

**Preliminary value chain description of the “Eco-tourism in Wadi Karak”  
socio-economic project and a brief Description of opportunities for Value  
Chain Clusters that can be localized within the local geographical  
parameters**

**Background and justification:** Wadi Al Karak is a recognized site for adventure tourism in Jordan. Thousands of adventure and eco-tourists visit the Wadi and engage in different adventures on short and long tracks across the valley. The tourists from Amman and from other areas of Jordan cross through the old village of Mumia and lands owned by local residents of Mumiah village in Karak on their different adventures, and sometimes engage in informal economic relationships with the land owners and the community members. Nonetheless, the local residents do not significantly or systematically benefit from this lucrative tourism market as tour guides from outside Mumiah and Karak organize the trips, accompany the tourists and control the relevant economic activities.

Mumya Cooperative Society was established through support from JOHUD in 2015 to offer all eco-tourism activities (services and products) related to Wadi Al Karak. Members of the society are the inhabitants of the Mumiah village and own most of the lands and properties at the top of the Wadi (old village of Mumia), at the start of the Wadi (lands leading to the first water fall) and at the bottom of the Wadi (after the last water fall).

The cooperative, through JOHUD, succeeded in securing funds from GIZ and received technical assistance from GOPA to renovate a large portion of the old village at the top of the valley (5 kilometres away from the first water fall in the Karak Valley). Resources were not sufficient to finalize operational aspects of the original design (furnishing and operating a restaurant, a guest house, and an external camp site), as additional houses were added to the original plan and consumed the operational funds for renovation.

***Finalizing renovation and refurbishments of the Old Mumya Village:*** The Mumya Cooperative Society has been performing all reconstruction works for the old houses and surrounding landscapes through procuring whatever possible building material locally, and through implementing the works using the Cooperative members.

Continuing with this localized approach, the Minaret socio-economic project can provide support to finalize the reconstruction as well as the refurbishment as per the pre-set plan by Mumya cooperative society. A detailed bill of quantity has been requested from the cooperative for the reconstruction and renovation, and

all materials available locally will be procured locally and cooperative members will continue to undertake the works required.

Regarding refurbishment, the main items required are the kitchen tools and equipment, gift shop furniture and display areas, restaurant equipment and furniture and the accommodations for the sleeping areas which will be rented to tourists buying an overnight package.

As with renovation, any materials, equipment and refurbishments that can be procured locally will be done so. The Mumya cooperative society will also provide a detailed bill of quantity.

***Description of economic activity for eco-tourism and related clusters using a value chain approach:***

Economic activities at Wadi Al Karak incorporating Mumia cooperative can best be described by adventure and eco-tourism packages. The stages of the value chain developed for this project have been distributed according to four logical stage categories that focus on connecting previous work established on the ground before the Minaret intervention (both in terms of design and implementation) with current design efforts by Minaret, with one or more value chain stages logically belonging to each category:

**Stage Category one:** Product (and service) design and development: Initial design and implementation works were conducted by JOHUD and Mumia Cooperative Society in collaboration with GOPA .Minaret is starting its value-chain based design from where the works undertaken previously ended.

**Stage Category two:** Promotion and distribution: This includes the marketing stage and the sales stage:

- 1- Marketing stage: Eco- and adventure tourism packages at Wadi Karak are marketed to eco and adventure tourists from Amman (Jordanian and expats), Karak (university and school students, families, youth and other interested segments) and other areas of Jordan (university students and school students from different parts of Jordan).

To boost exposure to consumer segments and drive traffic to the project, it is recommended that marketing efforts and resources are invested in off line and on line channels as described below:

Offline marketing: Printed material, collateral, leaflets, brochures, banners..etc.

On-line tools: This includes social and digital marketing tools including social media pages (facebook and instargram), a website and any form of digital and on-line communication that directs sales to the project.

Major marketing stage activities:

1.1: Design of short and long packages covering short and long trails, eco-tourism and adventure tourism offerings, and short and long stays professionally designed, cost-calculated and priced.

1.2: Design, printing and distribution of printed marketing materials. Brochures, leaflets, banners and other printed material need to be available on site for tourists to take and also distributed to final marketing stakeholders such as eco-tourism and adventure tourism companies, schools, universities, the tourism information center in Karak, the Jordan Tourism Board and any other direct stakeholders.

1.3: Design of Social and digital media pages (content and audio-visual and graphic design) developed through professionals. Once designed, Social and digital media pages will be launched and professionally managed and require resources for boosting to targeted audiences..

2- Sales stage: Eco-and adventure tourism packages are sold to targeted audience at this stage of the value chain. Actual sales may be executed on site at Mumia (within the different facilities offering products and services for money), or outside the location (through tour operators and other sales stage stakeholders and collaborators)

Major sales stage activities:

2.1: Designing and implementing sales training and capacity building: Sales agent from Mumia cooperative need to trained on managing social and digital media as well as direct sales and marketing.

2.2: Providing required operational infrastructure for sales execution: Different sub activities need to be undertaken to build the operational infrastructure including, but not exclusive to:

2.2.1: Cash point system capable of processing invoices for packages as well as for stand - alone products and services need to deployed with inventory management capabilities.

2.2.2: Bank account for Mumya cooperative society opened and activated.

2.2.3: Accounting and book keeping system developed and deployed at Mumya cooperative society, and internal book keeper trained and deployed.

2.3: Pursuing, signing and implementing sales-related formal agreements and collaboration: Formal agreements with external sales bodies (tour guide operators mainly) need to be developed and signed with Mumya cooperative society, and reimbursement mechanism for actual sales need to be developed and deployed.

**Stage category 3:** Product (and service) delivery: This includes five stages, but it is important to note that customers (including tourists) might only use and/or buy offerings from one or more stage, depending on the package they bought or the product/service they are seeking in case of walk-in customers. Following are the relevant stages:

Stage 3: Inbound land transportation stage: Tourists will arrive on location at the old Village of Mumiah using land transportation, mainly from Karak governorate and Amman but with targeted marketing, from other governorates as well. In some cases, customers (including a limited number of tourists) may arrive by foot seeking a particular offering from any of the stages of this category. For example, a local community member may come to the site to buy food, souvenirs, juices, water or a one JD pass to the first part of the Wadi (before the water falls).

Stage 4: Accommodation: There are multiple options for accommodations based on the major activities that either have been undertaken previously or would be undertaken by the Minaret project as described below:

Major stage 4 activities:

4.1: Furbishment and operationalization of shared rooms in the old village: Renovated in the product design and development stage, the cooperative requires additional resources furnish and operationalize the two planned locations for shared rooms (one planned to host families while the other is planned for women only or men only groups).

4.2: Preparation of host community homes and dwellings to receive tourists: Members of the cooperative (and possible other local community members in Mumia) are willing to upgrade their dwellings to host tourists for an authentic experience. The head of the Mumia cooperative hosts tourists for free in a cave on his land before the water falls and is interested in upgrading it to become a paid service.(he is willing to dedicate part or even all of the revenue from this process to the project and to the cooperative).

4.3: Establishment and operationalization of a tent camp: There is a small olive grove next to the entrance of the old village as well as a piece of land that will be levelled as part of the original planned works on site (the budget was not sufficient for levelling and landscaping) that can be used as a tent camp site for tourists who want an outdoor experience all through. Another possible site is at the bottom of Wadi (after the waterfalls), and a third site right before the first water fall might be suitable.

Accommodation process description: Walk-in tourists as well as tour package tourists have the option of sleeping at the old village (if they arrive at night to start their adventure early in the morning), or if they arrive early in the day but wish to spend the night (for longer packages). It is also possible to provide the accommodation facilities for day use.

Stage 5: Catering: This stage offers a prime opportunity not only for income generation but also for clustering with Karak-based projects that operate in food preparation, food processing and training on food preparation. Major activities during this stage could include:

5.1: Water: Selling water to tourists using local Karak companies and projects as suppliers.

5.2: Fresh juices: The Mumia Cooperative Society members own lands that produce excellent fruits and vegetables. Establishing a juice bar in the old village can enhance the economic value to cooperative members as well as extend to other farmers and growers who can use the facility to produce high quality juices that can be sold at a premium.

5.3: Traditional hot drink: A favourite offering in the local Jordanian experience, different herbs are used as infusions to tea or as stand-alone natural-herb hot drinks.

5.4: Traditional snacks: A wide local variety of traditional snacks can be sold within the restaurant facility in between major meals.

5.5: Traditional meals: Can be served either as a buffet for large groups or a la carte for overnight tourists and walk in customers.

5.6: Participation in meal preparation: Foreign residents and tourists can purchase an experience whereby they join the local chefs in preparing traditional meals (such as mansaf or rashoof), and can also buy the local ingredients to prepare those meals back home (jameed, dried yoghurt “kishkeh” and other local ingredients that are considered rare delicacies in most countries outside Jordan).

Stage 6: Excursion and/or experience: The excursion stage of the value chain is another revenue-intensive stage with multiple opportunities for selling. Those are explained in the major activities required to develop the offerings under this stage as follows:

Major stage 6 activities:

6.1: Entrance (entry fee): Each tourist will pay an entrance fee (currently 1 JD) to access the Wadi. (the fee needs to be revised; it can be maintained at 1 jd for residents of Karak governorate or for Jordanians, and increased to foreign residents and tourist). Formal entry fee coupons need to be designed and printed, and a sales point for processing entry fees need to be designated.

6.2: Tour guide fee: Depending on the adventure (the package purchased either prior to the journey or on location), tourists are accompanied by either a specialized guide or a tour guide assistant (in case the specialized guide is from Amman). This is done for a fee that is either part of a package or procured on site as a stand-alone service or as part of the package sold on site at the old village.

A process for selling tour guide (and tour guide assistants) services needs to be developed and linked to marketing efforts. On the ground, tour guides and tour guide assistants need to be available immediately or on call in case of walk in tourists.

As mentioned in the overview regarding the need of the cooperative to finalize the renovation work and to furnish and equip the different facilities, and as part of the excursion phase, a reception area that also serves as the tourism shop can be furnished with the necessary tools, equipment, furniture and supplies that the customers/tourists can purchase either for their adventure or take home afterwards.

Reception process:

Reception area at old village needs to be designated and furnished with sufficient furniture and seating arrangements as well as having an area for the tourism shop.

Mumya cooperative society member acting as receptionist trained and deployed on site in the old village site.

Video showcasing Wadi Karak's offerings and the possible experiences (packages) created and display equipment to tourists embarking on adventure available in reception area. Video should be mandatory to all tourists and would

explain the expected attitudes and safe guards to tourists embarking on any adventure.

Tourists spend time at the reception area where they can buy locally made products as well as adventure-related products from the shop. They can also have a meal or purchase snacks and drinks for their adventure.

Interested tourists as well as overnight tourists will also receive a short tour of the premises where they will be introduced to the restaurant and accommodation area and can either reserve a service for their current stay or take brochures for future stays.

6.3: Equipment/rental purchase: Adventure-related equipment can be made available in display area (shop) within reception area. These could include rappelling ropes and hooks, specialized anti-slip footwear, sleeping bags, water proof cameras, binoculars (for bird watching), zip lock bags and water proof containers, and any other items related to their adventure.

6.4: On trip snacks and drinks: Ready-for-adventure snacks and drinks can also be sold at the shop through a deli-style display.

6.5: Souvenirs: Through partnering and clustering with local projects in Karak (like the hand-made jewelry and accessories project managed by Caritas Jordan in Karak) and possibly other projects in other areas in Jordan, different Jordanian-made small souvenirs (that tourists can easily carry in their bags back home) can be merchandized and sold at the tourism shop. Specialized items relating to Wadi Karak and the Mumia old village can be commissioned through the clustering effort.

6.6: Donations: A system to accept donations that will be directed to meaningful and clear causes related to the preservation of Wadi Al Karak and its' delicate eco-system can be developed and implemented.

Stage 7: Outbound land transportation: Transportation of tourists and visitors from Mumya from their different targeted physical locations (mainly Amman and Karak governorate), and possibly transport within Wadi Karak (from the bottom of the Wadi to the adventures starting point at Mumya Old village or as per chosen routes where transport of customers is required).

While the first option will most likely be under taken by tour guide operators, it could be possible that adequate vehicles owned by the Mumia Cooperative Society members or members of the local community could be commissioned to transfer tourists internally and as part of the package they purchase.

**Stage Category 4: After Sales service:** After sales service is an essential aspect of growth and sustainability and includes the following value chain stages:

Stage 8: Experience feedback: A process to receive feedback from customers and tourists could be developed, and most importantly it is an excellent method to collect contact information and other data can be analysed to design specialized offerings in the future and to plan and manage resources based on the segmented flow of customers and tourists during the season.

Stage 9: Keeping in touch: Maintaining communication with customers is important as it allows for repeated visits by the customers and for raising their awareness on the different and the new offerings of the project. This mechanism as well as the experience feedback mechanism can be developed as part of marketing efforts to reduce the costs of stand-alone development.

Brief Description of opportunities for Value Chain Clusters that can be localized within the local geographical parameters:

In order to localize the value from the value chain, and in addition to the localization of the value chain stages within Karak to the highest degree possible, additional value at different stages of the localized value chain can be captured locally through clustering of economic activities. This will stimulate existing value chains that contribute to the eco-tourism value chain and induce economic activity that optimizes local economic multipliers instigated by contributing value chain.

The following revenue generating activities can be clustered with local value chains:

Fresh Fruits and vegetables: Premium fresh fruits and vegetables from members of Mumya Cooperative Society and other small producers in Karak could be sold to tourists in different packaging. **(Catering stage cluster).**

Fresh juices: Through a juice bar on location in the restaurant area, Mumya Cooperative members produce a wide variety of fruits (and vegetables) in their farms throughout the Wadi Karak. By providing high quality fruits and vegetables, high quality fresh juices will be sold to tourists. **(Catering stage cluster).**

Hot meals and cold snacks: As part of the packages to tourists and as a stand-alone service that can be pre-ordered or bought by walk-in customers, the restaurant will provide hot meals and cold snacks that focus on locally-sourced inputs such as fresh salads, dairy-based hot meals with or without meat, saj-based sandwiches..etc. **(Catering stage cluster).**



Up cycled furniture: In line with the environmental focus of the NEXUS approach, and where deemed possible and feasible, waste will be up cycled into chairs, tables, beds, cabinets, displays and any and all other possible items.

**(Accommodation and Excursion “experience” stages cluster).**

Bed linen and table covers and other woven items and sleeping bags: The women cooperative in Karak that operates a sewing workshop can provide different sewn products, and can also be trained on producing different adventure-tourism products such as sleeping bags, tents, and other material.

**(Accommodation, experience and Excursion “experience” stages cluster).**

Services: Renovation, maintenance and building workers, engineers and experts, Tour guidance, internal transport, bed and breakfast services, photography (video and still), tour guides and tour guide assistants, first aid, emergency and rescue management. **(All stages clusters).**

**Note: Detailed clustering options will be presented in the next report.**