrastructure

- The road network is spread over the Governorate with an acceptable internal network of roads, however 50% of roads are unpaved and in poor condition. The following Table (6) shows the length of the internal road network for both paved and unpaved roads, as follows:

Table (6): Internal Road Lengths in Tafileh  
(Source: Department of Public Works – 2009)

Type of Road	Length of Road in Km
Main	235
Secondary	158
Rural	165
Agricultural paved	93.5
Agricultural unpaved	16
<b>Total</b>	<b>667.5</b>

The following Table (7) shows the length of the main roads connecting Tafileh city with the rest of the major cities in the Kingdom, as follows:

Table (7): External Road Lengths Connecting Tafileh with other Cities  
(Source: Department of Public Works – 2009)

Road Direction from Tafileh City	Length of Road in Km
To Amman	180
To Karak	50
To Aqaba	185
To Ma'an	49
To Al-Ghor	28
To Al-Shobak	42
<b>Total</b>	<b>534</b>

- The streets of Tafileh are generally narrow and this is worsened by motorists parking on both sides of the street. This is due to a lack of planned designated parking areas in the Municipality and inefficient traffic management services.
- The city's supply of electricity provides the best service, supplying electricity with 100% coverage of all areas of Tafileh.
- The water supply system covers approximately 98% of the population of the Governorate.
- The public transport system which interlinks Tafilah with other major cities in the Kingdom is serviced by two terminals, one for buses, and the second is for taxis. The CTLE reports that the public transport network is insufficient, and requires more investors in the transportation network.
- The wastewater network is not connected to all houses in the Municipality. The sewage network covers only 21.7% of all households in Tafileh, and the rest are served by septic tanks.

### 3.7. Economy

#### 3.7.1. Unemployment & Poverty

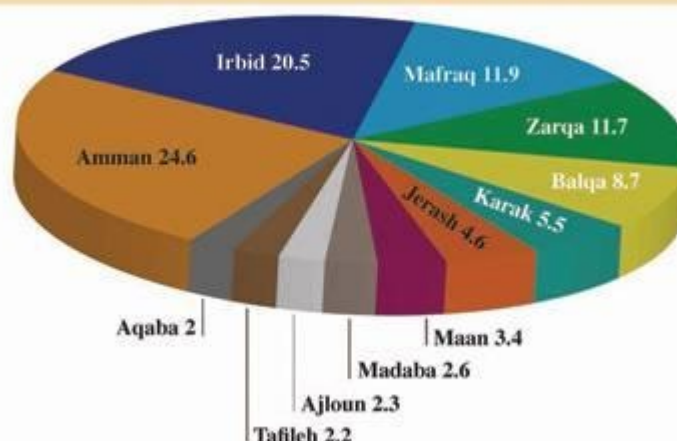
- According to the 2008 statistics of DOS, Tafilah Governorate had the third highest rate of unemployment in the Kingdom of 16.6 %, coming after Ma'an with 20.9% and Karak with 18.2%.
- The rate of unemployment in Tafileh is higher than the national rate of 12.7%. The unemployment is particularly acute amongst women (31.6%).
- According to the data collected by the CTLE from DOS, in 2009 the percentage of unemployment has further increased reaching 18.8 % (14.4% for males and 32.1% for females).
- As for the distribution of poverty across the Kingdom, in 2009 the statistics show that Tafilah Governorate had the third highest rate of poverty in the country of 21.1 %, coming after Mafraq with 31.9% and Ma'an with 24.2%. According to the same year statistics, poverty in Tafileh was 2.2% amongst the Governorate's population, as seen in Figure (3) below:

Figure (3): Percentage of Poor People in Governorates in Jordan  
(Source: Department of Statistics – 2009)





## Percentage of poor people in governorates



- There are 1535 families in the Governorate of Tafileh that are registered as poor families, who receive a monthly social support income from the Ministry of Social Development. The following table details statistical data from the Social Development Department, as shown in Table (8), as follows:

Table (8): Number of Registered Poor Families

(Source: Department of Social Development – 2009 & 2011)

Year	Number of Registered Families	Number of Registered Individuals	Total Monthly Amount in Jordan Dinar	Number of Families on Waiting list of Registration	Number of Orphans	Number of Special Need Individuals	Number of Dependat Women
2009	1535	4284	108264	12	79	276	242
2011	1528	3137	52492	27	125	852	228

### 3.7.2. Workforce in the Governorate of Tafileh

- The total number of workforce in the Governorate of Tafileh is 5438 persons.
- The workforce is distributed amongst various economic sectors which include social facilities and services (education, vocational training, health, and municipality, interior and social departments) and have a total of 4454 people; production (agriculture and tourism) have a total of 233 people; infrastructure (water, public works, and energy) have a total of 751. These

bring the total workforce to 5438 people. These details are given in Table (9), as follows:

Table (9): Workforce Distribution

(Source: All Governmental Departments in the Governorate 2010 – The Governorate of Tafileh)

Sectors	Number of Workforce		Total
	Male	Female	
Social & Services	2328	2126	4454
Production	198	35	233
Infrastructure	715	36	751
Total	3241	2197	5438

### 3.7.3. Tourism

- Tourism is considered an important productive sector in the Governorate of Tafileh, but it is not yet fully developed and exploited. Historically Tafileh was the home for the Edomites who lived in it and named it at the time Tofil (Tophil). The capital city of the Kingdom of Edom was Biseira which is located near the city of Tafileh. The Edomites were often in alliance with their neighbors in Moab. After a while Tafileh was annexed as part of the Kingdom of Nabateyah, but later following the Roman conquest, Tafileh was ruled by the Ghassanid rule under the authority of Rome. The following table shows the prime tourist sites distributed around the three districts of the Governorate, as follows:

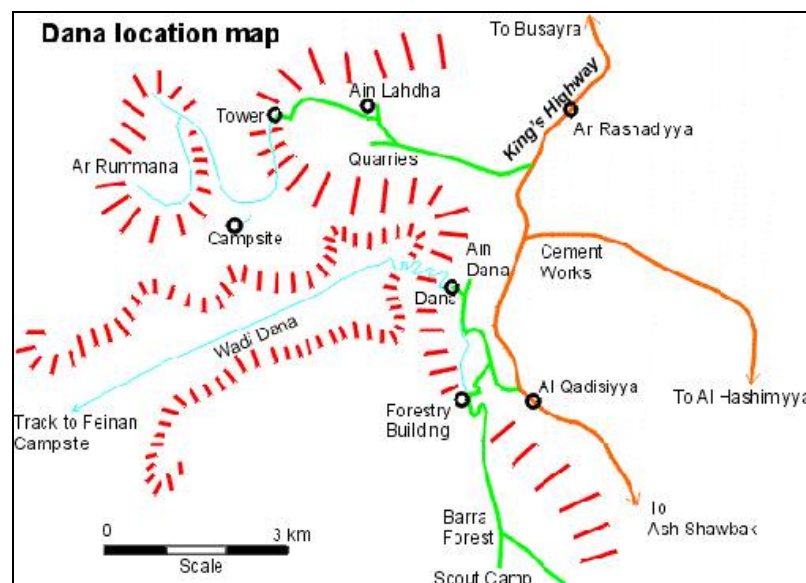
Table (10): The Main Tourist Sites in the Governorate of Tafileh

(Source: Department of Tourism & Antiquities – 2009)

District	Tourist Sites	Archeological Sites
Al Qasabah District	Afrah Hot Springs	Tafileh Castle
		Al-Dair Palace
	Braibta Hot Springs	Khirbit Dhbaa'h
		Khirbit Karka & Mashmil
	Al Selee' Village	Al Tawanah Palace
		Khirbit Al Tanoor
Al Selee' Castle		
Biseira District	Dana Village	Khirbit Al Dharie'
		Al Rashadiyah Church
		Khirbit Al Nasranyeh
Al Hasa District	Al Hasa	Al Hasa Castle

- Currently Tafileh is a creative traditional Jordanian city because it is incredibly diverse with a rich combination of historical and cultural backgrounds that enjoy strong local traditions. However in order to make tourism more effective for the city's productivity, the following weak points need to be addressed, these are:
  - Lack of tourist facilities and related support services (hotels, restaurants, etc.).
  - Lack of inclusion of the Tafileh city in tourist maps from tour operators.
  - Lack of effective promotional campaigns and marketing tools.
  - Lack of development projects for tourist sites and their surroundings.
- Tafileh is characterized by the following features:
  - A unique climate and terrain.
  - Magnificent mountains and high elevations that support forest growth and forest plants. The town of Rashadiya has the highest elevation in the province at 1500m above sea level and receives an annual rainfall of 240 mm.
  - Accommodates many natural water springs (originally 360), as well as Afrah and Braibta hot springs.
  - Has one of the most significant and beautiful nature reserves in the region, namely the Dana Nature Reserve (Dhana).
  - The following Figure (4) shows the location and routs of Dana Nature Reserve to other tourist areas in the Governorate:

Figure (4): Dana Reserve and its Location to other Sites  
(Source: Ministry of Tourism and Antiquities)



### 3.7.4. Agriculture

- Agricultural production and animal livestock form an important pillar of the economy of Tafileh due to the vast area of land in the Governorate that can well serve this sector.
- Cultivation of olive trees, figs and grapes. The total area of fruit and olive farms in the governorate in 2008 was 49.244 km<sup>2</sup> of which more than 36 km<sup>2</sup> were of olive farms.
- The areas of land used for cultivating crops in the Governorate of Tafileh are as given in the following Table (11):

Table (11): Types of Crops and Planted Area with its Production

(Source: Directorate of Agriculture 2009 - Tafileh Governorate)

Crop Type	Area of Land (Dunum)	Production (Ton)
Fruit Trees	7498	391
Citrus Trees	144	42
Grapes	4950	1732
Olive Trees	36063	237
Vegetables	8889	19251
Field Crops (wheat, etc.)	77750	-
Total	135293	21653

- This sector suffers from many problems, most important of which are:
  - Field crops and trees depend mainly on rain water.
  - High prices of agricultural raw products.
  - Low sale price of agricultural products & crops.
  - Weak financial capabilities of farmers.
- Animal farms and livestock in Tafileh Governorate are given in Table (12) below according to the 2009 census, as follows:

Table (12): Livestock and Farms in Tafileh

(Source: Directorate of Agriculture - The Governorate-Data Collected by the Tafileh CTLF)

Animal Type	Quantity (Number)
Goats	47644
Sheep	101118
Cattle	124
Camels	400
Poultry farms	30
Egg farms	2
Beehives	600
Fish farms	3

### 3.7.5. Industry and Mineral Resources

- The industry in the Governorate of Tafileh is still limited to small and simple enterprises with the exception of the cement factory in Al Rashadiyah, namely Lafarge Cement Jordan. The following Table (13) shows the production amount in 2008 and the number of workers in the Al Rashadiyah Cement Plant:

Table (13): Details of the Cement Factory

(Source: Lafarge Cement Jordan 2009)

Lafarge Cement Factory (Al Rashadiyah Plant)	Production in 2008 (Million Ton)	Percentage of Contribution in the Company Production	Number of Workers
	2.3	53%	539

- The Governorate of Tafileh is considered the richest in its natural resources in the Kingdom. Metals, limestone, and phosphate are the main elements in the Governorate's wealth of natural resources.
- The Jordan Phosphate Mines Company exploits phosphate from the Al Hasa district to the east of Tafileh city. The following Table (14) shows the production amount in 2008 and the number of workers of the mines in the Governorate of Tafileh:

Table (14): Details of the Phosphate Mines Company  
(Source: Jordan Phosphate Mines Company (JPMC) - 2009)

<b>Jordan Phosphate Mines Company</b>	<b>Mines in Tafileh Governorate</b>	<b>Production (Million Ton)</b>	<b>Percentage of Contribution in the Total Company Production</b>	<b>Number of Workers</b>
	<b>Al-Hasa &amp; Al Abiad Mines</b>	<b>1.2</b>	<b>19%</b>	<b>1254</b>
	<b>Eshidiya Mine</b>	<b>3.8</b>	<b>61%</b>	<b>1250</b>

### 3.7.6. Commercial Activities

- The number of the active establishments by economic activity in the Governorate of Tafileh in 2006 are shown in the Table (15), as follows:

Table (15): Various Economic Activities in Tafileh  
(Source: Centre for the Promotion of Productivity 2009 - Data collected by the Tafileh CTLF)

<b>Type of Economic Activity</b>	<b>Number of Active Establishments</b>
Mining & Quarrying	03
Food Products & Beverages	34
Wearing Apparel	20
Wood for Builders	14
Concrete, Cement, and Plasterer	16

Furniture	15
Sale, Maintenance and Repair of Motor Vehicles	80
Retail Trade (Food, Pharmaceutical, Clothes, Hardware, Appliances)	814
Renting Machines & Equipment	12
Professional activities (Engineering, Legal, etc.)	25

- Investment Projects in the Governorate of Tafileh in 2009 are as shown in the following Table (16):

Table (16): Type of Projects and Volume of Investment

(Source: Centre for the Promotion of Productivity- Data collected by the Tafileh CTLF)

Type of Project	Number of Active Establishments	Investments (JD)		
		Loan	Self-financing	Total Amount
Commercial	36	312.000	123.728	435.728
Industrial	10	2.578	200.963	203.541
Agricultural	12	57.000	53.574	110.574
Service	31	157.000	72.000	229.000
Tourist	1	10.000	25.000	35.000
Total	90	538.578	475.265	1.013.843

### 3.8. Financial Resources

3.8.1. Revenues and expenditures for Greater Tafileh Municipality is presented in the Table (17) below for the last five years from 2007 to 2011, as follows:

Table (17): Greater Tafileh Municipality Budget for Previous 5 Years

(Source: Municipality of Tafileh – 2012)



<b>Municipality Budget (Year)</b>	<b>Actual Revenue (JD)</b>	<b>Actual Expenditures (JD)</b>	<b>Yearly Salaries (JD)</b>
2007	2160695	2238955	1037491
2008	3333286	3295851	1452076
2009	2978591	3791385	1702534
2010	2755333	3340737	1682288
2011	2176719	2706567	1820114

3.8.2. The actual revenue of the Municipality is a combination of three sources; government support, internal generated revenue of fees and taxes, and donation. However, it has been reported by the officials that the greatest share of the mentioned sources is the government share which exceeds 50% of the total revenue every year, thus the municipality is financially dependant on the government.

3.8.3. It has been also reported that the dept of the municipality has been increasing over past years and the number of loans also increased each year to cover the Municipality's necessary expenditures.

3.8.4. The collection of taxes and revenue is improving every year, reaching 80% in 2011.

3.8.5. The Municipality's expenditures is still high, reaching JD2706567 in 2011, but it is about 20% less than the last year in 2010 showing that its biggest share is salaries reached 35% of the expenditures of 2011.

The conclusions drawn from the above financial situation of the Municipality is as follows:

1. **The Municipality is still financially dependent on receiving big share from the Government.**
2. **The dept is still increasing each year.**





3. The collection of taxes and revenues is not fully managed in a systematic way.
4. The expenditures are still high and need to be restricted.
5. With regards to financial management, the Municipality is neither applying a set strategy nor using Information Technology (IT) and/or Management Information System (MIS).

#### 4. SWOT Analysis for the City of Tafileh

The SWOT analysis, that is strength, weaknesses, opportunities, and threats, was discussed and carefully prioritized in the second workshop held in Tafileh. The participants expressed their needs as the citizens of the city took into consideration the city's present situation. They expressed their choice by importance, using a scale of points from (1) being the weakest to (5) being the strongest. It was then concluded that the SWOT analysis of the city is as follows:

Figure (5): Photo of the Opening Ceremony of the 3<sup>rd</sup> Workshop



#### 4.1. Strengths

##### 4.1.1. Mineral Resources:

Tafileh is rich in its mineral wealth & resources such as copper, manganese, iron, phosphate, and other minerals. These can be explored and studied in

detail to explore the potential of investing in this sector for the benefit of Tafileh.

#### **4.1.2. Cultural Heritage and Tourism, the Presence of Tourism and Heritage Sites:**

Tafileh possesses a number of historic buildings and archaeological sites, and has the advantage of being rich in its cultural traditions.

#### **4.1.3. Geographic Location and Landscapes:**

Tafileh is located in a strategic location, especially its intersection with what is named locally as the Golden Square Rout (tourist sites route link) linking Petra, Wadi Rum, Aqaba and the Baptism Site through the Kings Highway. This strength must form an essential part in the city's strategy.

#### **4.1.4. The Educational Level in the City:**

The most important strengths of Tafileh is the presence of a good level of education for all sectors of the population, especially the younger generations whose level of education is equal to the standards achieved by the rest of Kingdom. In addition, the existence of two universities in the province, which are the Tafileh Technical University and Tafileh Technical College, will increase the potential for the development of tourism in terms of tourism industry, training, use of labor and handicrafts products. This will result in creating job opportunities that will help in alleviating the problems of poverty and unemployment, the latter was seen as a weaknesses faced by Tafileh city.

#### **4.1.5. Environmental Conditions:**

There is no evidence of pollution in Tafileh which should positively influence tourists and visitors attraction to the city in the future.

#### **4.1.6. Effective Agricultural Sector:**

Emphasis must be put on the agricultural sector to provide a higher level of production to achieve self-sufficiency for the province. This was considered an important point within the opportunities that could be built upon, especially in the light of enhancing the agricultural activities, such as, developing Al Tanoor Dam, construction of other dams for water harvesting, digging artesian wells, providing agricultural loans, and finding projects that serve the agricultural sector.

The above strengths of the city of Tafileh identified by the stakeholders are given in the following table:

**Table (18): Final Scores and Ranking of the Strengths (S)**

Prioritization of Strengths by Participants	Total Points	Ranking
Mineral Resources	166	1
Cultural, Heritage and Tourism	145	2
Geographic Location and Landscapes	140	3
The Educational Level	134	4
Environmental Conditions	127	5
Agricultural Sector	117	6
Infrastructure	99	7
Strategic Urban Planning and Regulatory Framework	92	8
Demographic Situation	85	9
The financial Resources of the Municipality and The Effective Way it's being Managed	85	9
Municipal Restructuring	81	10
Social and Recreational Services	74	11

## 4.2. Weaknesses

### 4.2.1. The Absence of the Role of the Private Sector:

The absence of the private sector within the city of Tafileh is thought to be due to the lack of a suitable atmosphere to attract investment incentives, an inability to attract investors, and the fact that the city of Tafileh repels the population. Participants stated that Tafileh failed to take advantage of the existing opportunities presented by private sector projects such as cement and phosphate. In the meantime, this point was considered as a strong opportunity and in the same time one of the threats (if it is not being utilized fully), which

would, if utilized properly, alleviate the problems of poverty and unemployment in the city.

#### **4.2.2. Municipal Staff and the Problems Related to Lack of Education and Lack of Equipment and Database:**

It was thought that the educational level of the Municipality staff will reflect negatively on their performance and their contribution in providing good services. This weakness will also be harmful towards the tourism sector that would promote the cultural heritage and tourism potential of the city. In addition, this weakness will reduce the ability to attract the private sector to the city, which is considered as one of the most crucial weaknesses and was also considered as one of the vital threats facing the city.

#### **4.2.3. Cultural Heritage and Tourism:**

In terms of lack of hotel facilities, absence of cultural activities, lack of effective tour operator skills, lack of parking facilities, and lack of maintenance of tourist sites, the lack of these services & facilities in support for tourism must be prioritized in the development strategy of the city. This can be achieved by determining a number of projects that would ease these problems. The latter was seen as an opportunity for the enhancement of the cultural heritage through projects related to improving tourism's infrastructure and an increase in hotel rooms and other related services.

#### **4.2.4. The City Center and its Problems in Terms of Congestion, Narrow Streets and Lack of Parking:**

This point generally affects the tourism sector causing chaos for commuters passing through the city, as well as for pedestrians. The passing through of visitors to the heritage and archaeological touristic & holy sites in the city is not facilitated by the narrow congested streets. It is a serious problem that is considered an obstacle to the development of the city in all sectors.

#### **4.2.5. Economic Activity:**

The agricultural activities and the absence of agricultural plans form the most vital weakness of the city of Tafileh, as well as the modest contribution from livestock. In addition to this, the weak economic influences of the phosphate & cement industries, and the lack of industrial activities, like the Industrial City. It was thought that the agricultural sector and the presence of the



phosphate and cement factories would provide an opportunity that could be built upon to develop the economy of Tafileh.

The above weaknesses of the city of Tafileh identified by the stakeholders are given in the following table:

**Table (19): Final Scores and Ranking of the Weaknesses**

<b>Prioritization of Weaknesses by Participants</b>	<b>Total Points</b>	<b>Ranking</b>
The Absence of the Role of the Private Sector	183	1
Municipal Staff (education, lack of equipment & database)	179	2
Cultural Heritage and Tourism (lack of hotel facilities, parking, lack of skill & cultural activities)	177	3
City Center (congestion, narrow streets, lack of parking & green areas)	172	4
Economic Activities (agriculture, industry, private sector, to attract investors, international programs)	170	5
The Financial Resources of the Municipality (insufficient budgets, dependency on governmental Allocations)	170	5
Poverty and Unemployment	169	6
Lack of Exploitation of Natural Resources	164	7
Urban Planning and the Master Plan Public Participation	163	8
Playgrounds and Green Areas	161	9
HealthCare Facilities (not enough, bad distribution)	151	10
Adequacy of Educational Facilities	145	11
The Sewage Network (linkage to the network, leakage)	144	12
Environmental Conditions (groundwater & air pollution)	126	13
The Road Network and Traffic	122	14
Public Participation	114	15

### 4.3. Opportunities

#### 4.3.1. The Strategic Location and the Existence of Dana Natural Reserve, Hot Springs of Afrah and Braibta, the Site of Khirbet Al Tanoor and other Archaeological Sites:

The existence of tourist sites, protected resorts, and hot springs are seen as an opportunity to build upon to enhance the city touristic potential and put it on the tourism map for its proximity to other touristic sites in the region that include Karak, Madaba, Petra, Aqaba, Wadi Rum and the Dead Sea. In addition to boosting touristic activities within the city of Tafileh, that was considered as one of the strengths of this city.

#### 4.3.2. Potential for Tourism Development:

This includes developing the necessary infrastructure, increasing hotel rooms and facilities, the inclusion of Tafileh on the tourism map of Jordan, the exploitation of human resources for tourism through capacity development plan and training, development of tourist sites, and a focus on effective marketing. It was thought that the potential for tourism development is an important opportunity, considering partnership with the private sector and the civil society institutions, beside the international donors, might bring success for the development of tourism. It was believed that if these partnership programs and grants are not fully utilized and if there is a lack of coordination with the private sector, it will form a major threat to the development strategy of Tafileh.

#### 4.3.3. International Grants and Royal Gestures:

The proper utilization of domestic and international funding that can be used in potential and sustainable projects will help solve the problems of poverty and unemployment, the latter was also considered as one of the most vital threats to the city.

#### 4.3.4. Enhance the Potential of Agricultural Activities:



This will include but not be limited to developing of Al Tannoor Dam, the construction of other dams for water harvesting, digging artesian wells, providing agricultural loans, and create sustainable projects that serve the agricultural sector. It is believed that there is an opportunity to expand other economical activities, especially agricultural activities and livestock because of the availability of fertile land and favorable climate, which helps to provide pasture and therefore focus must be on creating projects for the support of this sector.

#### 4.3.5. Benefit from the Existing Projects and Companies, such as Phosphate and Cement Factories:

This is a great opportunity that should be exploited for the development of the city which will also help in creating more job opportunities to help solve the problems of poverty and unemployment. It is believed that failure to take advantage of the role of these factories in developing the economy of the city would form a real threat to the city.

The above opportunities of the city of Tafileh identified by the stakeholders are given in the following table:

**Table (20): Final Scores and Ranking of the Opportunities**

Prioritization of Opportunities by Participants	Total Points	Ranking
The Strategic Location and the Existence of Dana Natural Reserve, Hot Springs of Afrah and Braibta, the Site of Khirbet Tanoor and other Archaeological Sites)	196	1
Potential for Tourism Development (offering infrastructure, increase in the number of hotel rooms, the inclusion of Tafileh on the tourism map of Jordan, the exploitation of human resources for tourism through training, development of tourist sites, focus on marketing)	195	2
International Grants and Royal Gestures	195	2
Enhance the Potential of Agricultural Activity (developing Al Tannoor Dam, the construction of other dams for water harvesting, digging artesian wells, providing agricultural loans, find projects that serve the agricultural sector)	192	3
Benefit from the Existing Projects and Companies, such as Phosphate and Cement	179	4
The Exploitation of the International Highway to Aqaba	168	5

#### 4.4. Threats

##### 4.4.1. Tafileh City Continuing to Repel the Population:

The current status of Tafileh and its many weaknesses such as poverty, unemployment, lack of tourist activities, inactive economic development, and the inability to attract investments and others, contributed to enhance the notion that Tafileh city is a repellent to its residents and to investors at the same time.

##### 4.4.2. Continued Lack of Exploitation of the Tourism Potential and the Implementation of all Services and Infrastructure that Support Tourism in Tafileh:

This threat not only influences the tourism sector, but other economic sectors.

##### 4.4.3. Continuous Increase in the Poverty and Unemployment:

This threat will be intensified if the potential opportunity to develop the economy is not taken into action on the fast track. Investing in tourism, agricultural, human resource sectors as well as taking advantage of the presence of phosphate and cement factories in the region will all lead to boosting the local economy of Tafileh, hence treating the above serious threat within the city.

##### 4.4.4. Weakness of the Partnership with the Private Sector:

The continued absence of the private sector and their partnership in developing the city of Tafileh is considered a serious threat. This threat is thought to be due to the lack of investment incentives, an unattractive improper business environment and an inability to attract investors, and due to the city of Tafileh being repellent to its residents.

The above threats facing the city of Tafileh identified by the stakeholders are given in the following table:





**Table (21) Final Scores and Ranking of the Threats**

<b>Prioritization of Threats by Participants</b>	<b>Total Points</b>	<b>Ranking</b>
Tafileh City Continuing to be a Repellent to the Population	184	1
Continued Lack of Exploitation of the Tourism Potential and the Implementation of all Services and Infrastructure that Support Tourism	178	2
Continuous Increase in the Problem of Poverty and Unemployment	177	3
Weakness of the Partnership with the Private Sector	176	4
Continued Culture Influence on the Direction and Vision of the City	175	5
The International Highway to Aqaba is Still not Exploited	174	6
Continued Weakness of the Economic Role of Phosphate and Cement Factories	174	6
Lack of Comprehensive Development Plan for the Municipality	172	7
Failure to Adopt and Implement National Policies to Increase Municipal Revenue (land tax)	160	8
Continuing Problems of Low Rate of Linkage with Sewage System	141	9

## 5. The City Vision

Following the analysis and prioritization of SWOT analysis in the previous phases of the CDS workshops, it was agreed that there were a number of substances for the city's vision of which all stakeholders agreed upon, these are as follows:

- Location: according to the discussion held with the stakeholders during the workshops, it was pointed out that Tafileh is located in a strategic location linking Karak, Baptist Site, Petra, Wadi Rum, and Aqaba through the Kings Highway (A strength). Tafileh's location together with its interesting tourist sites of Dana Reserve, Afrah and Braibta Hot Springs and other archaeological sites, can form an opportunity to enhance linking the city with other touristic cities in the region, such as Karak that have good potential in tourism, through establishing joint projects which link the activities of these cities together for their benefits.



- To achieve the optimal use of available resources within the economic sectors including tourism, agriculture and mineral resources, in the following ways:

Figure (6): Workshop Photo During Vision Discussion



## 5.1 Tourism Sector, Cultural Heritage and Tourism:

The presence of tourist sites, heritage tourism and archaeological sites that Tafileh city possesses many of which are used as the strong points of the city, but the following negatives must be dealt with, these are:

### 5.1.1 Treatment of the following weaknesses (see Table (19)):

- Lack of hotel facilities, the absence of cultural activities, non-skilled tour guides and lack of parking for tourist groups' vehicles.
- The weak role of the Municipality and its employees in organizing the activities and tourism events.

### 5.1.2 Exploit the following opportunities (see Table (20)):

- Archaeological sites, such as the Dana Nature Reserve, Afrah & Braibta hot springs, and the location of Khirbet Al Tanoor and other archaeological sites. Besides the necessity of partnership with the private sector, that its absence is considered to be a threat to such sites and their development.

- Possibilities for tourism development, where participants can see that it is necessary to make the proposed projects focus on offering infrastructure, increasing the number of hotel rooms, the inclusion of Tafileh on the tourism map of Jordan, exploiting human resources for tourism through training, development of tourist sites, and focus on marketing, and due to the circumstances of the educational status of the city, making the younger generation available for work immediately.

## 5.2 Agricultural Sector:

The stakeholders ascertained the power of the agricultural activities which would contribute to providing the necessary products for Tafileh city, but the following points must be dealt with, these are as follows:

### 5.2.1 Treatment of the following weaknesses (see Table (19)):

- The absence of agricultural plans and the small contribution of animal resources.

### 5.2.2 Exploit the following opportunities (see Table (20)):

- Strengthen the potential agricultural activities, such as exploit Al Tanoor dam, new dam construction projects for water harvesting, allow drilling of artesian wells, provide agricultural loans, and find projects that serve the agricultural sector.

Figure (7): Photo of Al Tanoor Dam



**5.3 Mineral Resources:** The stakeholders confirmed that Tafileh is rich in mineral wealth such as, copper, manganese, iron and other minerals.

#### **5.4 The Development of the City Vision by the Participants**

After comprehensive discussion, it was agreed with stakeholders that the vision of the city to be in the following form:

**"Reach the optimum use of available resources within the tourism sector, agricultural sector and mineral resources by employing the geographical location, an appropriate infrastructure, trained human resources, and the attraction of private sector investors that may lead to a reduction in poverty and unemployment, and improve the communities standard of living".**

## **6. Principles of Local Economic Strategy and its Impact on the Future of Tafileh City**

The city strategy covers a broad range of issues. The main elements are directly related to general planning, in particular:

- 6.5. The priority is economic growth through knowledge based economic sectors, including, Tourism, Agriculture, Industry, and Mineral Resources.
- 6.6. The importance to the growth of Tafileh's economy is to identify the main goals which include but are not limited to identifying priority projects and

employment sites which reflect the needs of the market and suit the capabilities of the city, whilst ensuring that the jobs created are accessible to the local people.

- 6.7. There is a strong link between economy and quality of life, in that there is a need to create opportunities of choice if skilled workers are to be attracted to and to remain in the city of Tafileh and the Region. It will be necessary to improve the quality of life in Tafileh, with an emphasis on the most deprived areas and communities. Furthermore, the strategy values area development and facilities which are defined by more than the quality of life alone - the quality of other services and amenities are also significant.
- 6.8. Infrastructure in general and transport and traffic networks in particular will need to be efficient in order that the components of a vibrant city function successfully.
- 6.9. The Strategy recognizes that unemployment and poverty are issues which must be addressed, and that growth will only be sustainable if it includes measures to mitigate the levels of poverty which accompany it.
- 6.10. The key principles which will guide the strategic development of Tafileh in the long term are:
- The Regional Centre will be the focus for economic, tourist development, and cultural activity, alongside high quality city living.
  - The focus on the Kings Highway will act as a catalyst for the regional economy and tourism, and will also provide the drive for a second hub of economic activity for the city of Tafileh.
  - Agriculture will also play a vital role in the development of the economy of Tafileh.
  - Development of tourist sites, green parks and playground areas are particularly important, and access to these will be improved.
  - Future development will maximize the potential of the city's transport and traffic infrastructure, in particular promoting walking, and if possible cycling and use of carriage transport.
  - Exploring the utilization of mineral resources will lead to fast development which opens new windows of opportunities.
  - Beyond these areas, the emphasis is on the creation of extra job opportunities to meet local needs.

- 6.11. Development in all economic sectors of Tafileh City should make a positive impact on the following:
- 6.11.1. Creating well developed tourist places that enhance or create character.
  - 6.11.2. Making a positive contribution to the quality of living of its residents.
  - 6.11.3. Considering the needs of all members of the community regardless of age, gender, disability, or income, thus alleviating poverty.
  - 6.11.4. Protect and enhance the built and natural environment
  - 6.11.5. Ensure efficient use of mineral and natural resources
  - 6.11.6. Improve access to jobs, services, education and open space by being located to reduce the need to travel and provide good access to sustainable infrastructure provision.

Figure (8): Workshop Photo for Group Discussion



## 7. Strategic Goals

During the previous workshops, eight development goals have been identified and agreed upon by the stakeholders over the medium and long terms that make the vision of the city implementable. To achieve these goals, they will be eventually translated into a set of projects forming an important part of the development strategy of the city of Tafileh. These goals include the following:



- 7.1. Support the regional dimension that linked Tafileh with Karak through a complementary tourism project.
- 7.2. Tafileh is to become an active city in culture and heritage.
- 7.3. Enhance the Tafileh benefits from the Kings Highway and raise its potential.
- 7.4. Increase the potential of the city of Tafileh in the provision of infrastructure and support facilities of archaeological sites and tourism.
- 7.5. Raise the potential of the agricultural sector and upgrading its supporting infrastructure.
- 7.6. Start exploiting mineral resources in partnership between the government and the private sector.
- 7.7. Raise the capabilities of human resources in the city of Tafileh within the scope of the tourism industry.
- 7.8. Attract private sector and civil society institutions and international donors.

## 8. Strategic Objectives

Based on the workshops' discussions in Tafileh, a number of strategic objectives have been developed and identified by the stakeholders taking into consideration the vision and the development goals, these objectives are as follows:

### 8.1. **Improve the City's Services and Facilities, and Upgrade its Infrastructure to Raise its Potential.**

This will greatly benefit and fulfill the objectives of developing the economic sectors which include Tourism, Agriculture, Industry and Mineral Resources based on carrying out the prioritized projects and programs of actions for each sector as follows:

**8.1.1. Tourism Sector:** For this sector stakeholders identified the following developing goals, as follows:

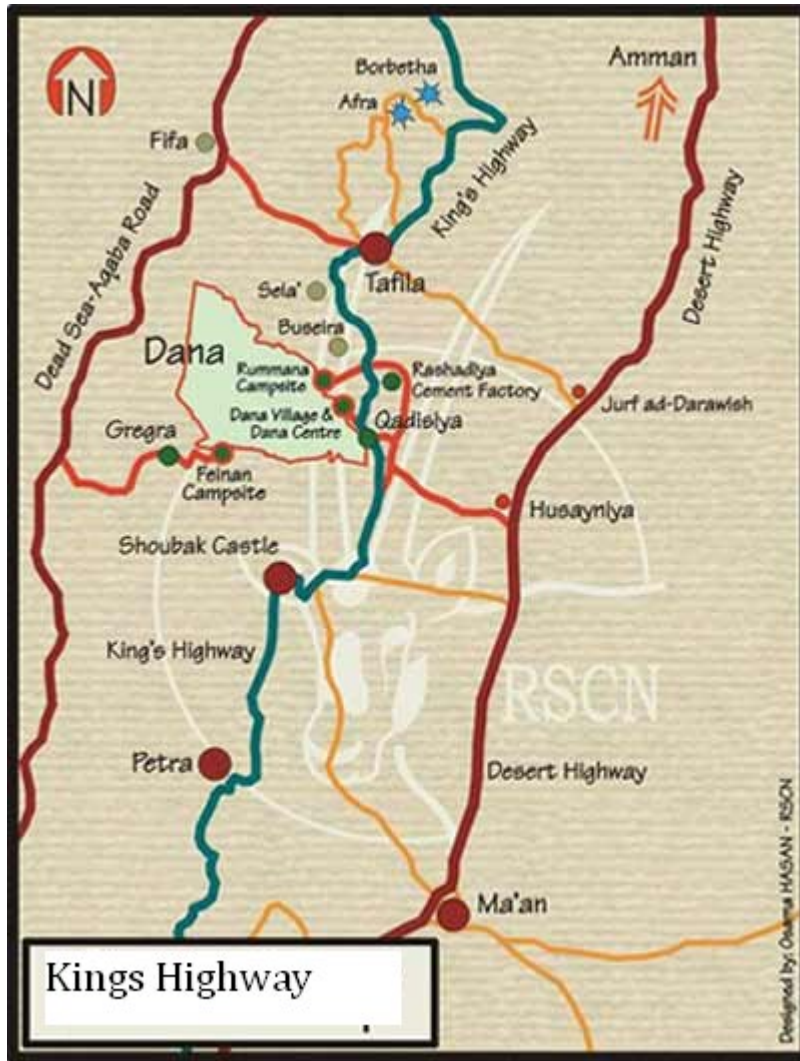


- 8.1.1.1. Increase the potential for exploiting the historic and archeological sites.
- 8.1.1.2. Develop the tourist sites and improve their surroundings to attract more visitors.
- 8.1.1.3. Encourage small enterprises within the tourist industry.
- 8.1.1.4. Improve the transportation and traffic systems in the city for both the inner and the intercity networks to support tourism.
- 8.1.1.5. Prepare guideline brochures indicating all sites of interest combined with other important information to benefit tourists.
- 8.1.1.6. Study and develop the main routs leading to tourist sites in terms of linking these routs with the major access roads to Tafileh, especially the King’s Highway.

Figure (9): A Map Showing the Kings Highway Route

(Source: Ministry of Tourism and Antiquities)





**8.1.2. Agriculture Sector:** The following goals have been identified:

8.1.2.1. Exploit the fertile land around the Governorate for upgrading and increasing the potential for agriculture and its sustainability.

8.1.2.2. Promote the importance of improving the existing infrastructure to serve the agricultural products, making all concerned parties aware of it.

8.1.2.3. Utilize water from the existing dams and wells efficiently to serve the city's agriculture.

8.1.2.4. Explore new water resources and support water harvesting projects.

8.1.2.5. Allow farm owners and farmers to dig a limited and feasible number of artesian water per year in areas which suffer from water shortages.

8.1.2.6. Introduce legislations to include water rights, and the relationship between agricultural facilitators in the city.

8.1.2.7. Create supporting services to serve the livestock farmers.

**8.1.3. Industrial Sector:** The following goals have been identified:

8.1.3.1. Improve the infrastructure of the network of roads, especially the roads linking Tafileh with both the capital and other major cities.

8.1.3.2. Create projects that benefit more than one economic sector to encourage integrations between sectors.

8.1.3.3. Encourage major industries and the private sector to participate in improving the industrial infrastructure in the Governorate.

8.1.3.4. Make sure that all industries operate within strict guidelines for maintaining a clean, pollution free environment, leaving water, air, soil, and aesthetic infrastructure free from contamination.

**8.1.4. Mineral Resources and Mining Sector:** The following goals have been identified:

8.1.4.1. Facilitate the requested infrastructure and services to increase the potential of exploiting the mineral resources of Tafileh.

8.1.4.2. Support this sector to maintain a cleaner environment and increase awareness of the impact of this sector on the environment.

8.1.4.3. Provide incentives to partnering with the private sector to invest in to further develop the infrastructure of the existing mine sites.

## **8.2. Establish and Develop Legislative and Organizational Policy for Sustainable and Growing Economy**

This will support the objectives of economic growth of most sectors by carrying out priority projects and programs, as follows:

8.2.1. Produce a guideline of rules and regulations for investing in the city in the fields of Tourism, Agriculture, and Mineral Resources, showing areas of instant investments and future investments in the short and long terms.

8.2.2. Produce a comprehensive master plan for the Governorate that organizes land use and classifies areas for the benefits of the citizens and protects the rights of investors in all sectors. This will also enhance the protection of agricultural lands from future urbanizations.

8.2.3. Introduce legislations to organize employments in all sectors, by looking into wages, percentage of employees from Tafileh, job descriptions, and compensations.

8.2.4. Introduce regulations with the help of the authority regarding giving investors extra incentives in certain sectors that benefit the inhabitants of Tafileh also. These incentives can be certain tax reductions, creating a free zone, point's collection system for staying extra days for visitors, etc.

## **8.3. Promote Tafileh City as a Hub for Investments and a Regional Center for the Southern Region of the Kingdom**

8.3.1. Re-organize the structure of the Municipality and its units towards effective services reaching leadership standards in order to direct its resources and investments for the benefit of the city and its development.



8.3.2. Cooperate with both the private and public sectors to promote the Governorate's potentials in Tourism, Agriculture, and Mineral Resources using promoting and marketing tools and techniques.

8.3.3. Prepare detailed maps of the Governorate which shows extra detailed information about the resources of the Governorate to attract investors, visitors, and tourists that makes Tafileh their target destination in their future plans.

8.3.4. Coordinate fully with all governmental departments and NGO's to promote Tafileh as a hub for investment for the southern region.

8.3.5. Present successful projects carried out in Tafileh in order to encourage investors to establish new development projects and/or increase and develop existing projects.

8.3.6. Strengthen the relationship with international donors to secure financing the priority projects in the city.

8.4. **Support Employment and Invest in Human Elements and Improve Living Conditions to Help Mitigate Poverty.** The following goals have been identified:

8.4.1. Create a training center that provides a number of vocational training and technical expertise for the population

8.4.2. Provide training programs for graduates and workers to boost their competence and skills in various job descriptions.

8.4.3. Improve people's attitude towards accepting working challenges in sectors considered lower social level, like an agriculture related career and so on.

8.4.4. Encourage farmers to continue work in their field of agriculture by linking them with the latest research, technologies, and techniques applied in their field.

8.4.5. Encourage farmers and workers to coordinate between each other and support their profession.



8.4.6. Offer attractive salary, health insurance and job packages to job seekers in all economic sectors.

8.4.7. Encourage financing and taking out loans for small size businesses and self employment within proposed enterprise projects.

8.4.8. Mobilize people to accept any current job vacancy and increase their awareness of the many possibilities for promotion and advancement.

8.4.9. Support and encourage the development of cooperatives for products in the competitive sectors which help the purchasing power for people with low incomes.

8.4.10. Ensure that tourist sites and supporting services are up to a high level possible, so it will attract more tourists to the city, thus increasing sale and employment.

8.4.11. Reduce the risk and improve working conditions in the mining sector, thus increasing employment in this sector.

**8.5. Explore and Develop the Potential of City's Natural and Mineral Resources.** The following goals have been identified:

8.5.1.

8.5.2. Develop geological plans for natural and mineral resources that include geographical location, specific areas, existing mining operations, and service roads to these areas.

8.5.3. Provide and prepare database giving specific assessment for the available mineral resources, quality, estimated quantity, type, national and international demand and price for each type, and volume of investment.

8.5.4. Invite and coordinate partnership between public and private sectors to improve operation and increase production.

8.5.5. Invest in new mining technologies with the support of the governmental and non-governmental organizations for improving the potential of the mining sector.



**8.6. Protect Historical, Archeological and Traditional Identities of the Governorate.** The following goals have been identified:

- 8.6.1. Target and work with the MoTA to achieve its deeper involvement and increased funding for the development and protection of these sites.
- 8.6.2. Produce legislations to allow registering, listing and protecting these sites for their historical importance, with the official authorities and the support of the MoTA.
- 8.6.3. Develop and expand preservation campaigns with the appropriate parties of interest and in coordination with the Jordan Tourism Board, MoTA, and international organizations aimed at promoting Tafileh's sites together with other similar sites in the southern region.
- 8.6.4. Introduce projects to improve the level of these sites in the Governorate to continuously attract tourists in large numbers.
- 8.6.5. Encourage funding small enterprises that produce souvenirs and traditional arts and crafts reflecting the identity of the city.

Figure (10): Photo for Afrah Historical Hot Springs





## 9. Action Plan

Each of the aforementioned goals in the previous section have been covered by an action plan in order to meet the main strategic objectives. The following table shows details of each action plan corresponding to its related strategic objective. Details include the project fiches as follows:

<b>Strategic Objective 1: Improve the City's Services and Facilities, and Upgrade its Infrastructure to Raise its Potential</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Develop a Tourist and Therapeutic Resort in Afrah	Depending on the components of the project: -Hotel: short term -Chalets: short term -Commercial facilities: short term	- MoPIC - CU - MoTA - Municipality - MoPWH - JTB - VTC	-More visitors to Tafileh -Visitors stay longer -Extra job vacancies -Extra income generated
2) Implement a Study to Invest in Tafileh's Location by the Kings Highway	- Short Term	-International programs of grants and donors (American, European, and Japanese) -Institution of Reconstruction of Tafileh -Tafileh Technical University - Private sector -Municipality of Tafileh - MoMA - MoPIC	-Increase in investors initiatives. -Increase in private sector proposals - Increase in awareness for the Kings Highway - Extra surveys to the area of the highway
3) Establish Dams and Water Harvesting	Short, Medium, and Long Terms	-Engineering Arm Force -MoA	- Extra resources of water - More water

		<ul style="list-style-type: none"> <li>-MoWI</li> <li>-International organizations of water harvesting, environment and agricultural fields</li> <li>-Cooperative Societies</li> <li>-MoPWH</li> <li>-Universities</li> </ul>	<ul style="list-style-type: none"> <li>available to farmers &amp; other sectors</li> <li>- Increase cattle production</li> <li>- increase agricultural produce</li> <li>- Creation of new projects</li> </ul>
4) Utilize water from the Al Tanoor Dam efficiently to serve the city's agriculture	Short Term	<ul style="list-style-type: none"> <li>-MoA</li> <li>-MoWI</li> <li>-Governorate</li> <li>-Municipality</li> </ul>	<ul style="list-style-type: none"> <li>- Immediate increase of water to farmers</li> <li>- Improvement in mining industry</li> <li>- Extra fertile land</li> <li>- Extra jobs openings</li> </ul>
5) Establish an Integrated Livestock and Agricultural Production	<p>Project priority is divided into the following phases:</p> <ul style="list-style-type: none"> <li>- Establishing an agriculture plant and research center: Short-term</li> <li>- Establishing olives presser plant: Short term</li> <li>- Establishing cows and sheep farms, fish ponds, feed plant, and feedlot farms: Medium term</li> <li>Poultry slaughterhouse: Medium term</li> </ul>	<ul style="list-style-type: none"> <li>-Private Sector</li> <li>-MoA</li> <li>-University of Tafileh</li> <li>-International organizations working in the agricultural field</li> <li>-Cooperative Associations</li> <li>-Municipality</li> <li>-The Citizens of Tafileh</li> </ul>	<ul style="list-style-type: none"> <li>- Immediate improvements in the sector</li> <li>- Self-sufficiency in agricultural products and domestic animals</li> <li>- More import &amp; export trades related to this field</li> <li>- More revenue</li> <li>- Extra employments</li> </ul>
6) Invest in machinery and water irrigation systems for agricultural produce	Short and Medium Term	<ul style="list-style-type: none"> <li>-MoPIC</li> <li>-MoTI</li> <li>-MoA</li> <li>-MoWI</li> <li>-Private Sectors</li> </ul>	<ul style="list-style-type: none"> <li>- Improvement in the production techniques</li> <li>- Extra water savings hence new fertile</li> </ul>



		-Cooperative Associations	areas of land - Extra income - Savings in water billing
7) Allow farm owners and farmers who suffer water scarcity to explore and dig artesian water in organized methods, like digging one well per a predetermined area of land	Short Term	-MoA -MoWI -Municipality -Governorate -University -Farm Owners -Farmers	- Extra resources of water - More water available to farmers - Increase cattle production - Increase agricultural produce - Creation of new agriculture projects - New jobs - Extra revenue
8) Establish support services to agricultural sectors, including a cattle slaughterhouse, climate controlled storage places, and dairy plant	Medium Term	-MoA -MoTI -Private Sector -Municipality -Cooperative Associations	- Increase in production of animals - Increase in agricultural produce - Increase in employments - Better income revenue
9) Make existing industries of phosphate and cement to direct a greater percentage of its profit to invest in improving the industrial infrastructure for both the city and governorate alike	Short and Medium Terms	-MoF -MoTI -Phosphate Company -Cement Company -Governorate	- New industries openings - New employments - New revenue for the municipality from establishing industries
10) Develop support services needed by the Industrial Sector, like vehicles overnight stays, and the improving transportation system	Short and Medium Terms	-MoPWH -MoTI -Private Sector -Municipality	- New visitors - Increase in traders coming to the city - Increase in revenue - Extra jobs

<b>Strategic Objective 2: Establish and Develop Legislative and Organizational Policy for a Sustainable and Growing Economy</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Introduce a booklet of regulations showing the procedures of establishing new businesses	Short Term	-MoL -MoJ -MoTI -Governorate -Municipality -Chamber of Commerce	- New investors in the city - Increase in private sector investments - New revenue from licensing new businesses
2) Apply minimum monthly wage rate for the workforce of all sectors of 200JD per employee	Short Term	-MoL -MoJ -MoTI -Governorate -Municipality -General Trade Union of Workers -Professional Associations	- Increase the number of workforce - Better income - Reduce the number of poverty
3) Make all new investors in all sectors to employ 50% of their workforce from Tafileh and the region	Short Term	-MoL -MoJ -MoTI -Governorate -Municipality -General Trade Union of Workers -Professional Associations	- Increase of employment opportunities - New graduates stay in the city and the region - Reduce unemployed people - Extra income to families - Reduce poverty
4) Work on legalizing the tax exemption policy as	Medium Term	-MoTI -MoF	- Increase of number of companies

incentives for new investors in most needed industries in Tafileh		-MoJ -Jordan Investment Board -Governorate -municipality	- New investors in the city - New jobs openings
5) Work on producing appropriate policy and rules of applying and protecting womens' rights against discrimination in all professions	Short Term	MoL -MoJ -Governorate -Municipality -General Trade Union of Workers -Professional Associations	- Increase in women employment - Improve working conditions for women - Women's independent
6) Develop and introduce a policy for land use in terms of protecting the environment	Short and Medium Terms	-Ministry of Environment -MoF -MoJ -Governorate -Municipality	- Improve of living conditions - Reduce people leaving the city - Keep clean environment

<b>Strategic Objective 3: Promote Tafileh City as a Hub for Investments and Regional Center for the Southern Region of the Kingdom</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Establish a Clothing Plant	Medium Term	-Governorates Development Fund -Jordan Investment Board -MoPW -Industrial Estate Corporation -Grants and assistance	- Create production factory - Increase of job opportunities - Increase the trade of export and import

		<p>programs of American, European, Canadian, Japanese and other donors</p> <p>-Private Sector</p>	
2) Construct a None-Profit Pilot Private School	Short Term	<ul style="list-style-type: none"> <li>-Institution of Reconstruction of Tafileh</li> <li>- Tafileh Technical University</li> <li>- Private sector</li> <li>- Municipality</li> <li>- MoMA</li> <li>- Educational Institutions</li> <li>- Entities related to the work of municipalities</li> <li>- Grants and assistance programs from American, European, Canadian, and Japanese and other donors</li> </ul>	<ul style="list-style-type: none"> <li>- Create working pilot educational pole</li> <li>- Improve educational level</li> <li>- New jobs</li> <li>- Attract new comers from the region</li> </ul>
3) Capacity Development Plan for the Municipality of Tafileh	Short Term	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- MoMA</li> <li>- Educational Institutions</li> <li>- Entities related to the work of municipalities</li> <li>- Regulatory Authorities</li> <li>- Grants and assistance programs from</li> </ul>	<ul style="list-style-type: none"> <li>- Improve quality of staff</li> <li>- Increase the level of services in the municipality</li> <li>- Improve organizational skills in the city</li> <li>- Export skilled human resources to other departments in the city</li> </ul>

		American, European, Canadian, and Japanese and other donors	
4) Prepare a promotional document for developing, and investing in agricultural and mineral resources sectors of Tafileh to attract partnerships from the private sector	Short Term	-MoA -MoTI -Jordan Investment Board -Media Agencies -Governorate -Municipality	- Increase private sector investors - Improve agricultural sector - Improve mineral resources sector - Bring new brains and extra capital to invest in these sectors
5) Prepare a map for Tafileh area listing the natural and mineral resources showing locations, covered area, service roads and water supply	Short and Medium Terms	-MoTI -MoA -MoTA -MoPWH -Municipality	- Increase number of investors in these resources - Increase investments opportunities - New jobs
6) Produce a map for Tafileh area indicating all the historical and archeological sites in the Governorate together with its value in terms of religion, history, and traditions	Short Term	- MoTA - Jordan Tourism Board - Municipality - Tourist Offices - Tour Guides	- Increase number of tourists - Increase investments in tourism - New jobs openings - Increase local tourists

<b>Strategic Objective 4: Support Employment and Invest in Human Elements and Improve Living Conditions to Help Mitigate Poverty</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Construction of a Specialized Training Center	Short Term	-Vocational Training Cooperation -MoPWH -MoTA -Municipality -Governorate -Development Fund -Ministry of Higher Education -Phosphate Company -Cement Company -Jordan Enterprise -Development Cooperation (JedCo)	- Increase skilled professionals  - Improve caliber & standards of people seeking employments  - Increase capabilities of employed staff  - Increase chances for employment  - Increase city's potential as a regional hub
2) Organize annual event of job fairs in the university campus or the private school, if constructed	Short Term	-Universities -Governorate -Municipality -Job Agencies -Private Sector -Professional Associations	- Increase employments  - Improve students selection of courses to meet market demands  - Increase city's potential as a regional hub  - Increase visitors to the city
3) Prepare training programs in line with the required jobs in all sectors	Short Term	Universities -Governorate -Municipality - Vocational Training Corporation	- Increase capable employees  - Speed the process of employments

			- Reduce unemployment
4) Coordinate and organize two annual visits to work places by the heads of the development units of both the Governorate and the Municipality	Short Term	-Governorate -Municipality	- Increase loyalty of workers to their workplace  - Improve production  - Improve working conditions

<b>Strategic Objective 5: Explore and Develop the Potential of City's Natural and Mineral Resources</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Create a green park and playground for public use	Short Term	- Institution of Reconstruction of Tafileh - Tafileh Technical University - Private sector - Municipality - MoMA - Department of Forest - International programs of grants and donors (American, European, and Japanese)	- Increase local tourists - Increase visitors - Improve quality of life - Increase green areas - Encourage clean environment
2) Initiate a project to list the undisturbed localized natural resources sites in Tafileh, showing the procedure for utilization	Short Term	-Tafileh Technical University -Ministry of Environment -Department of	- Increase number of people aware who become aware of the environment.  - Improve the environment

and protection of these sites		Forest -Municipality	- Increase tourists - Increase visitors - Bring new projects
3) Set a project to assess the mineral resources available in Tafileh	Short Term	-MoTI -Ministry of Energy - The University - Municipality	- Increase investors - Bring new projects - Improve the services provided to invest in the sector
4) Make partnerships between the public and private sectors for buying new machineries to improve production in the mining sector	Short Term	-Ministry of Energy -MoTI -Private Sectors -Municipality	- Increase private business partners - Increase productions - Improve working environment - New extra jobs

<b>Strategic Objective 6: Protect Historical, Archeological and Traditional Identities of the Governorate</b>			
<b>Project / Action</b>	<b>Time for Implementation</b>	<b>Implementation Responsibilities</b>	<b>Monitoring &amp; Evaluation</b>
1) Launch a Project for the Rehabilitation & Restoration of Selected Tourist and Therapeutic Sites	This project is distinguished by its continuity and the possibility of dividing it into medium and long term phases; Phase I: Establishing a pilot project on one of the tourist sites in the short term.	- Phosphates and cement companies through the programs of social responsibility - Ministry of Tourism - Jordan Tourism Board - Private investors -Investment Fund at the universities of the South - Cooperatives banks through the programs of social responsibility	- Boost of demand on workers in this field - Additional investments in tourist handicrafts - New tourist movements in the city - Extra revenue from new license & stamp duty - New employments



	Phase II: Identifying of a set of projects for other sites to be spread over various sectors for partnership implementation in the long term	<ul style="list-style-type: none"> <li>- Tourism Program</li> <li>- Municipality</li> <li>- Chamber of Industry &amp; Trade</li> <li>- Cooperative Associations</li> </ul>	positions
2) Develop & Restore Tafileh's Castle and Establish a Museum	<ul style="list-style-type: none"> <li>- Restoration of the Castle: Short Term.</li> <li>- Establishing museum and supporting services: Medium Term</li> </ul>	<ul style="list-style-type: none"> <li>- Ministry of Tourism</li> <li>- Jordan Tourism Board</li> <li>- Private investors</li> <li>- Investment Fund at the universities of the South</li> <li>- Cooperatives banks through the programs of social responsibility</li> <li>- Jordan Tourism Board</li> <li>- Municipality</li> <li>- Chamber of Industry &amp; Trade</li> <li>- Cooperative Associations</li> </ul>	<ul style="list-style-type: none"> <li>- continuous daily visits to the city</li> <li>- New extra tourists</li> <li>- More activities in the near by markets</li> <li>- Extra demands on grocery products by visitors</li> <li>- Extra revenue</li> </ul>
3) Organize campaigns for the concerned parties locally and internationally to have a role in the rehabilitation and protection of these sites in the city	Short and Long Terms	<ul style="list-style-type: none"> <li>- The universities</li> <li>- Investment Fund at the universities of the South</li> <li>- Cooperatives banks through the programs of social responsibility</li> <li>- Jordan Tourism Board</li> <li>- Municipality</li> <li>- Chamber of Industry &amp; Trade</li> <li>- Cooperative Associations</li> <li>- International donors</li> </ul>	<ul style="list-style-type: none"> <li>- Registering new related agencies</li> <li>- New specialists in this field come to the city</li> <li>- Extra revenue to related products</li> <li>- Extra license revenue for the Municipality</li> </ul>
4) Establish a specialized short term	Short Term	- The University	- New registered people

course for restoration and rehabilitation of historical sites in partnership with the Technical University of Tafileh		-MoTA -Governorate -Municipality	- Extra fees revenue  - More demands on short period rentals to stay in the city
5) Organize a yearly fair for traditional arts and crafts products with an exhibition for the traditional lifestyle of the city	Short Term	- The Universities - Schools - The Citizens - Ministry of Culture - MoTA - Governorate - Municipality - Private Associations	- Increase in tourists - Increase in local visitors - More buy & sale in supermarkets - New revenue for the art & craft business - New jobs opening
6) Make one of the old houses in Tafileh a typically cultural and traditional house for visitors	Short Term	- The Universities - Schools - The Citizens - Ministry of Culture - MoTA - Governorate - Municipality - Private Associations	- Extra tourists  - More locals & visitors  - Extra revenue

## 10. List of Proposed Projects

### Project No 1:

<b>Project Title</b>	<b>The Development of Tourist and Therapeutic Resort in Afrah</b>
<b>Strategic Objective</b>	<b>Improve the City’s Services and Facilities, and Upgrade its Infrastructure to Raise its Potential</b>
<b>Project Background</b>	Tafileh province has a number of natural and cultural heritage sites. This was also identified within the SWOT analysis of Tafileh. Although they are not fully exploited, they have the potential to attract a large number of tourists. The presence of these tourist sites is considered a strong point and a good opportunity that characterizes the city of Tafileh. Tafileh is also characterized as being rich in cultural traditions, and in the presence of a number of springs (Afrah and Braipta Hot Springs) beside the protected area of the Dana Nature Reserve, in addition to the site of Khirbet Al Tanoor and other archaeological sites making the city a popular destination for domestic and foreign tourism providing that the availability of supporting services and facilities such as hotels & chalets on one hand, and working towards developing these sites to attract tourists on the other hand.
<b>Project Description</b>	Establish tourist and therapeutic resorts in Afrah through the exploitation of land owned by the state to execute the project, which consists of a number of facilities including a hotel with approximately 50 rooms, 10 chalets connected to the natural mineral water springs, the construction of internal & external swimming pools, and the establishment of some commercial facilities such as a restaurant and lounge, green parks, and recreational areas that will be connected to the necessary facilities and services including electricity, water and others.
<b>Project Justification</b>	<ul style="list-style-type: none"> <li>- Increase the number of hotel rooms in the tourist sites, such as Afrah &amp; Braibta.</li> <li>- Provide exceptional hotel services.</li> <li>- Increase in tourist demands for Tafileh city.</li> <li>- The project would benefit Tafileh to be included within the tourism map of the Golden Square.</li> </ul>
<b>General Goal</b>	<ul style="list-style-type: none"> <li>- Increase in local &amp; foreign tourist demands visiting Tafileh.</li> </ul>
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Upgrade the level of hotel services.</li> <li>- Create employment.</li> <li>- Increase government revenue from taxes.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	<p>Investment in this project can contribute to reduce the level of poverty and unemployment as follows:</p> <ul style="list-style-type: none"> <li>- Create new job opportunities estimated at 20 jobs for the hotel &amp; chalets, and 10 jobs for the commercial facilities.</li> <li>- Improve the economic activities through attracting investors, new businesses and tourists to the city, as well as improving the infrastructure of the area, hence will be reflected on improving the living standards of the community.</li> </ul>

<b>Project Action Plan</b>	<ul style="list-style-type: none"> <li>- Prepare feasibility study for the project.</li> <li>- Consultation and engineering design and drawings, prepare estimate for construction.</li> <li>- Prepare tendering documents.</li> <li>- Implement the project.</li> <li>- Launch the project.</li> </ul>
<b>Results &amp; Expected Impact of Project</b>	<p>Tourist and therapeutic resorts in Afrah, which include a number of facilities including a hotel with about 50 rooms, 10 chalets connected to mineral water springs, the construction of internal and external swimming pools, and the establishment of some commercial facilities such as a restaurant, lounge, green parks, and recreational areas that will be connected to the necessary facilities and services including electricity, water and others. There are many positive benefits expected from the project, such as the impact on various commercial activities, tourism in the city and on other areas of the governorate and neighboring governorates, such as Karak with its natural and tourist sites. Another positive impact is that Tafileh will be put on the tourist map. Furthermore, this project will create new job opportunities for the skilful youth of the city.</p>
	<p>There are no significant risks in terms of the project elements; the availability of government land next to Afrah site can be used for the project; in addition there are great possibilities that the Ministry of Planning and International Cooperation will provide the required funds for the project, beside the availability of labor that can be employed upon demand.</p>
<b>Estimated Total Cost</b>	JOD 5 Million
<b>Investment Cost for Implementation of Project</b>	<p>JD 200,000 for preparation period          JD 100,000 for visibility study          JD 150,000 for design, tendering, and evaluation          JD 4,550,00 for full implementation of the project</p>
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>- Ministry of Planning and International Cooperation</li> <li>- Cooperative Union</li> <li>- Ministry of Tourism</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- Ministry of Public Works and Housing</li> <li>- Ministry of Tourism</li> <li>- Jordan Tourism Board</li> <li>- Vocational Training Cooperation</li> </ul>
<b>Project Priority</b>	<p>Depending on the components of the project:</p> <ul style="list-style-type: none"> <li>- Hotel: for the short term</li> <li>- Chalets: for the short term</li> <li>- Commercial facilities: for the short term</li> </ul>
<b>Project Preparation Period</b>	8 Months
<b>Project Implementation Period</b>	<p>Depends on the components of the project: -</p> <ul style="list-style-type: none"> <li>- Hotel: two year</li> <li>- Chalets: one year</li> </ul>

- Commercial facilities: one year
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**Project No 2:**

<b>Project Title</b>	<b>Construction of a Specialized Training Center</b>
<b>Strategic Objective</b>	<b>Support Employment and Invest in Human Elements and Improve Living Conditions to Help Mitigate Poverty</b>
<b>Project Background</b>	Tafileh is a partially isolated city in terms of its location from the capital city Amman. It is located about 180 Km to the south of Amman, which is considered a long distance from the capital. This makes it difficult for the inhabitants of Tafileh to be trained or to benefit from the services provided by the established training centers in or around the capital. On the other hand, Tafileh's population has a large percentage of youth that are well educated but lack professional training after they graduate from high school or university, thus making them not equipped with the necessary tools and skills for employment. In addition, the city which accommodates a number of historical and archaeological sites, has a lot of potential for the tourism, that would require well trained staff to provide the necessary services for the tourism sector in hotels, chalets and any other investments to be carried out in a later stage that would meet the demands of tourists. Furthermore, it is possible to achieve some growth in the agricultural, industrial and mineral resources sectors by providing trained personnel in these sectors. Based on the above points, there is an urgent need to establish a vocational training center that would include a selection of trainers and administrative staff offering excellent training services to meet the needs of the graduate youth and the local community.
<b>Project Description</b>	Allocate a plot of public government owned land in Tafileh, having a minimum area of 3 donums (3000 m <sup>2</sup> ), to create and build a specialized training center with an area of 400 m <sup>2</sup> . The building should contain a number of training rooms, IT facilities, administrative offices, car park, as well as providing the necessary, technical equipment & tools, a number of laboratories and technical workshops for specialized training.
<b>Project Justification</b>	<p>-Training facilities don't exist in the city nor in the nearby areas to provide trained for staff and professionals for various economic &amp; social sectors.</p> <p>-Training young people would give them enhanced opportunities for employment, thus helping to alleviate the problems of poverty and unemployment.</p> <p>-Having a professional training center in Tafileh will provide an added bonus to the city's community that will encourage investors to invest further in the city.</p> <p>-Once this center is in existence, it will raise the standard of employees in both the public and private sectors alike in Tafileh, especially amongst the youth.</p>



	-Help reducing poverty and unemployment by creating new job opportunities (estimated at 10 permanent full-time positions & 35 part-timers).
<b>General Goal</b>	Supply both public & private sectors with trained skillful personnel, specially those sectors that form the core of Tafileh's economy, such as tourism, industry, and agriculture.
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Benefit the youth graduates and raise their potential for employment.</li> <li>- Contribute in alleviating the problems of poverty and unemployment.</li> <li>- Integrate youth with the labor market and help to eradicate the cultural belief of shame in having a blue collar job.</li> <li>- Supply all sectors that are active in the region, such as phosphate and cement companies, with skilled technical and administrative personnel at all levels.</li> <li>- Improve the level of services provided by trained staff.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	<p>Investment in this project can contribute to reduce the level of poverty and unemployment as follows:</p> <ul style="list-style-type: none"> <li>- Create new job opportunities estimated as 10 permanent full-time jobs for managing the center and 35 part-time jobs for training facilities.</li> <li>- Improvement of the skills of the youth population will lead to improving the services provided by them. This will have the effect of attracting new investors, and establishing new businesses in the city. In the long term, this will be reflected on improving the living standards of people.</li> </ul>
<b>Project Action Plan</b>	<ul style="list-style-type: none"> <li>- Prepare a feasibility study of the project.</li> <li>- Secure a piece of land from the government or related departments in Tafileh.</li> <li>- Allocate the necessary funding.</li> <li>- Prepare engineering design and drawings to specifications.</li> <li>- Prepare various tender documents, followed by accepting offers from contractors.</li> <li>- Launch the project.</li> <li>- Select the management team and qualified personnel and trainers.</li> </ul>
<b>Results &amp; Expected Impact of Project</b>	<ul style="list-style-type: none"> <li>- Ensure that the core running team of the center is largely from within the residents of Tafileh city, and the neighboring areas.</li> <li>- Attract investors to invest in the city that has training facilities for future employees and potential personnel.</li> <li>- Utilize the centre as a regional training hub that provides for the needs of tourism projects within the Golden Square region.</li> <li>- Improve the standard of services run by trained staff.</li> <li>- Create job opportunities for the youth, hence benefitting the community.</li> <li>- Contribute by decreasing unemployment.</li> </ul>

<b>Project Risks</b>	No Risk
<b>Estimated Total Cost</b>	JOD 1000,000
<b>Investment Cost for Implementation of Project</b>	JD 20,000 preparation period JD 80,000 engineering design & tendering documents JD 900,000 cost of implementation of the project
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>- Vocational Training Cooperation</li> <li>- Ministry of Public Works and Housing</li> <li>- Municipality</li> <li>- Ministry of Tourism</li> <li>- Governorates Development Fund</li> <li>- Ministry of Higher Education</li> <li>- Phosphate Company</li> <li>- Cement Company</li> <li>- Jordan Enterprise Development Cooperation (JedCo)</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Vocational Training Cooperation</li> <li>- Ministry of Municipal Affairs</li> <li>- Ministry of Public Works and Housing</li> <li>- Ministry of Tourism</li> </ul>
<b>Project Priority</b>	Short Term
<b>Project Preparation Period</b>	6 Months
<b>Project Implementation Period</b>	18 Months



**Project No 3:**

<b>Project Title</b>	<b>Launch a Project for the Rehabilitation &amp; Restoration of Selected Tourist and Therapeutic Sites</b>
<b>Strategic Objective</b>	<b>Protect Historical, Archaeological and Traditional Identities of the Governorate</b>
<b>Project Background</b>	There are several archaeological and therapeutic tourist sites, such as Tafileh Tourist Path that contains a number of cultural old houses, Bsaira Ruins, Al-Dhareeh Ruins, and Afrah & Braibta Springs in addition to Al-Ma'tan & Al-Selee' sites that can be rehabilitated and restored to become attractive tourist sites having the potential of implementing a set of development projects within these sites in small and medium-sized enterprises. These can serve various sectors, like tourism, agricultural, industry, education, leisure, and entertainment sectors.
<b>Project Description</b>	The project consists of identifying the number of these sites and assessing their general condition to develop a working plan of rehabilitation and restoration of these sites to be implemented over a number of years, and to launch a range of small and medium-sized enterprises to be carried out within these sites. This will ensure the creation of job opportunities and provide new ideas for tourism, and for the private sector to participate in developing Tafileh. Some of these ideas include the establishment of cafes, a historical library, shops for traditional handicrafts, traditional restaurants, halls for seminars and workshops, wedding halls, a theater for cultural events and tourist activities, etc.
<b>Project Justification</b>	<ul style="list-style-type: none"> <li>- Increase economic capability of these sites and make them productive efficient for the community.</li> <li>- Create a variety of job opportunities by establishing several small projects.</li> <li>- Develop tourist entertainment facilities, which would in return increase the length of stay of tourists.</li> </ul>
<b>General Goal</b>	<ul style="list-style-type: none"> <li>- Strengthen the infrastructure and support services for the tourism sector.</li> </ul>
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Create new job opportunities.</li> <li>- Increase economic capability of these sites and make them productive efficient for the community.</li> <li>- Promote the concept of tourism amongst the residents of Tafileh.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	Investment in this project can contribute to reducing the level of poverty and unemployment as follows: <ul style="list-style-type: none"> <li>- Create new job opportunities estimated as 12 jobs for the management team of the project (manager, restoration experts, engineers, administrative and support services) and 40 jobs for the commercial facilities (cafes, restaurants, library, shops, halls &amp; theater, etc.).</li> <li>- Improve the economic activities through attracting investors, new businesses &amp; tourists to the city, this will be reflected back in a positive way by improving the living standards of the local community.</li> </ul>
<b>Project Action Plan</b>	<ul style="list-style-type: none"> <li>- Develop a technical engineering study to assess the general condition of the sites.</li> </ul>



	<ul style="list-style-type: none"> <li>- Form a team of various entities to study the ideas for projects to be implemented.</li> <li>- Put forward the projects for the purpose of funding.</li> <li>- Start the implementation of projects.</li> </ul>
<b>Results &amp; Expected Impact of Project</b>	There are many positive effects of the project which rely on an increase in the number of local & international tourists in Tafileh City, an increase in the 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 Tafileh and other nearby governorates; create job opportunities for the youth as tourist guides, translators, etc., as well as encourage domestic tourism.
<b>Project Risks</b>	Not to select the appropriate projects to be implemented within these sites.
<b>Estimated Total Cost</b>	JOD 2.5 Million
<b>Investment Cost for Implementation of Project</b>	<p>JD 100,000 for preparation period</p> <p>JD 80,000 for feasibility study</p> <p>JD 130,000 for design, tendering, and evaluation</p> <p>JD 2190,000 for full implementation of the project</p>
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>- Phosphate and cement companies through the programs of social responsibility</li> <li>- Ministry of Tourism</li> <li>- Private investors</li> <li>- Investment Fund at the universities of the south</li> <li>- Cooperatives</li> <li>- Banks through the programs of social responsibility</li> <li>- Tourism programs</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- Chamber of Industry and Trade</li> <li>- Ministry of Tourism</li> <li>- Jordan Tourism Board</li> <li>- Universities</li> <li>- Cooperative Associations</li> </ul>
<b>Project Priority</b>	<p>This project is distinguished by its continuity and the possibility of dividing it into medium and long term phases:</p> <ul style="list-style-type: none"> <li>- Phase I: Establishing a pilot project on one of the tourist sites in the short term.</li> <li>- Phase II: Identifying a set of projects for other sites to be spread over various sectors for partnership implementation in the long term</li> </ul>
<b>Project Preparation Period</b>	9 Months
<b>Project Implementation Period</b>	<p>Depending on Project Components:</p> <ul style="list-style-type: none"> <li>- Phase One: 2 years</li> <li>- Phase Two: 6 years</li> </ul>

**Project No 4:**

<b>Project Title</b>	<b>Develop &amp; Restore Tafileh’s Castle and Establish a Museum</b>
<b>Strategic Objective</b>	<b>Protect Historical, Archaeological and Traditional Identities of the Governorate</b>
<b>Project Background</b>	Despite that Tafileh has several archaeological and tourist sites, these sites have been abandoned and left as ruins. No effort for restoration and rehabilitation of these sites has been made. One of these sites is a castle located on the hill-side of the Al-Qasabah, overlooking the Jordan Valley, north-west of the city of Tafileh. Tafileh Castle goes back to the ancient Kingdom of Edom in the Edomites era. It is a small building and is the smallest castle in Jordan, having a total built area of approximately 400m <sup>2</sup> . It is a square building and is constructed from stone. The castle can be restored and together with its surroundings, become an attractive tourist site. A suitable sized museum can be proposed housing the history of the city and the governorate throughout past civilizations that inhabited the area. This will enhance the tourist potential of the city and support other historic and tourist sites within the vicinity.
<b>Project Description</b>	This project will attract attention to the overlooked historical sites like Tafileh Castle, and will focus on its restoration besides the proposal of the construction of a small sized museum at the site that would attract visitors and tourists on one hand, and function as the core for presenting the historical background and importance of the Tafileh city on the other hand. The project will also help to ensure that the infrastructure of the area meets with acceptable standards for tourism, and to establish a minimal number of required facilities needed to support the sector, such as a small-sized visiting center, a café and a souvenir or handicraft shop.
<b>Project Justification</b>	<ul style="list-style-type: none"> <li>- Increase tourist potential of this site and make it useful for the community to present their city’s history.</li> <li>- Create job opportunities by establishing several small-sized enterprises.</li> <li>- Establish a variety of sites for tourist entertainment to attract tourists to stay longer in the city.</li> <li>- Improve the infrastructure and facilities to serve both the visitors and the community.</li> </ul>
<b>General Goal</b>	<ul style="list-style-type: none"> <li>- Establish a core center for the historical background of Tafileh.</li> <li>- Develop the infrastructure and accompanied services for the tourism sector.</li> </ul>
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Create job opportunities.</li> <li>- Increase tourist facilities and the capabilities of the tourism sector.</li> <li>- Generate extra revenue from an existing site.</li> <li>- Promote the historic value of Tafileh amongst its residents.</li> </ul>

<b>Mitigation of Poverty &amp; Unemployment</b>	<p>Investment in this project can help to reduce the level of poverty and unemployment as follows:</p> <ul style="list-style-type: none"> <li>- Create new job opportunities estimated as 10 jobs (project manager, restoration experts, engineers, administrative, and support services), and 10 jobs for other supporting facilities (visiting center, museum, cafe, shops, etc.)</li> <li>- Improve tourist activities to attract other supporting businesses, investors, and tourists to the city, as well as raising the standard of the infrastructure of the area, all of which will be reflected back in a positive way by improving the living standards of the local community and generate extra revenue.</li> </ul>
<b>Project Action Plan</b>	<ul style="list-style-type: none"> <li>- Develop a technical engineering study to assess the general condition of the castle and the surrounding area.</li> <li>- Form a team of experts to propose and implement ideas for the project.</li> <li>- Secure funding for the projects.</li> <li>- Start the implementation process of the project.</li> </ul>
<b>Results &amp; Expected Impact of Project</b>	<p>The positive impact of the project will consist of:</p> <ul style="list-style-type: none"> <li>- Highlighting the history of the city.</li> <li>- Add additional tourist sites for visitors which will cause them to stay for longer periods in the city.</li> <li>- Attract more local and international tourists to visit Tafileh.</li> <li>- Develop the infrastructure and services for the area.</li> <li>- Support tourist and economic activities that will boost the economy of the city.</li> </ul>
<b>Project Risks</b>	No risk for this project if funding is secured
<b>Estimated Total Cost</b>	JOD 350,000
<b>Investment Cost for Implementation of Project</b>	<p>JD 75000 Engineering design and drawings, and tender documents          JD 275000 Implementation of the project</p>
<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>- Ministry of Tourism</li> <li>- Private investors</li> <li>- Investment Fund at the universities of the south</li> <li>- Established organizations in the region through the programs of social responsibility (banks, companies, etc.)</li> <li>- Tourism programs</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- Association of Reconstruction of Tafileh</li> <li>- Chamber of Industry and Trade</li> <li>- Ministry of Tourism</li> <li>- Jordan Tourism Board</li> <li>- Universities</li> </ul>
<b>Project Priority</b>	<ul style="list-style-type: none"> <li>- Restoration of the Castle: Short term</li> <li>- Establishing museum and supporting services: Medium term</li> </ul>
<b>Project Preparation Period</b>	6 Months
<b>Project Implementation Period</b>	2 years

## 6.2 Agricultural Sector

### Project No 5:

<b>Project Title</b>	<b>Establish an Integrated Livestock and Agricultural Production</b>
<b>Strategic Objective</b>	<b>Improve the City's Services and Facilities, and Upgrade its Infrastructure to Raise its Potential</b>
<b>Project Background</b>	Tafileh city has many characteristics that support an integrated project related to agriculture. These include the availability of human resource elements, most of which are unemployed and can benefit from the experience of their ancestors. Other characteristics include the existence of a mass number of olive trees (some of which date back to Roman times); different terrain that accommodate a variety of trees, plants and vegetations; and water resources that can be provided through dams and underground wells. The city is also characterized by its wealth of livestock, abundant agricultural and fertile land. There is potential for future expansion in agricultural activity and livestock which can contribute to supplying other governorates in the Kingdom of its production. The human resource element available in the city has extensive experience in the field of livestock and agriculture.
<b>Project Description</b>	Project is based on the idea of allocating a piece of land with an area of 100 dunums from the Ministry of Agriculture to create a project that can be a core project to serve both agricultural and livestock productions of Tafileh and the surrounding areas. This project can utilize water from the Al Tanoor dam for reclamation of the agricultural land that could be utilized to produce animal feed, pastoral farms and other required grains. These can support the production of animals including cattle, fish ponds and bee hives. Another element of this project is to establish an agricultural center, which would include a specialized research center for agriculture and livestock, a cattle feedlot station and a station that contains modern agricultural machinery, a feed plant and a poultry slaughterhouse. However, the later can be substituted with the establishment of a modern oil press plant for the olive crop that is produced in Tafileh, and its neighboring areas.
<b>Project Justification</b>	<ul style="list-style-type: none"> <li>- To encourage people to go back to agriculture and farming.</li> <li>- To invest in and hence develop agriculture and livestock sectors.</li> <li>- Develop Tafileh to become self-sufficient and a supplier of some other governorates with agricultural products and livestock.</li> <li>- Exploit the plentiful fertile land and dam water supply.</li> <li>- Improve tree growth and other crops produced in Tafileh.</li> <li>- Provide the sector with expertise and novel ideas, hence sustainability.</li> <li>- Reduce the level of poverty.</li> </ul>
<b>General Goal</b>	Capitalize on the livestock and agricultural production of Tafileh city and utilize the province's fertile land.

<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Create new job opportunities.</li> <li>- Improve investments in the sectors of agriculture and livestock.</li> <li>- Improve the citizens' level of income.</li> <li>- Enrich the quality of agricultural products for a competitive market.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	<p>Investment in this project can contribute to reduce the level of poverty and unemployment as follows:</p> <ul style="list-style-type: none"> <li>- Create new job opportunities estimated at 42 jobs (4 management team, 3 researchers, 5 expertise (animal feed, cattle, fish, bees), 2 agricultural engineers, 2 machinery technicians, 8 olives pressers). In addition to 10 workers distributed amongst all activities and 10 part-time employees.</li> <li>- Improve the economic activities through attracting investors in the agricultural sector and supporting facilities, new businesses and traders for the city. The byproduct produced from different elements of this project will help to create extra employment and provide the impoverished with an opportunity to improve their living conditions, all of which will be reflected positively by improving the living standards of the community.</li> </ul>
<b>Project Action Plan</b>	<ul style="list-style-type: none"> <li>- Secure the necessary piece of land.</li> <li>- Prepare a feasibility study.</li> <li>- Determine the various phases by project components.</li> <li>- Prioritize stages of the project (to carry out all components in parallel or one by one).</li> <li>- Prepare a funding plan for the project.</li> <li>- Prepare design and various tender documents.</li> <li>- Begin Project Implementation.</li> </ul>
<b>Results &amp; Expected Impact of Project</b>	<ul style="list-style-type: none"> <li>- Reintroduction of the agricultural and farming culture among Tafileh's citizens.</li> <li>- Restore the community's traditions and loyalty to their land.</li> <li>- Improve the income of city's residents.</li> <li>- Stimulate trade between Tafileh and other governorates.</li> <li>- Create job opportunities for Youth .</li> <li>- Help to eradicate the notion that the citizens of Tafileh abandon their city.</li> <li>- Ensure that all the neighboring governorates benefit from the research centre to improve productivity.</li> <li>- Cooperation between the educational institutions and the community.</li> <li>- Introduce up to date methods and technologies used in this sector.</li> <li>- Achieve additional revenue for the municipality.</li> </ul>
<b>Project Risks</b>	No Risk
<b>Estimated Cost</b>	JOD 2 Million
<b>Investment Cost for Implementation of Project</b>	<p>JD 100000 JD for preparation period          JD 100000 for the feasibility study          JD 110000 for the design and tender documents          JD 1690000 for implementation of the project</p>

<b>Funding Sources</b>	<ul style="list-style-type: none"> <li>- Private Sector</li> <li>- Ministry of Agriculture</li> <li>- University of Tafileh</li> <li>- International organizations working in the agricultural field</li> <li>- Cooperative Associations</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- Ministry of Agriculture</li> <li>- The Private Sector</li> <li>- Universities</li> <li>- Cooperative Associations</li> <li>- The citizens of Tafileh</li> </ul>
<b>Project Priority</b>	<p>Project priority is divided into the following phases:</p> <ul style="list-style-type: none"> <li>- Establishing an agricultural plant and research center: Short-term</li> <li>- Establishing an olive press plant: Short term</li> <li>- Establishing cows and sheep farms, fish ponds, feed plant and feedlot farms: Medium term</li> <li>- Poultry slaughterhouse: Medium term</li> </ul>
<b>Project Preparation Period</b>	6 to 8 Months
<b>Project Implementation Period</b>	<p>According to the project phases, the periods are estimated as follows:</p> <ul style="list-style-type: none"> <li>- Establishing an agricultural plant and research center: 16 months</li> <li>- Establishing an olive press plant: 20 months</li> <li>- Establishing cows and sheep farms, fish ponds, feed plant, and feedlot farms: 3 Years</li> <li>- Establishing a poultry slaughterhouse: 2 years</li> </ul>

**Project No 6:**

<b>Project Title</b>	<b>Establish Dams and Water Harvesting</b>
<b>Strategic Objective</b>	<b>Improve the City’s Services and Facilities, and Upgrade its Infrastructure to Raise its Potential</b>
<b>Project Background</b>	Like any other city in Jordan, Tafileh suffers from the problems of water shortage therefore harvesting of rainwater is essential for the future development of Tafileh. This water will be used for watering all agricultural plantations and it will provide water for cattle owners to reduce their economic burden because of the shortages in surface water resources. Additionally, it will contribute in the rehabilitation and plantation of the surrounding areas with plants that are appropriate for feeding the cattle, and to create pastoral reserves in participation with the communities and interested groups. An additional important factor is that the success of this project will provide the needs for other projects which require an availability of water resources, such as project No 2 <sup>nd</sup> -1 as mentioned above. It will also support the strategy vision towards considering Tafileh to be developed as a supplier for livestock and agricultural products
<b>Project Description</b>	Studying the topography of Tafilehs’ terrains that consists of mountains, valleys, and planes would lead to identifying the suitable areas of land and natural springs in different locations in cooperation with the relevant parties, so that projects of water harvesting can be established taking into consideration the water catchment areas. These will include building new dams for water harvesting, reservoirs for rain water collection, and creation of protected reserves that can be used for agricultural purposes with the participation of the local community. Creation of a relatively small sized basin will encourage the creation of fish farming. This will also help in alleviating the problems of poverty by providing people with enough water as their main source of life, hence starting small sized projects in agriculture and livestock which in return will give them back a new source of living and income.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- City’s isolation from the nearest main water resources.</li> <li>- SWOT analysis shows that the number of natural springs was 360 and has shrunk to 50 arid springs.</li> <li>- The need of a water supply for the priority projects.</li> <li>- The need for pasture and water for the city.</li> <li>- Exploitation of fertile land and the expansion of agricultural activities.</li> <li>- Sustainability in water resources for the city.</li> </ul>
<b>Main Goal</b>	Provide water supply for other priority projects that will boost the potential for livestock and agricultural production in Tafileh city.



<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Alleviate the problem of water shortages.</li> <li>- Meet the needs of other sectors for water.</li> <li>- Create job opportunities.</li> <li>- Improve the investment in the agricultural and livestock sector.</li> <li>- Improve the level income of the citizens of Tafileh.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	<p>Investment in this project can contribute to reduce the level of poverty and unemployment as follows:</p> <ul style="list-style-type: none"> <li>- Create new job opportunities estimated at 18 full-time permanent jobs (2 management, 3 engineers (civil, mechanical, water), 1 geologist, 2 technicians, 6 support administrative staff, 4 part-timer staff (research, hydrology, chemistry, and an inspector).</li> <li>- As a consequence, other jobs will be created due to the positive impact of creating water basins in different areas of Tafileh's province.</li> <li>- Create and increase the water mass around Tafileh will have a big positive impact on the surrounding environment which will improve the living conditions. Furthermore, such a project might attract investors for new businesses in the region that will develop the area which will eventually reflect back positively on the community.</li> </ul>
<b>Project Work Plan</b>	<ul style="list-style-type: none"> <li>- Allocate land and location that is suitable for the nature of this project through the relevant related authorities.</li> <li>- Prepare feasibility study for the project.</li> <li>- Identify the stages of various components of the project.</li> <li>- Prepare funding plan for the project.</li> <li>- Prepare necessary studies, designs and documents.</li> <li>- Process various bids.</li> <li>- Start the project.</li> </ul>
<b>Expected Results &amp; Impacts</b>	<ul style="list-style-type: none"> <li>- Sustain water supply to the governorate and its development projects.</li> <li>- Increase land fertility and pasture hence increase the livestock and agricultural production.</li> <li>- Meet the needs of water for all development and economic sectors and projects.</li> <li>- Lower the production costs, hence improve the citizens purchasing power.</li> <li>- Stimulates cooperation between the city and other provinces in the region, hence attract more visitors, traders, and investors.</li> <li>- Provide and create job opportunities.</li> <li>- Water basins and dams provide beauty spots to attract local tourists.</li> </ul>
<b>Project Risk</b>	There is no risk
<b>Expected Total cost</b>	JOD 800,000



<b>Investment Cost for Implementation of Project</b>	JD 30,000 for preparation period JD 50.000 for the design and tendering document JD 720000 for implementing the project
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Engineering Arm Forces</li> <li>- Ministry of Agriculture</li> <li>- Ministry of Water and Irrigation</li> <li>- International organizations working in water harvesting, environment and agricultural fields</li> <li>- Cooperative societies</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Engineering Arm Forces</li> <li>- Ministry of Water and Irrigation</li> <li>- Ministry of Public Works</li> <li>- Universities</li> <li>- Cooperative societies</li> </ul>
<b>Priority of the Project</b>	Priority of the project is divided into short, medium and long terms
<b>Preparation Time of the Project</b>	10 months
<b>Time Required for Implementation</b>	Depends on the components of the project: <ul style="list-style-type: none"> <li>- 1 to 5 years for short and medium terms</li> <li>- 15 years for long term</li> </ul>

### 6.3 Industrial Sector

#### Project No 7:

<b>Project Title</b>	<b>Establish a Clothing Plant</b>
<b>Strategic Objective</b>	<b>Promote Tafileh City as a Hub for Investments and Regional Center for the Southern Region of the Kingdom</b>
<b>Project Background</b>	There are a large number of job seekers of both sexes in Tafileh, however, unemployed men can seek jobs anywhere outside Tafileh, unlike women who are restricted to working in specific jobs and places because of the conservative traditions of Tafileh. Therefore, such a project will ensure job creation and alleviate problems of poverty and unemployment amongst its citizens, especially amongst the female population. This project will be received well by the society of Tafileh. This assumption is based upon the success amongst the youth in other minor projects in Tafileh in the same field currently in operation.
<b>Project Description</b>	Set up a factory for clothing that employs 1000 workforce in coordination with the private sector companies which will create partnership investment with the local community in Tafileh. They can benefit from the free trade agreement with the United States for full trade operation. Acquisition of a piece of land will take place to construct the necessary buildings for the plant and accommodate various machinery and equipment. In addition, some form of investment incentives and tax relief would be requested from the government for the benefit of this investment and hence the society.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- Reduce the problems of poverty and unemployment.</li> <li>- Create new jobs for the people of the city and the neighboring areas, specifically for the female workforce.</li> <li>- Fulfill the request of the stakeholders which come in line with the SWOT analysis and CDS objectives.</li> <li>- Encourage Tafileh's community to interact with the outside world and international traders through import and export activities with regard to this business.</li> </ul>
<b>Main Goal</b>	Enhancing the competitiveness of the industrial sector in Tafileh.
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Increase investment in the industrial sector.</li> <li>- Improve industrial and trade skills of youth, specifically amongst women.</li> <li>- Accommodate the unemployed youth in their home town by giving them this work opportunity.</li> <li>- Mitigate poverty through decent work environments.</li> <li>- Reduce unemployment by creating new job opportunities.</li> </ul>

<b>Mitigation of Poverty &amp; Unemployment</b>	Investment in this project can contribute to reduce the level of poverty and unemployment as follows: <ul style="list-style-type: none"> <li>- Create new job opportunities estimated at 1000 jobs for the clothing factory (100 management and support administrative staff and 900 workers).</li> <li>- Improve the economic activities through attracting investors, traders, fashion designers, suppliers, new related businesses and agents for the city, which will be reflected positively on the economy of the city, hence improving the income and purchasing power for the citizens.</li> </ul>
<b>Project Work Plan</b>	<ul style="list-style-type: none"> <li>- Prepare feasibility study.</li> <li>- Approach private sector and interested parties of the society.</li> <li>- Provide funding.</li> <li>- Prepare engineering design and drawings for the infrastructure.</li> <li>- Issue tender documents.</li> <li>- Start the implementation of the project.</li> </ul>
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>- Alleviate the poverty problem by creating new job opportunities especially for unemployed women.</li> <li>- Open line of communication and building trust of cooperation between the private sector and local community of Tafileh.</li> <li>- Attract investment companies to the city.</li> <li>- Encourage trade activities between the local community and the outside world.</li> <li>- Generate revenue for the city through commercial activities.</li> <li>- Generate tax revenue for the municipality and other government institutions.</li> <li>- Improve income, hence better purchasing power to the citizens.</li> <li>- Partial fulfillment of the strategy of the city.</li> </ul>
<b>Project Risk</b>	Inability to attract investors
<b>Expected Total Cost</b>	JOD 2,000,000
<b>Investment Cost for Implementation of Project</b>	JD 200,000 for preparation period JD 50,000 for feasibility study JD 150,000 for design, tendering and evaluation JD 1,600,000 for full implementation of the project
<b>Financial Resources</b>	<ul style="list-style-type: none"> <li>- Governorates Development Fund</li> <li>- Jordan Investment Board</li> <li>- Grants and Assistance Programs of American, European, Canadian, Japanese and other donors</li> </ul>
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Ministry of public work</li> <li>- Municipalities</li> <li>- Jordan Investment Board</li> <li>- Industrial Estates Corporation</li> </ul>
<b>Priority of the Project</b>	Medium Term
<b>Preparation Time of the Project</b>	6 Months
<b>Time Required for Implementation</b>	Depends on the components of the project: 2 years

**6.4: Projects to Support the Competitiveness of the Sectors:****Project No 8:**

<b>Project Title</b>	<b>Construct a Non-Profit Pilot Private School</b>
<b>Strategic Objective</b>	<b>Promote Tafileh City as a Hub for Investments and Regional Center for the Southern Region of the Kingdom</b>
<b>Project Background</b>	High quality education is a great concern for all families in Jordan, so Tafileh's citizens are deprived of having a private school that concentrates on quality of education rather than profit. This is because the private sector who usually takes such an initiative of investing in a high quality school, does not exist in Tafileh. Therefore, there is an urgent need to establish a private non-profit making school with high standards in terms of human and material resources that provides quality education to the children of Tafileh. This will also providing job opportunities for qualified teachers and administrators from the city. The Institution of Reconstruction of Tafileh owns a piece of land suitable for the purposes of the establishment of this project on an area of 10000 m <sup>2</sup> , and also their representative at the 3 <sup>rd</sup> CDS workshop/stakeholder expressed their interest in establishing such a pioneering project in Tafileh.
<b>Project Description</b>	Establish a non-profit private school offering education from kindergarten to high school levels; its scheme will be on the bases of partnership between the Institution of Reconstruction of Tafileh (land owner) and Tafileh Technical University, however other potential partners will be approached to invest in this project. This project will attract many of the unemployed graduate youth of Tafileh to fill the required positions, which will provide many job opportunities of up to 200 jobs for the operation of the school. In addition, other job opportunity will be open once the construction phase of the project takes place.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- Meet the needs of Tafileh's citizens to have a high quality education in a private non-profit making school.</li> <li>- Develop competitiveness for quality education in the city.</li> <li>- Create new job opportunities for the educated graduates amongst the youth.</li> <li>- Secure sources of income for some educational institutions and voluntary organizations in Tafileh.</li> </ul>
<b>Main Goal</b>	Investing towards improving the level and quality of education.
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- Create new job opportunities.</li> <li>- Reduce poverty level and unemployment through jobs and improve the living conditions.</li> <li>- Develop high quality standards of school education.</li> <li>- Encourage cooperation and integration between various institutions and the community for better education.</li> </ul>

<b>Mitigation of Poverty &amp; Unemployment</b>	Investment in this project can contribute to reduce the level of poverty and unemployment as follows: <ul style="list-style-type: none"> <li>- Create new job opportunities estimated at 20 jobs for hotels and chalets, and 10 jobs for the commercial facilities.</li> <li>- Improve the economic activities through attracting investors, new businesses and tourists to the city, hence will be reflected on improving the living standards of people.</li> </ul>
<b>Project Work Plan</b>	<ul style="list-style-type: none"> <li>- Initiate negotiation between project partners to assign the land for the project and form a steering committee for the project.</li> <li>- Assign specialized consulting team for the feasibility study of the project.</li> <li>- Explore funding to implement the project.</li> <li>- Prepare design and tender documents.</li> <li>- Select contractors.</li> <li>- Start the implementation of the project.</li> </ul>
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>- Improve the quality of graduate students thus universities.</li> <li>- Mitigate poverty by creating new employment opportunities.</li> <li>- Attract middle class families to stay in the city of Tafileh since their children will have the opportunity to receive a better education at school.</li> <li>- Encourage community work and services through integrating the school to the local community.</li> <li>- Bring creativity, action and service (CAS) to serve the community.</li> </ul>
<b>Project Risk</b>	There is no risk for this project
<b>Expected Total Cost</b>	JOD 2000,000
<b>Investment Cost for Implementation of Project</b>	JD 100,000 for preparation period JD 30,000 consulting team for feasibility study JD 100,000 for design, tendering and evaluation JD 1,770,000 for full implementation of the project
<b>Financial Resources</b>	Grants and assistance programs from American, European, Canadian, Japanese and other donors
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Institution of Reconstruction of Tafileh</li> <li>- Tafileh Technical University</li> <li>- Private sector</li> <li>- Municipality</li> <li>- Ministry of Municipal Affairs</li> <li>- Educational Institutions</li> <li>- Entities related to the work of Municipalities</li> </ul>
<b>Priority of the Project</b>	Short term
<b>Preparation Time of the Project</b>	4 months
<b>Time Required for Implementation</b>	15 months

**6.5: Projects to Increase the Capacity of Providing Services by the Municipality:****Project No 9:**

<b>Project Title</b>	<b>Capacity Development Plan for the Municipality of Tafileh</b>
<b>Strategic Objective</b>	<b>Promote Tafileh City as a Hub for Investments and Regional Center for the Southern Region of the Kingdom</b>
<b>Project Background</b>	The SWOT analysis of Tafileh revealed that the municipal structure and human resources has many weaknesses in terms of staff education, training, IT application and lack of local area network. It has been also mentioned that the Municipality does not have an Urban Master Plan and many other weaknesses in terms of infrastructure services for the city. In order to overcome and tackle these weaknesses within a developed framework an implementation plan should be introduced within the municipal action program. This program of action should follow the predetermined and agreed-upon areas of intervention (functions that the municipality is required to perform) to ensure coordination and impact of the capacity development plan for the municipality.
<b>Project Description</b>	A plan (that contains a number of programs and projects) should be developed in respect of the municipality's functions, services, and resources, which help the municipality staff to categories and address all the weaknesses according to the priority and needs of the municipality. This project will help in closing gaps and treating problems, leading to considerable improvement in the performance and services of the municipality, enabling it to perform all the functions assigned to it more effectively.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- Tackle the weaknesses and treat them for better performance of the municipality.</li> <li>- Develop and coordinate a development plan for the municipality.</li> <li>- Make the municipality prioritize areas of intervention.</li> <li>- Produce successful organizational plan for the municipality that reflects positively on all aspects of life in the city (social, economical and inter-municipal relations).</li> </ul>
<b>Main Goal</b>	Improve the performance and services of the municipality with sustainable process and effective coordination that will eventually generate better revenue
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- To create a structure within the municipality that can be developed and implemented.</li> <li>- To establish mechanisms and programs of action for carrying out all functions that is included in the areas of intervention.</li> <li>- To establish an effective coordination framework and database for municipal services, infrastructure and revenue, and other activities.</li> </ul>

<b>Mitigation of Poverty &amp; Unemployment</b>	Investment in this project can contribute to reduce the level of poverty and unemployment as follows: <ul style="list-style-type: none"> <li>- Improve the municipal services and activities throughout which will improve the general living conditions for the residents of the city which will include the living conditions of the poor.</li> </ul>
<b>Project Work Plan</b>	<ul style="list-style-type: none"> <li>- Assess the current status of the municipality.</li> <li>- Identify all the functions and services of the municipality.</li> <li>- Compare between the weaknesses and the functions to identify the gaps and problems needed to be tackled.</li> <li>- Prepare action plans and projects to address the identified gaps.</li> <li>- Implement the plan and projects according to set priorities.</li> <li>- Prepare monitoring plan for the process to maintain sustainability.</li> </ul>
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>- Considerable improvement in the performance and services of the municipality.</li> <li>- Turn the municipality into a functional institution to interact with clients.</li> <li>- Raise the level to which the municipality is able to deliver services.</li> <li>- Sustainability of the provided services.</li> </ul>
<b>Project Risk</b>	There is no risk for this project
<b>Expected Cost</b>	JOD 100,000 Jordanian Dinars
<b>Investment Cost for Implementation of the Project</b>	JD10,000 for preparation period JD 20,000 consulting stage JD 70,000 for full implementation of the project
<b>Financial Resources</b>	International programs of grants and donors (American, European and Japanese)
<b>Partners*</b>	<ul style="list-style-type: none"> <li>- Municipal staff</li> <li>- Municipality Mayor</li> <li>- Ministry of Municipal Affairs</li> <li>- Organizations of the private sector</li> <li>- Regulatory Authorities</li> <li>- Educational Institutions</li> </ul>
<b>Priority of the Project</b>	Short term
<b>Preparation Time of the Project</b>	2 months
<b>Time Required for Implementation</b>	6 months



**6.6: Projects to Support Tafileh as a Regional Center:****Project No 10:**

<b>Project Title</b>	<b>Implement a Study to Invest in Tafileh’s Location by the Kings Highway</b>
<b>Strategic Objective</b>	<b>Improve the City’s Services and Facilities, and Upgrade its Infrastructure to Raise its Potential</b>
<b>Project Background</b>	SWOT analysis showed that the location of Tafileh is partially isolated and it is located outside the main transportation routs and highways. However, Tafileh has access to the Kings Highway offering great potential if exploited, making Tafileh a prospective regional center and a strategic location on the tourist map of Jordan. Therefore, it is worth investing in this highway by suggesting a number of projects that can be implemented in the short, medium and long terms to benefit both Tafileh city and the rest of the governorate. Furthermore, this project will link Tafileh to the tourist network of the Golden Square routes, and the rest of the southern region.
<b>Project Description</b>	An investigational study that includes a detailed investigation into proposing a number of programs and projects that have to be implemented to benefit Tafileh from its location near the Kings Highway. This study should be developed in respect of the municipality’s priorities to present suggested projects that will exploit that highway in such a way that Tafileh will become a long-stay destination for visitors as opposed to a transitional one. This will help to remedy Tafileh’s partial isolation in terms of its location which is considered its weak point, and it will also facilitate transportation of a good number of investors, tourists and traders to come to the city to explore new opportunities.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- Remedy one of the weaknesses of the city’s location.</li> <li>- Develop and propose suitable programs and projects to exploit the Kings Highway for the benefit of Tafileh, reflecting positively on all aspects of life in the city (social, economical, and tourism).</li> <li>- Make Tafileh a regional center linking it with the Golden Square route.</li> </ul>
<b>Main Goal</b>	Transformation of Tafileh from its semi-isolated status to a regional center and long-stay city for visitors & investors.
<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- To link Tafileh to the Golden Square rout and to other provinces in the southern region.</li> <li>- To encourage visitors and investors to target Tafileh when commuting via the Kings Highway.</li> <li>- To put Tafileh on the tourism map within the southern region.</li> </ul>



<b>Mitigation of Poverty &amp; Unemployment</b>	The long term impact of this project will create new investment opportunities leading to employing people to fill newly created job vacancies. This will lead to bringing services and developing the infrastructure on the route linking Tafileh with the Kings Highway, resulting in improving the living conditions of its citizens.
<b>Project Work Plan</b>	Prepare TOR for the project Select a consultant Implementation of TOR by the consultant Present the results and discuss with relevant parties
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>- The proposed projects will increase the potential for investments in the Kings Highway for the benefit of Tafileh.</li> <li>- It will increase the demand for visiting Tafileh as a hub future investment.</li> <li>- It will actively join Tafileh with the rest of the tourist sites in the region and with the Golden Square route.</li> <li>- Proposed projects will eventually bring new investment to the city in the long term, hence create new job opportunities.</li> </ul>
<b>Project Risk</b>	There is no risk for this project
<b>Expected Cost</b>	JOD 100,000
<b>Investment Cost for Implementation of the Project</b>	JD 10,000 for preparation period JD 30,000 for consulting processing JD 60,000 for full implementation of the project
<b>Financial Resources</b>	International programs of grants and donors (American, European and Japanese)
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Institution of Reconstruction of Tafileh</li> <li>- Tafileh Technical University</li> <li>- Private sector</li> <li>- Municipality of Tafileh</li> <li>- Ministry of Municipal Affairs</li> <li>- Ministry of Planning and International Cooperation</li> </ul>
<b>Priority of the Project</b>	Short term
<b>Preparation Time for the Project</b>	2 months
<b>Time Required for Implementation</b>	8 months

**6.7: Projects to Support the Demands of Tafileh’s Community:****Project No 11:**

<b>Project Title</b>	<b>Create a Green Park and Playground for Public Use</b>
<b>Strategic Objective</b>	<b>Explore and Develop the Potential of City’s Natural and Mineral Resources</b>
<b>Project Background</b>	The city of Tafileh has a population of approximately 40000 people (2011) whom lack a defined and organized green park and a playground for their family use during the day for recreation. It has been suggested by the Development Unit of the Municipality that a green park be created in the district of AL-Ees on a piece of land that is surrounded by planted trees. The suggested location of the park is surrounded by the hills of Al-Ees which is located approximately 10 Km from the city center of Tafileh, overlooking into the Tafileh town center. This park can be used by the people of Tafileh for recreation and entertainment, to enjoy nature and the beautiful unspoiled views, in a clean unspoiled environment.
<b>Project Description</b>	Establishment of a well serviced green park within an area full of trees, having an interesting location and views for people’s recreation and entertainment. This project will consist of providing the necessary services required in a green park for recreation. The facilities may include basic services of access to water, provision of shaded areas, assigned areas for BBQ, a café, a small shop, restrooms and a children’s playground. This project will form the main natural area that the residents can enjoy near their homes, and in their own community in Tafileh city. This project will help to improve the surrounding environment which will in turn reflect positively on the people’s living conditions. It will help enhance a positive loving and caring attitude to the city and loyalty towards staying in Tafileh.
<b>Justification for the Project</b>	<ul style="list-style-type: none"> <li>- Meet the needs of Tafileh’s citizens to have a serviced green park and playground for their families.</li> <li>- Lack of such planned green park in Tafileh.</li> <li>- Develop and look after the green areas of Tafileh for the benefit of its residents.</li> <li>- Create an entertainment park to encourage internal sightseeing and recreation by enjoying the nature already in existence.</li> <li>- Improve the surrounding environment of Tafileh.</li> <li>- Create new job opportunities for running the park’s facilities.</li> </ul>
<b>Main Goal</b>	Investing towards improving the quality of life for the citizens of Tafileh.

<b>Specific Goals</b>	<ul style="list-style-type: none"> <li>- To improve the living conditions of people.</li> <li>- To provide recreational facilities within Tafileh green areas.</li> <li>- Develop better quality living conditions.</li> <li>- Encourage cooperation and integration between various community sectors.</li> <li>- Create job opportunities.</li> </ul>
<b>Mitigation of Poverty &amp; Unemployment</b>	<ul style="list-style-type: none"> <li>- Investment in this project can contribute to reducing the level of poverty and unemployment as follows:</li> <li>- Create new job opportunities estimated at 8 jobs for the park and playground facilities, a further 6 jobs for the café and shop in the park.</li> <li>- Improve the recreational facilities through attracting visitors, new businesses and tourists to the city. This will be reflected on improving the living conditions of the people.</li> </ul>
<b>Project Work Plan</b>	<ul style="list-style-type: none"> <li>- Initiate negotiation between project partners to assign the land for the project and form a steering committee.</li> <li>- Assign specialized consultation team for the project.</li> <li>- Explore funding to implement the project.</li> <li>- Prepare design, landscaping and tender documents.</li> <li>- Select contractors.</li> <li>- Start the implementation of the project.</li> </ul>
<b>Expected Results and Impacts</b>	<ul style="list-style-type: none"> <li>- Improve the quality of life for the residents of Tafileh.</li> <li>- Tie families to the city of Tafileh since they can enjoy the nature and recreation.</li> <li>- Encourage community site seeing and shared facilities with others.</li> <li>- Create new work opportunities (although limited) will help to reduce poverty.</li> </ul>
<b>Project Risk</b>	There is no risk for this project
<b>Expected Total Cost</b>	JOD 500,000 Jordanian Dinars
<b>Investment Cost for Implementation of the Project</b>	<p>JD 100000 the cost of the land</p> <p>JD 20,000 for preparation period</p> <p>JD 35,000 for design, landscaping, tendering and evaluation</p> <p>JD 345,000 for full implementation of the project</p>
<b>Financial Resources</b>	International programs of grants and donors (American, European and Japanese)
<b>Partners</b>	<ul style="list-style-type: none"> <li>- Institution of Reconstruction of Tafileh</li> <li>- Tafileh Technical University</li> <li>- Private sector</li> <li>- Municipality</li> <li>- Ministry of Municipal Affairs</li> <li>- Department of Forest</li> </ul>
<b>Priority of the Project</b>	Short term
<b>Preparation Time for the Project</b>	3 months
<b>Time Required for Implementation</b>	15 months

## 11. Project Prioritization

The prioritization of the projects has been identified in two stages. We asked the participants at the end of the second workshop to identify and prioritize (5) projects that can be implemented in Tafileh city. Without giving details, we then asked the participants during the third workshop to list (10) priority projects, taking into consideration the criteria that was made clear to them, which included:

- Projects must be within the vision of the city and its development goals.
- Projects that reflect the urgent needs of Tafileh city.
- Projects are applicable.
- Projects which will have positive effects on Tafileh and its neighboring cities and provinces.
- Projects that will enhance the city's strengths and reduce weaknesses.

After analyzing the choices of (28) participants who wrote down their opinion out of a total of (62) participants who attended the second workshop; followed by the views of (50) participants in the third workshop out of a total number of (62) participants, resulted in prioritizing the suggested projects that are linked to both the city vision and the development objectives as follows:

Sector	Development Goals	Priority Projects	Number of Repetition from the Participants
<b>Tourism</b>	<ul style="list-style-type: none"> <li>• To support the regional dimension of the interdependence of Tafileh city with both the neighboring Karak and the Golden Square area through integrated tourism projects.</li> <li>• Tafileh city to become an active city rich in culture and heritage.</li> <li>• Enhance the benefits of Tafileh city close to the King's Highway and work to raise its potential.</li> <li>• Increase the capabilities of Tafileh city in providing infrastructure and supporting facilities for tourism.</li> <li>• Improve the capabilities of human resources in Tafileh city for the support of the tourism industry.</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a Tourist &amp; Therapeutic Resort in Afrah</li> <li>- Construct a Specialized Training Center</li> <li>- Launch a Project for Rehabilitation and Restoration of Selected Tourist and Therapeutic Sites</li> <li>- Develop and Restore Tafileh's Castle and Establish a Museum</li> </ul>	<p>59</p> <p>11</p> <p>38</p> <p>11</p>

<b>Agriculture and Livestock</b>	<ul style="list-style-type: none"> <li>• Increase the potential of the agricultural sector and raise the infrastructural level for its support.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish an Integrated Livestock and Agricultural Production</li> <li>- Establish Dams and Water Harvesting</li> </ul>	67  62
<b>Industry</b>	<ul style="list-style-type: none"> <li>• Opportunity for Growth of sectors.</li> </ul>	<ul style="list-style-type: none"> <li>- Establish a Clothing Plant</li> </ul>	25
<b>Projects to Support of the Competitive Sectors</b>	<ul style="list-style-type: none"> <li>• Services and supporting infrastructure.</li> <li>• Trained human resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Construct a Non-Profit Pilot Private School</li> </ul>	12
<b>Capacity of the Municipality</b>	<ul style="list-style-type: none"> <li>• Improve the capabilities of the Municipality of Tafileh.</li> <li>• Training of staff.</li> <li>• Improve services and resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Capacity Development Plan for the Municipality of Tafileh</li> </ul>	14
<b>Benefiting Tafileh from the Kings Highway</b>	<ul style="list-style-type: none"> <li>• Enhance the benefits of Tafileh city close to the King's Highway and work to raise its potential.</li> <li>• Tafileh to become a regional center.</li> <li>• Encourage visitors to target Tafileh and stay longer.</li> </ul>	<ul style="list-style-type: none"> <li>- Implement a Study to Invest in Tafileh's Location by the Kings Highway</li> </ul>	21
<b>Care for Tafileh's Community</b>	<ul style="list-style-type: none"> <li>• Improving the quality life of the community.</li> <li>• Increase the capabilities of Tafileh city in providing infrastructure and supporting facilities.</li> </ul>	<ul style="list-style-type: none"> <li>- Create a Green Park and Playground for Public Use</li> </ul>	3

### 11.1 Prioritization of the Projects with Regard to their Rates

In light of the previous results, the priorities of the projects became as follows:

Project	Repetition Rate	Order by Priority
- Establish an Integrated and Comprehensive Agricultural and Livestock Project	67	1
- Establish Dams and Water Harvesting	62	2
- Develop a Tourist & Therapeutic Resort in Afrah	59	3
- Launch a Project for the Rehabilitation and Restoration of Selected Tourist and Therapeutic Sites	38	4
- Establishment of a Clothing Factory Project	25	5
- The Establishment of a Comprehensive Agricultural and Livestock Project		
- A Study to Invest in Tafileh's Location by the King's Highway	21	6
- Capacity Development Plan for the Municipality of Tafileh	14	7
- Establish a Non-Profit Private School	12	8
- Establish a Training Center	11	9
- Developing and Restoring Tafileh's Castle and Establishing a Museum	11	10
- Creation of Green Park and Playground for Public Use	3	11

## 12. Action Plan for Implementation of the Development Strategy of the City of Tafileh

The elements of the local development strategy were previously determined and the strategic directions were also identified through a set of policies and programs that enhance the strengths and reduce the weaknesses. In addition, a range of projects proposed by the participants were also reviewed and were arranged according to their priorities. However, a clear action plan must be introduced in terms of strategy, which enables the strategic directions and the proposed projects to be implemented, the action plan is as follows:

Procedure / Goal	Responsible Parties	Timeline	Required Fund (JD)	Sources of Fund
<p>Activation of the role of the Advisory Council or the establishment of a specialized entity to oversee the implementation of the content of the development strategy and project plans through the following:</p> <ul style="list-style-type: none"> <li>- Coordinate with different parties with the purpose of initiating the implementation of projects.</li> <li>- Prioritization of policies and programs that have been mentioned in the strategy to be implemented to reduce the weaknesses of the city.</li> <li>- Coordination to provide the necessary funding in accordance with the Action Plan of the projects.</li> <li>- Attract local and foreign investment</li> </ul>	<ul style="list-style-type: none"> <li>-Governor</li> <li>-Advisory Board</li> <li>-The relevant departments in the public and private sector</li> </ul>	Constantly	50, 000	<ul style="list-style-type: none"> <li>- Municipality</li> <li>- Governorate</li> <li>- Ministry of Municipalities</li> </ul>

Create a supporting technical team for the Advisory Board to develop performance indicators to the development plan and list projects and follow up the implementation of these projects.	- Governor -Advisory Board - The relevant departments in the public and private sector	Constantly	50.000	- Municipality - Governorate - Ministry of Municipalities
Develop an investment plan for the city to include sectors according to priorities, and prepare feasibility studies for projects to be presented to investors and international bodies	- An external consultant - Advisory Board	1 year	200.000	-Jordan Investment Board  - (Baladyati) -Municipality - Ministry of Planning
Establishment of tourism promotion unit responsible for tourism marketing for Tafileh that includes representatives from the Department of Tourism and the private sector, that will coordinate with the Advisory Council on the implementation and the follow-up of tourism projects that are referred to in the Action Plan	-Ministry of Tourism - Governor - Municipal - Department of Tourism	Constantly	300.000	-Tourism Program -The Municipalities
Launching a media campaign focusing on the concepts and the importance of work and productivity and the importance of training	- Consulting Company - Ministry of Labor - Vocational Training Corporation	6 months	300.000	-World Bank - Ministry of Planning - Phosphate and Cement Companies - Other donors
Establish a specialized unit for agricultural affairs, working on coordination between the departments of Agriculture, research centers, farmers which will supervise the implementation of agricultural projects referred to in the Action Plan in coordination with the Advisory Council	- Ministry of Agriculture - Governor - Municipality - Department of Agriculture	Constantly	300.000	- Ministry of Agriculture - The municipalities - Other donors



### 13. Capital Investment Plan

The city strategy of Tafileh covers a broad range of objectives. The economic growth of the city comes as a result of identifying the specific economic sectors and a set of objectives which need to be fulfilled. In this strategy it was agreed that the main sectors of the economy in Tafileh are Tourism, Agriculture, Industry and Mineral Resources. This strategy also identified a number of objectives, as previously mentioned, that need to be achieved through a number of priority projects and activities. Action plans are also set to implement these projects and action programs for the benefit of the city and its people, however, the total investment cost of the proposed projects in the above tables are estimated at JD 17,450,000. This amount is not final because some of the proposed projects are based on performing a study which may lead to implementing a more costly project baring a higher capital substantially increasing the aforementioned amount.

The estimated amount can be secured from one or from a number of sources since it is not a very high figure. Nevertheless, the following plan can be implemented to raise the necessary funds, these are as follows:

- 13.1 Ask the central government to include the fund of some of these projects within its annual budget.
- 13.2 Approach the private sector to participate in some of the small sized profit making projects.
- 13.3 Launch a promotional international campaign with the support of the government (MoPIC) in donor countries to fund a selected number of these projects.
- 13.4 Invite local agencies and entities dealing with providing grants or those who are looking for partnerships to have a role in financing some of these projects.
- 13.5 Projects such as the “Capacity Development Plan for the Municipality of Tafileh” can be financed from the central government or the Municipality budget.
- 13.6 Approach local companies, like the Phosphate and Cement, to participate in funding some of these projects.

## 14. Annexes

### 14.1. CDS Process

The consultant of the City Development Strategy (CDS) for Tafileh commenced his work based on the Terms of Reference (ToR) with regard to the work supported by the Ministry of Municipal Affairs, City Alliance, and the World Bank. This work was launched as a second phase which was based on the information collected at the first phase in a study carried out by a CDS & Urban Planning Specialist, Mr Angelo D’Urso. In his report he analyzed the Strengths, Weaknesses, Opportunities, and Threats (SWOT) facing the City of Tafileh and submitted his report to MoMA back in October 2010. For phase 2, this study was carried out based on the following activities:

- Study the first phase report
- Prepare and submit an action plan for carrying out the CDS for Tafileh that included launching three workshops, as explained below:

14.2. Organize and launch the first workshop entitled “The Current Situation and the City Vision Features”: This was held under the patronage of the Governor of Tafileh on the 4<sup>th</sup> August, 2011 at the Queen Rania Center for Leadership in the City of Tafileh. 33 stakeholders and representatives from various communities of the city of Tafilah attended the workshop; these are shown in the given Table below.

14.3. Organize and launch the second workshop entitled “Development of the City Vision”: This was held under the patronage of the Governor of Tafileh on the 12<sup>th</sup> December, 2011 at the Queen Rania Center for Leadership in the City of Tafileh. 62 stakeholders and representatives from various communities of the city of Tafilah attended the workshop, these are shown in the given Table below.

14.4. Organize and launch the third workshop entitled “Formulation of the Local Development Strategy and Projects Proposal”: This was held under the patronage of the Governor of Tafileh on the 19<sup>th</sup> December, 2011 at the Queen Rania Center for Leadership in the City of Tafileh. 65 stakeholders and representatives from various communities of the city of Tafilah attended the workshop, these are shown in the given Table below.

## 14.5. Lists of Participants of the Workshops

### 14.5.1. List of Participants of the First Workshop held in Tafilah “The Current Situation and the City Vision Features”, 4<sup>th</sup> August, 2011

No	Name	Title/ Institution
.1	Hassan Assaf	Governor of Greater Tafilah
.2	Eng. Bahjat AL- Rawashdeh	Head of Greater Tafilah Municipality
.3	Bakhait AL- Hajaya	Advisory Council Member
.4	Tawfiq abu Joffeen	Advisory Council Member
.5	Ibrahim Shahahdeh	Director of Land Registration Tafilah
.6	Ibrahim Hawamdeh	President of Tafilah Chamber of Industry and Commerce
.7	Rasmi AL-qaisi	Assistant Governor for Development Affairs
.8	Mohammad Abdulla AL-Badayneh	Tafilah Governorate
.9	Yousef AL- Mahasnah	Tafilah Governorate
.10	Khalid Qatatsheh	MOMA, Journalist
.11	Fawaz Ahmad AL-Mseedeem	Eradah Program
.12	Saqor AL-Kraymeen	President of the Dana for Agricultural Development
.13	Jamal Khawaldeh	Director of Tafilah Agriculture Department
.14	Adnana AL- Saudi	Director of Tafilah Culture Dep.
.15	Ayman Mahasneh	Private Sector
.16	Dr. Ghazi Mrayat	Director of Tafilah Health Directorate
.17	Majdi Farar'ah	Water Directorate
.18	Khader Mahabreh	Water Directorate
.19	Mohammad Hawamdeh	Water Directorate
.20	Eng. Ahmad Awad	Water Directorate
.21	Dr. Adnan Awad	Tafila Technical University
.22	Awatef AL-Rafi	Queen Zein Al- Sharaf Institute Charity
.23	Maha AL- Aydiyeen	Queen Zein Al- Sharaf Institute Charity
.24	Asiat AL-Badaneyeh	Tafilah Municipality/ Building Division
.25	Abber Hudda	Tafilah Municipality/ Building Division
.26	Farah Dawoud	MOMA
.27	Raghda Worikat	MOMA
.28	Shadi Gatawneh	MOMA
.29	Mohammad Alnator	MOMA
.30	Alham Al- Zo'abi	MOMA
.31	Ahmad Mahasneh	Director of Social Security Office
.32	Mohammad Sadeq Bawaleez	Chairman of the Municipal Committee/ Bsera
.33	Khalid Za'al AL-zaydanyeen	Bsera Municipality

**14.5.2. List of Participants in the Second Workshop of the Tafileh City Strategy  
"Development of the City Vision", 12<sup>th</sup> December, 2011**

No.	Name	Sector
1.	Kamel Ateyyat	Vice Governor of Tafileh
2.	Eng. Ghaleb Aledenat	Vocational Training
3.	Oqlah Hamad Almrayat	President of Farmers Union
4.	Ibraheem Saleem Aledenat	Director of the Jordan Post Department
5.	Ibraheem Saleem Alhawamdeh	Head of Industry and Trade Chamber of Tafileh
6.	Mohammad AbdAlmohdi Alqatameen	Ein Albayda Club
7.	Rasha Kamal Alshawabkeh	Head of Cooperation Department of Tafileh
8.	Haya Abdalrahman Alewerat	Child Development Society
9.	Eng. Farah Dawaod	Ministry of Municipalities
10.	Hadeel Sammour	City and Villages Development Bank
11.	Yahya Abdalqader Alfrejat	Member of Trade Chamber of Tafileh
12.	Ziad Almabreh	Head of Development Department of Tafileh
13.	Ilham Alzoabi	Ministry of Municipalities
14.	Khaled Alrawajfeh	Ministry of Municipalities
15.	Fatmah Shaher Abuhdaib	Ministry of Municipalities
16.	Raghda Aldwaikat	Ministry of Municipalities
17.	Aref Almrayat	President of Trade Chamber of Tafileh
18.	Ahmad Mohammad Alkhamees	Vic-President of Trade Chamber of Tafileh
19.	Mohammad Saleem Altarawneh	Income Tax
20.	Atef Awad Alhreshat	Head of Labor Department of Tafileh
21.	Raed Alshawawreh	Agricultural Credit Corporation
22.	Ahmad Almahasneh	Head of Social Security Corporation of Tafileh
23.	Ali Ateyyeh Albadayneh	Hashemite Fund
24.	Ibraheem Subhi	Director of the Regional Leadership Center
25.	Khaled Eyad Alqaisi	Almansora Cooperative Association
26.	Husni Almrayat	Head of Awqaf of Tafileh
27.	Saleh Algraseen	Head of Association
28.	Abdallah Alrawashdeh	Head of Antiquates and Tourism of Tafileh
29.	Mahmoud Almadadhah	Head of the Development Association
30.	Atallah Msallam	Head of Saqr El-Jabal for Retired
31.	Maha Zeyad Aledeen	Queen Zain Alsharaf Association
32.	Hussain Mohammad Mahmoud Alshnekat	Albaqee Tourism Association
33.	Malek Alsaydeh	IRADA
34.	Eng. Mohammad Alnathoor	Ministry of Municipalities
35.	Shadi Alqatarneh	Ministry of Municipalities

36.	Lobaba Ibraheem Salem	Directorate of Education
37.	Khawla Alkalalkeh	Head of Women Union
38.	Faisal Khlaif	Alghad Newspaper
39.	Yosra Suleiman	Queen Zain Alsharaf Association
40.	Awatef Suleiman Almarafi	Queen Zain Alsharaf Association
41.	Ayman Almahasneh	Local Society
42.	Yousef Albadayneh	Member of Trade Chamber of Tafileh
43.	Adnan Msallam	Cooperative Association
44.	Dr. Ghazi Mrayat	Health Department of Tafileh
45.	Mohannad Sabri Aldlaeen	Directorate of Education
46.	Eng. Ahmad Salameh Awad	Tafileh Water
47.	Abd Alrahman Alshbelat	Tafileh Finance
48.	Abdallahman Almahayreh	Local Society
49.	Mohammad Tayseer Alsharayrah	Income and Sales Tax
50.	Nayef Khalil Alajaj	Education Directorate
51.	Nayef Mubarak Almrayat	Education Directorate
52.	Ghazi Alomarain	Journalist
53.	Rasmi Alqaisi	Assistant to Governor of Tafileh for Development Affairs
54.	Eng. Mohammad Albadayneh	Director of Local Development Unit
55.	Haydar Salem Almarahleh	Education Directorate
56.	Jamal Alkhawaldeh	Agriculture Directorate of Tafileh
57.	Sameer Salem Almrayat	Jordan News Agency
58.	Mohammad Abdalmajeed Alomarain	Kulluna Alurdon Youth Association
59.	Saeb Ibraheem Alqatatsheh	Youth of Tafileh Club
60.	Saqer Mohammad	Head of Dana Agriculture Association
61.	Azeza Alghababsheh	Resources Management Program
62.	Nadia Tayseer Alshbatat	Agriculture Directorate
63.	Subhi Albadarneh	Local Society

**14.5.3. List of Participants in the Third Workshop of Tafileh City Strategy****“Formulation of the Local Development Strategy and Projects Proposal”****19<sup>th</sup> December, 2012**

<b>No.</b>	<b>Name</b>	<b>Sector</b>
1.	Kamil Atyat	Deputy Governor of Tafileh
2.	Mohammad Abdelmajid Alomaryeen	Association of Jordan Youth
3.	Anas Mohammad Salim	Tafileh University
4.	Azizah AlGhababsheh	Resources Management Project
5.	Faisal Al Qatameen	Al Ghad Newspaper
6.	Rasmi Al Qaisi	Assistant to the Governor
7.	Slaiman Atyeh	Society President
8.	Zaid AlMaabreh	Head of Tafileh Development Department
9.	Owdetallah Al Qatatsheh	Private Sector
10.	Salih Al Dawoodeyeh	Sewing Society
11.	Safwan Al Hawamdeh	National Center of Agriculture Research
12.	Alaa AlQatatsheh	Public Work Department
13.	Shadi Al Qatarneh	MOMA
14.	Mohammad Abdallah AlBadayneh	Head of Development Unit of the Governorate
15.	Mohannad al Dalaeen	Education Department of Tafileh
16.	Ibrahim Aledainat	Jordan Post
17.	Engineer Ali Al Masri	Cooperative Society
18.	Ahmad Abdallah Al Mahasneh	Head of Social Security Department
19.	Khalaf Turkey	Head of culture of Tafileh
20.	Buthainah Al Eedyeen	Technical University of Tafileh
21.	Moneer Mohammad	Cooperative Association
22.	Engineer Farah Dawood	MOMA
23.	Elham Al Zoubi	MOMA
24.	Rabab Nosair	MOMA
25.	Burhan Al Momani	MOMA
26.	Mohammad Fuad Al Natour	MOMA
27.	Mahrhan Al Saudi	MOMA
28.	Jamal Ahmad	Head of Labor Department of Tafileh
29.	Abdel Rahman Darweesh	Department of Finance
30.	Engineer Ali Al Nawayseh	Vocational Training
31.	Ayman Mahasneh	Official of a Village (Mokhtar)
32.	Engineer Jamal Al Khawaldeh	Agricultural Department of Tafileh
33.	Zain Al Abadi	MOMA
34.	Hibah al Zuabi	MOMA

35.	Ibrahim Al Hanqtah	Head of Association of Rebuild of Tafileh
36.	Yosra Slaiman	Queen Zain Al Sharaf Association
37.	Subhi Al Badareen	Private Sector
38.	Yousef Al Badayneh	Member of Trade Commerce
39.	Malek Al Saaydeh	Eradah Program
40.	Dr Ghazi Mryat	Head of Health Department of Tafileh
41.	Ghazi Al Omareyeen	Head Office of Raai Newspaper
42.	Anas Ghazi Al Omareyeen	Journalist
43.	Nayef Khalil Al Haj	Department of Education
44.	Abdel Wahab Mohammad	Journalist
45.	Ghassan Al Mryat	Journalist
46.	Jihad Ali Al Hajaj	Works Department
47.	Mahmoud Al Madadhah	Head of Society
48.	Hosny Al Mryat	Head of Awqaf Department of Tafileh
49.	Ali Al Badayneh	The Hashemite Fund
50.	Raad Al Shawawrah	Association of Agricultural Loans
51.	Other 12 participants who did not register their names	---

#### 14.6. Media Coverage

The three workshops were covered in the local media. Major Jordanian newspapers published precise articles covering the news of each of the three workshops. They reported about the RLDP project and the CDS, its aims and the parties involved. Some of the web sites of these articles are as follows:

<http://www.alghad.com/index.php/article/518183.html>

<http://almadenahnews.com/newss/news.php?c=117&id=121845>

<http://www.joforever.com/vb/showthread.php?t=50332>

[http://www.addustour.com/ViewTopic.aspx?ac=%5CLocalAndGover%5C2011%5C12%5CLocalAndGover issue1525 day21 id378069.htm](http://www.addustour.com/ViewTopic.aspx?ac=%5CLocalAndGover%5C2011%5C12%5CLocalAndGover%5Cissue1525%5Cday21%5Cid378069.htm)

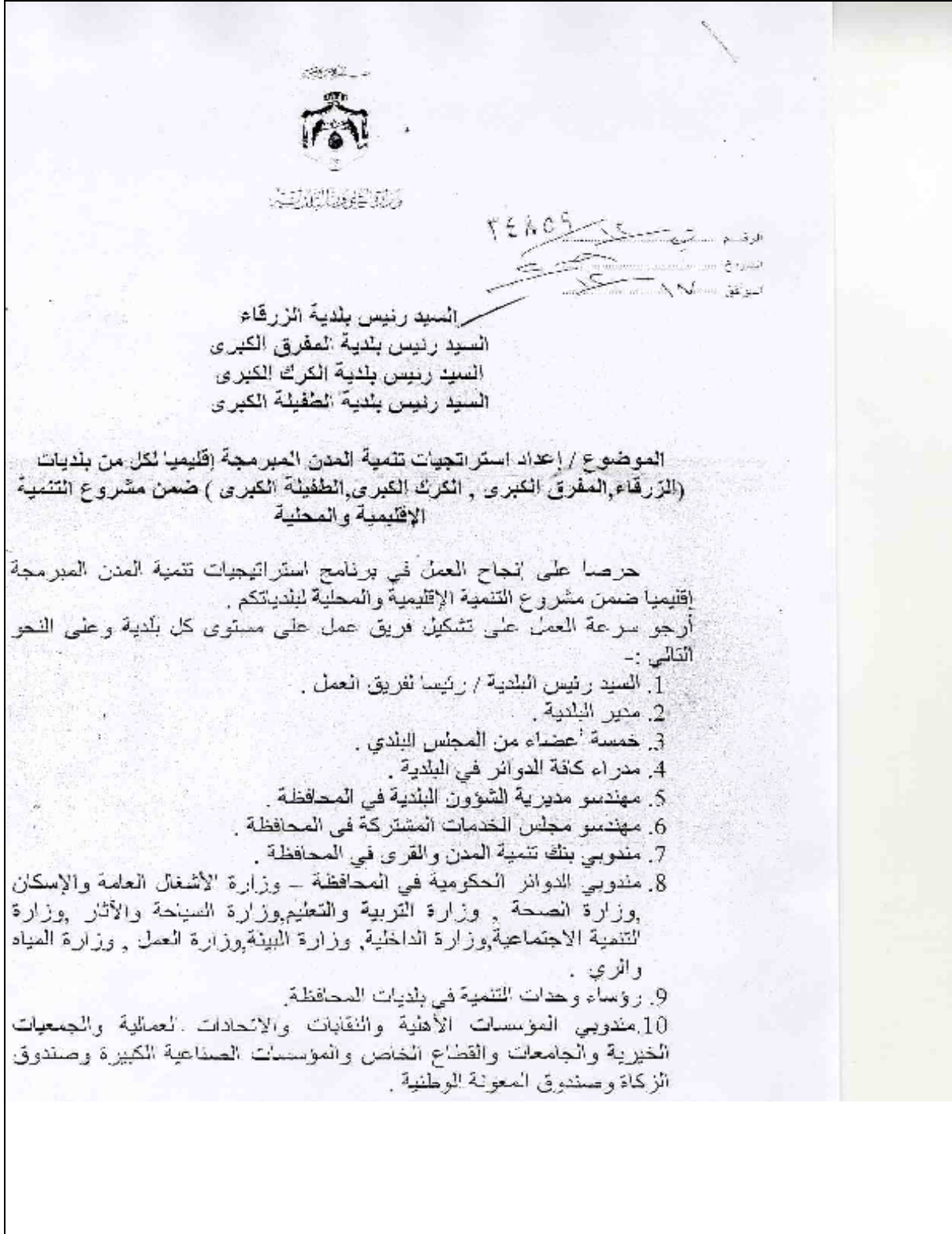
[http://www.petra.gov.jo/public\\_news/Nws\\_NewsDetails.aspx?Menu\\_ID=&Site\\_Id=2&lang=1&NewsID=53419&CatID=15](http://www.petra.gov.jo/public_news/Nws_NewsDetails.aspx?Menu_ID=&Site_Id=2&lang=1&NewsID=53419&CatID=15)


<http://www.the-manifesto.com>

[http://archive.alrai.com/print.php?news\\_id=417590](http://archive.alrai.com/print.php?news_id=417590)



#### 14.7. Coordination between the Ministry of Municipal Affairs and the Ministry of Interior Regarding the RLDP Project



  
 وزارة البلديات والتخطيط الحضري والإقليمي

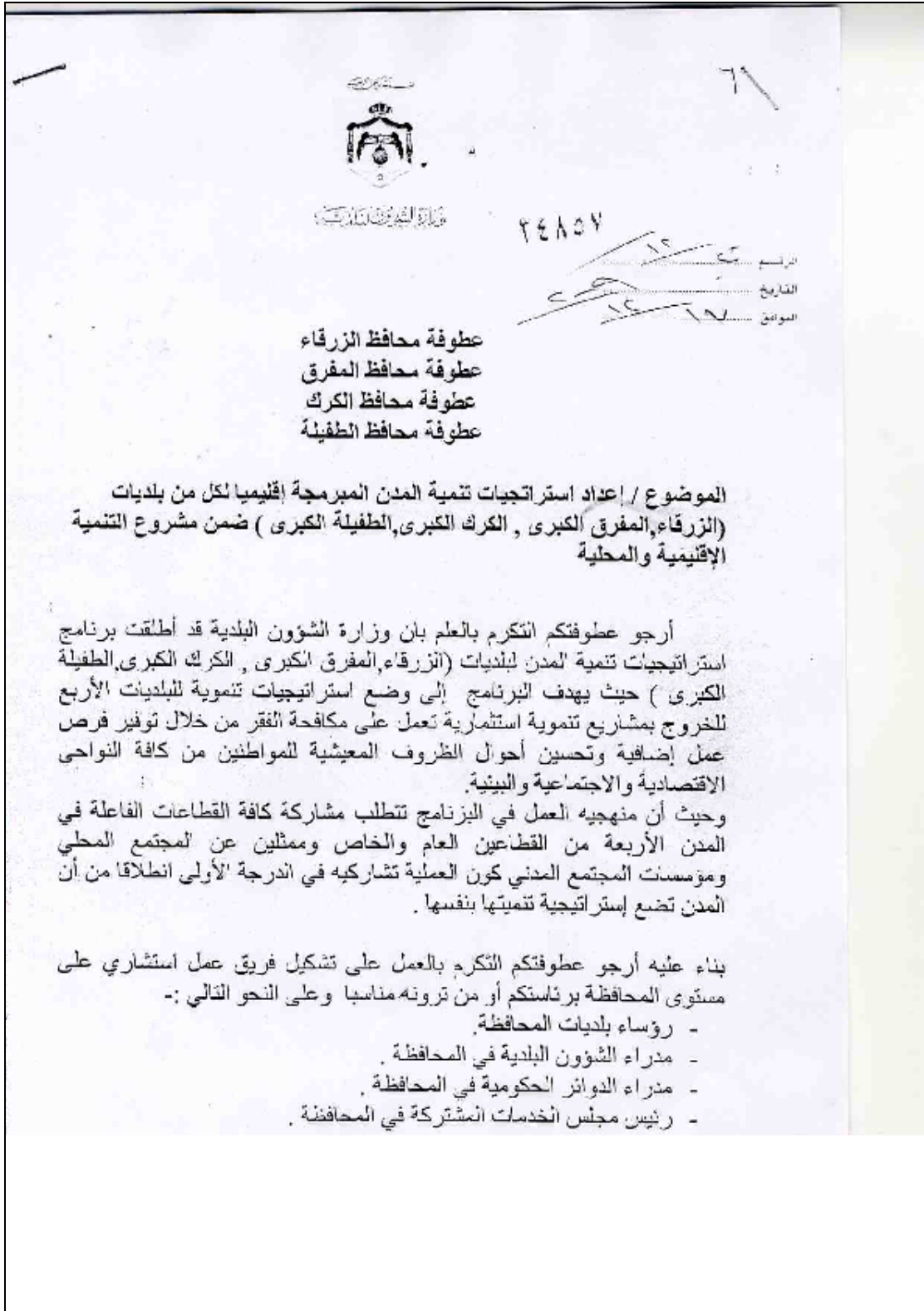
الرقم .....  
 التاريخ .....  
 الموقع .....

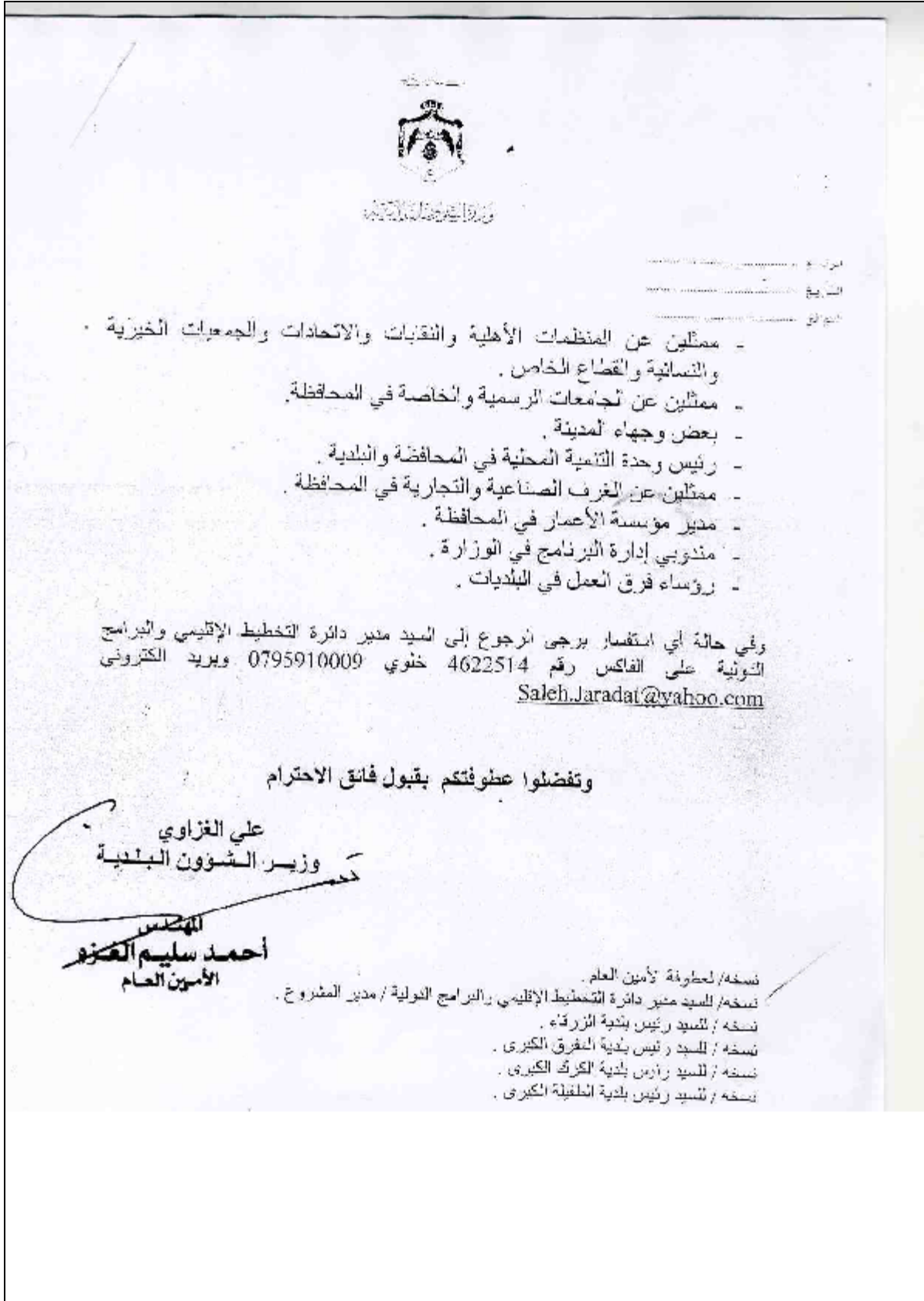
راجيا أن يصلني الرد على ذلك قبل نهاية هذا الشهر نتتمكن من استكمال الإجراءات وانجاز المشروع حسب البرنامج الزمني المعد لهذه الغاية وفي حالة أي استفسار يرجى الرجوع إلى السيد مدير دائرة التخطيط الإقليمي والبرامج الدولية على الفاكس رقم 4622514 خلوي 0795910009 وبيريد الكتروني [Saleh.Jaradat@yahoo.com](mailto:Saleh.Jaradat@yahoo.com)

**واقبلوا الاحترام**


علي الغزاوي  
 وزير الشؤون البلدية  
 المهندس  
 أحمد سليم الخزو  
 الأمين العام

نسخة / لبطوفة الأمين العام  
 نسخة / لبطوفة محافظ الزرقاء  
 نسخة / لبطوفة محافظ المفرق  
 نسخة / لبطوفة محافظ الكرك  
 نسخة / لبطوفة محافظ الطفيلة  
 نسخة / لسيد مدير دائرة التخطيط الإقليمي والبرامج الدولية  
 نسخة / للسيد ..... / محافظة ..... / محافظة ..... / محافظة .....







  
 وزارة الشؤون البلدية  
 رقم  
 التاريخ  
 الموافق

٢٩١٥٥  
 ١٢  
 ٢٠١١

**معالي وزير الداخلية**

الموضوع / ورشة عمل لصياغة رؤية لتنمية مدينة الطفيلة ضمن برنامج استراتيجيات تنمية المدن – الممول من تحالف المدن الدولي .


ارجو معاليكم التكرم بالعلم بانه تنفيذاً لبرنامج استراتيجيات تنمية المدن وضمن البرنامج الزمني للخبراء ستقوم وزارة الشؤون البلدية بالتعاون مع المستشار د.مالك البطاينة بتنظيم ورشة لمناقشة رؤية المدينة والاهداف الاستراتيجية المرتبطة بهذه الرؤية، ونظرا للدور التنموي الذي تلعبه المحافظة والذي سيسهم في انجاح هذا المشروع.

ارجو معاليكم التكرم بالايجاز الى عطوفة محافظ الطفيلة لرعاية هذه الورشة بالتنسيق مع عطوفة المحافظ / مدير مديرية التنمية المحلية في وزارة الداخلية وفقاً للمعطيات التالية:

- انعقاد الورشة يوم الاربعاء الموافق ٢٠١١/١١/١٦ .

- توسيع دائرة المشاركة لتشمل كافة الفعاليات: المجلس التنفيذي، المجلس الاستشاري، المستثمرين، كبار التجار، الجمعيات التعاونية والخيرية، كبار موظفي البلديات، الجامعة، كبار الموظفين في المحافظة، البنوك، اية جهات اخرى ترونه مناسبة.

**و اقبلوا معاليكم فائق الاحترام**  
**وزير الشؤون البلدية**  
**المهندس**  
**ماهر حمدي ابو السمن**



المملكة الأردنية الهاشمية  
 هاتف: ٩٧ - ٩٢٢ ٦٤٧٨٢٢٢ فاكس: ٩٢٢ ٦٤٧٧٧٢٨ ص ب ١٩٩١ عمان ١١١١٨ الأردن الموقع الإلكتروني: www.moma.gov.jo



## 14.8 Tables and Figures

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## 14.9 References

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