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# **BUSINESS DEVELOPMENT SERVICE CENTER MODEL, BUSINESS PLAN AND TRAINING DELIVERY**

Final Report

July 01, 2008

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# **BUSINESS DEVELOPMENT SERVICE CENTER MODEL, BUSINESS PLAN AND TRAINING DELIVERY**

Final Report

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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## EXECUTIVE SUMMARY

Establishing *Economic Development Associations* in the governorates of Irbid and Karak<sup>1</sup> is a pioneering initiative that aims to tap into the potential and resources of the governorates to achieve socio-economic development and to expand their contribution to national social and economic development objectives. The Associations would be driven by an innovative approach that (1) builds on existing development initiatives, (2) develops relevant skills, (2) creates a framework for cooperation among all development agents and economic operators and (3) empowers the communities of the regions to participate in the formulation of their future.

The *Economic Development Associations* will be adopting a multi-stakeholder integrated approach designed to build and strengthen a framework for cooperation among all development implementers in the regions and to enhance the spirit of belonging of citizens to the respective regions. Alternatively, *local economic development initiatives (LED-I)* will form the operational manual for the Economic Development Associations in the regions to achieve the above. The cornerstone of the approach of the LED-I is going beyond the conventional approach of strictly addressing development needs to an approach that builds on opportunities available in each region by identifying what is available and building on it. LED-I will operate through three main initiatives: *INTAJI, TAWASUL and BALDATI*. Through such initiatives, the Economic Development Associations in the regions seek to tap into the resources of (a) the private, public and civil society, (b) the various development implementers on the ground and (c) its members and board in achieving regional economic aspirations.

This business plan presents suggested models for the initiatives that would formulate the work for the Associations. Hence, the plan aims at clarifying a model for LED-I to execute its three main initiatives to date; INTAJI, TAWASUL and BALDATI.

The proposed models have been designed with the strategic directions and priority sectors identified in the *Local Economic Development Strategies (2007-2012)* for each region in mind. These strategies came as a result of the Economic Development Program's- (SABEQ) work so far in the regions. The fourth strategic direction in the strategies for both governorates sites the establishment of an Economic Development Association to assist in the efforts of local development in each region. Such strategies build on the notion of the importance of decentralization to achieve economic prosperity of the regions.

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<sup>1</sup> The governorates of Irbid and Karak would be used interchangeably with the word "regions".

## INTRODUCTION

Although Jordan has achieved major economic strides in the past several years, Jordan continues to face significant challenges to its economic development. It has been realized that one major challenge that Jordan faces is the unequal distribution of development across all its regions and Governorates. Hence, the importance came of diversifying growth into the regions in order to decentralize Jordan's economy to enhance broad based economic development.

Decentralization is not a new theme for Jordan and the Government of Jordan has been working since 2002 on a plan to empower and develop the Governorates. The plan has focused on (1) the development at the grass roots level, (2) public participation in elections of local representatives, and (3) the empowerment of civil society and engagement of citizens in the development planning process for their communities. Hence, the major outputs from that period were the establishment at a Governorate level of the:

- *Executive and Consultative Councils*. The Executive Council is a civil-servant council. Both Councils were appointed in each Governorate to oversee the implementation of the decentralization process and to review, discuss and monitor the local development initiatives and administrative affairs in the Governorates
- *Development Units*. The Development Units were established as per the Ministry of Planning and International Cooperation and Ministry of Interior's own local development units. The newly established units at the Governorates level were to be the vehicle for both Ministries to implement local economic initiatives.

Furthermore, a central theme in Jordan's National Agenda (2006-2015) is to address the inequalities in growth patterns, socio-economic conditions and resource distribution across the country. The National Agenda includes a clear focus on decentralizing development for regional reform with aims to strengthen democratic institutions and practices, education for the modern workplace, and public participation in Jordan's change efforts. Also, in 2007, the Municipalities Law was amended to expand the role of the municipalities towards local development and consequently Development Units were established at the municipalities.

Against this background, the Economic Development Program-(SABEQ) adopted an important central theme in its program. This theme related to spreading the benefits of economic growth beyond Amman. Hence, the Economic Development Program-SABEQ embarked on a comprehensive project for local economic development (LED) that was piloted in both the Governorates of Karak and Irbid with the following themes;

- Growing and adding value in three priority sectors; agriculture, tourism and support added value services
- Creating a business and investor friendly environment for the priority sectors
- Increasing the quantity and quality of the labour force to support these priority sectors
- Building effective public –private partnerships to grow these priority sectors and sustain LED.

In order to conduct its work in both Governorates, the Economic Development Program-SABEQ initially opened its offices in both Karak and Irbid to represent the direct interface between its LED program and the Governorates. Consequently, work started in January 2007, and has so far achieved three main milestones in both Governorates:

- Conducting wide scale Leadership Mapping,
- Preparing Socio-Economic Baseline Reports,
- Producing Local Economic Development (LED) Strategies (2007-2012).

As per the fourth strategic directions in the Local Economic Development (LED) Strategies for both governorates,<sup>2</sup> an **Economic Development Association** is to be established, and registered at the Ministry of Interior, to assist in the efforts of the local development process in each region. It was envisioned that this Association would represent an important vehicle in the efforts towards decentralization. Each Association was established to strengthen the institutional framework for economic development in each region. Hence, the Associations will be in charge of adopting the LED Strategies, oversee related projects and monitor their progress.

The Associations can achieve local development aspirations as it can tap into and leverage regional resources to contribute to overall sustainable development with its capability of having greater outreach and understanding of the local community. In that manner, the Associations represent an important vehicle to support decentralization efforts.

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<sup>2</sup> For the Governorate of Irbid the first three strategic directions are (1) Launch an awareness campaign aimed at entrenching the concepts and values of productivity and economic development (2) strengthen and support R&D and (3) devise and implement a mechanism that develops the skill-sets of human resources and creates institutional centers of excellence. For the Governorate of Karak the first three strategic directions are (1) enhance the competitiveness of the main economic sectors namely tourism and agriculture (2) provide the needed training in order to equip human resources with the skills sets that are required by the labor market and (3) collaborate closely with media outlets.

## ASSOCIATION'S GOALS AND OWNERSHIP

It is envisioned that the *vision* of the Economic Development Associations would be:

***An economy with thriving priority sectors (tourism, industry, value added services and agriculture) with a lucrative investment environment that creates opportunities; enhances productivity; and is supported by an advanced infrastructures, and qualified labour force***

These sectors were identified in the LED Strategies as priority sectors for the regions. The vision is based on the notion that agricultural, touristic, and industrial sustainable initiatives are vital for the prosperity of both Governorates. Such initiatives would subsequently contribute to the local development in each of the regions.

Consequently, the *mission* of the Economic Development Associations is to;

- Lead and manage the local economic development process and activities.
- Promote public-private sector and community dialogue and ensure the participation of concerned partners in the development process to enhance productivity and creativity.
- Build the capacity of the Associations to undertake the responsibility of investment promotion and sustainable economic development.

Hence, the main *objective* of the ***Economic Development Associations*** stems from the Governorate's needs:

***Economic Development*** through improving the business environment, enhancing productivity and creating new job opportunities in the Governorates.

The non- profit Associations would entail voluntary membership. The Associations' members were identified in the leadership mapping as the movers and shakers of the Governorates. Also, members in the Association can represent individuals, public and private companies, institutions, and non-profit organizations. Accordingly, the Association formed sectoral committees that would support economic initiatives. The Economic Development Associations are located in the cities of Irbid and Karak. The Associations are financially and managerially independent and are represented by a Board.

Consequently, the Associations would aim at achieving the following goals;

1. Support efforts for increased productivity and value added of priority sectors to ensure quality standards for products and services.
2. Build up a platform for establishing networks and linkages among all relevant stakeholders to support Karak and Irbid as an economic destination.
3. Promote Karak and Irbid as tourism destinations.

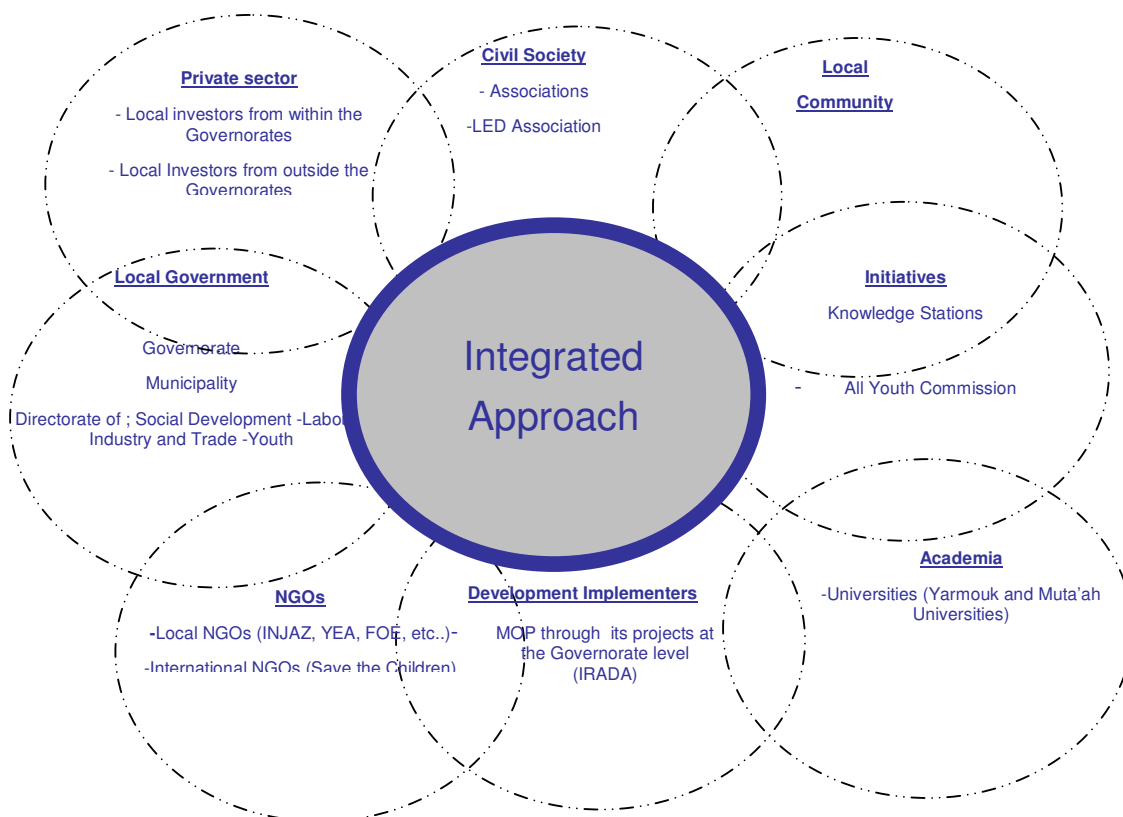
The **value added** of the Associations and strategic impact would be;

#### ***A. Enhancement of the existing development initiatives in both governorates***

As mentioned earlier the Associations would adopt an approach that goes beyond the conventional manner of strictly addressing development needs to an approach *that builds on opportunities by identifying what are the available resources and building on it*. Since the development implementers in the field already have an understanding of the local community and an extensive knowledge and recognition of the regional resources (financial, technical and human resources), the Associations would complement work already undertaken and achieved by such development implementers through cooperation and coordination with all stakeholders in the field. This cooperation and coordination would translate into greater outreach.

#### ***B. Adoption of a multi-stakeholder integrated approach***

Adopting a multi-stakeholder integrated approach would avoid duplication of efforts in the field, and optimize the use of resources. This integrated approach would include all the following stakeholders:





Such an approach would allow for (1) the provision of input according to each stakeholder's specialization, (2) the consideration of all elements necessary to tackle any development challenge and (3) the realization of the importance of effective relationships among stakeholders. This would form a *holistic approach* to any development challenge which would ultimately lead to a vibrant economy that would encourage local enterprises, serve the needs of the local community, workers and businesses, and build local competitive advantages.

### ***C. Adoption of a creative approach to meeting development needs through mobilizing the local community***

The Associations would adopt an approach that goes beyond the conventional manner of strictly addressing development needs to an approach that builds on opportunities already available on the ground. This would occur through the;

- Empowerment of the local community,
- The active participation of residents as opposed to being mere passive recipients,
- Establishment of a mechanism for networking among all stakeholders, and
- Institutionalization of local development efforts.

### ***D. Contribution of local economic initiatives in curbing poverty and unemployment levels***

The Associations will support the local community to start up economic initiatives that will increase the level of expenditure in the governorates, and will create more jobs opportunities. This will be implemented by branding the governorates and building on their comparative advantages.

### ***Ownership***

The sustainability of the Associations depends on the awareness of local stakeholders from policy makers, NGOs, private sector, and individuals of the importance of the Associations' role in enhancing their economy and meeting their needs,

So far, the Economic Development Program-(SABEQ) has supported the process of establishing the Associations by involving concerned stakeholders from the public and private sectors, NGOs and community leaders in a participatory manner to develop the concept for the Associations.

The Associations will act as a facilitator and build up the annual plans with stakeholders to ensure that the participation of everyone concerned in the implementation process, and to raise the awareness regarding achievements and challenges. This would ultimately lead to building the sense of ownership that will lead to a sustainable economic development.

## LOCAL ECONOMIC DEVELOPMENT-INITIATIVES (LED-I)

Local Economic Development Initiatives (LED-I) will be the operational manual of the Associations. LED-I will form the umbrella under which all activities and initiatives of the Associations are managed and executed. The three main initiatives (INTAJI, TAWASUL and BALDATI) will form the model behind LED-I and will cover a number of practical economic services, activities and sub-models and programs.

The **objectives** of these initiatives are

- Act as a catalyst in encouraging investment, business and job creation,
- Forge cooperative partnerships with locally based NGOs, civil society, public and private sectors,
- Entrepreneurship development with special focus on women, and youth.

These initiatives would be of **value added** for the following reasons;

- Tapping on the available resources and capacities of the local community,
- The profile of the members of the Association as previously identified to be the movers and shakers of each Governorate ,
- The multi -stakeholder integrated partnerships, and
- The proposed forms for community participation and engagement.

The three proposed initiatives (INTAJI, TAWASUL and BALDATI) are **complementary** and achievements in one would feed into the others.

## INTAJI

The design of INTAJI program will focus on supporting economic enterprises that will enhance the economic priority sectors identified for both the governorates of Karak and Irbid.

### Objective

The main objective of INTAJI program is to raise productivity, to add value and to enhance quality and quantity of products produced.

Hence, INTAJI would focus on;

- Enhancing productivity and efficiency of products in the priority sectors,
- Adding value to a product in the priority sectors by addressing the value chain of production

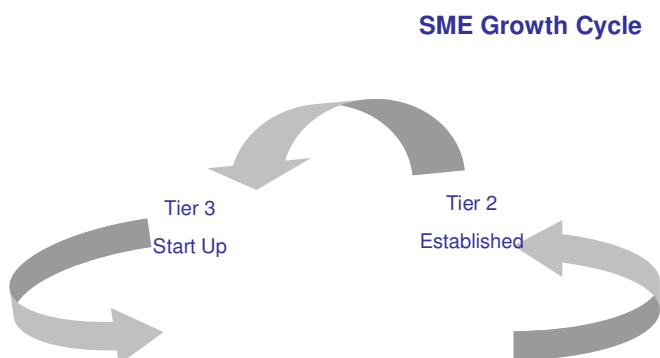
### Target Beneficiaries

The main target beneficiaries for the INTAJI program include:

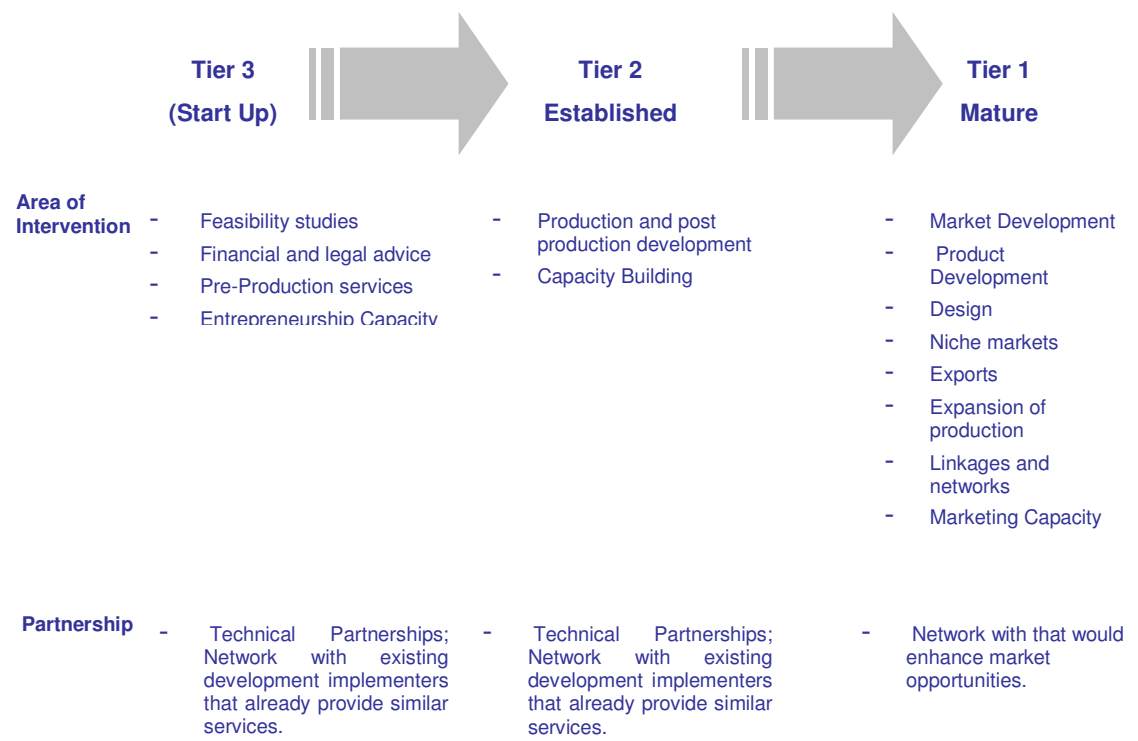
- Companies (Tier 1, Tier 2, and Tier 3)
- NGO/Associations
- Cooperatives

### INTAJI Program Areas of Support

The above would be achieved by supporting economic enterprises to (1) produce a competitive and quality product across priority sectors and (2) lead eventually for the branding of products. INTAJI will work around the growth cycle of SMEs.



To address the growth cycle of SMEs, INTAJI program would tackle SMEs at each of the growth levels.



By addressing the growth cycle for SMEs, areas of intervention are drafted to better produce the intended impact. Hence, the following is achieved;

## **I. For Start-Ups (Tier 3)**

Start-ups (Tier 3) would cover entrepreneurs starting their business to their second year of establishment (0-2 years).

### **(a) Areas of Intervention**

Feasibility studies and financial and legal advice will be addressed through forging technical partnerships.

Pre-production services would be offered and would revolve around ensuring the provision of raw materials and demand for the relevant product. Services include;

- Access to raw materials,
- Market studies,
- Strategic Studies,
- Diagnostic Studies.

Entrepreneurship capacity building would tackle training that aims at enhancing the spirit of entrepreneurship.

### **(b) Technical Partnerships**

As was mentioned earlier, the cornerstone of the approach of the LED-I is going beyond the conventional approach of addressing development needs to an approach that builds on opportunities by identifying what is available and building on it. Technical partnerships builds on the former through forging partnerships with existing development implementers in the field to enhance productivity and value added of products of the priority sectors.

Offering networking with already existing development implementers on the ground that already provide services for this group of companies can (a) facilitate the initiating time for the start up (b) follow up on the performance of such start ups to upgrade into established companies and (c) build on knowledge in the field and of products in priority sectors.

A model for cooperation with various development implementers would address the competency of both partners and build on it accordingly, for example:

- IRADA for feasibility studies.
- YEA for training on enhancing entrepreneurship spirit.
- Jordan Innovation Centers for sharing incubators experiences.
- Knowledge Stations for exchange of IT knowledge.

## II. For Established Companies (Tier 2)

Established companies (Tier 2) would cover businesses that have been established for a minimum of two years and maximum of five years (2-5 years). Additional criteria will be developed depending on the type of beneficiary/business/product requesting support.

### (a) Areas of Intervention

#### - Production and post production development

Since growth will occur when goods and services succeed in meeting international standards, are cost-competitive and are meeting consumer demand, INITAJI through product development will concentrate on having quality products and services. This would contribute to increasing productivity and enhancing efficiency of the value chains from production inputs to final sale. This would ultimately lead to enhancing existing business opportunities and identifying new opportunities.

As such, the product development program for Tier 2 companies offers services during (a) production and (b) post production stages.

*Production services* would aim at enhancing the quality and quantity of a product. Services offered under production include;

- Product Design Services,
- Productivity enhancing techniques and equipment,
- Packaging,
- Competitive advantage; price structure, differentiation,
- Business opportunity identification (identifies and links with potential buyers and associations to display products).

*Post production services* would aim at enhancing image building, sales and increase target markets. Hence, services offered would cover;

- Sales and Promotion,
- Marketing Plans,
- Marketing tools; websites, shop space and display of products, development of proper signage, leaflets, cards, brochures...etc,
- Export Plans,
- Costing.

Hence, the product development is based on production and post services to make sure that businesses understand their product, market needs, financial projections and marketing requirements. Services offered can be in the form of studies, training or exchange programs with successful owners.

### - Capacity Building

Capacity building is the foundation upon which productivity is based; hence integrating human capacity development in activities from the firm, through associations to formal institutions would ultimately feed back into the quality of products and services produced.

Therefore, capacity building program would target accessing to skills through training, workshops and focus groups to enhance talent skills, creativity and managerial skills for business owners.

Training	Workshops	Focus Groups
Talent Creativity, Packaging, Marketing, entrepreneurship, small business management	Design , Packaging, etc	At Sectoral level
Middle Management, Producers and Small workshops		

### (b) Technical Partnerships

A model for cooperation with various development implementers would address the competency of both partners and build on it accordingly, for example;

- Tatweer /BDC and JUMP/JE through their Export Promotion Programs.

## III. For Mature Companies (Tier 1)

Mature companies (Tier 1) would cover businesses (a) that have been in operation for more than 5 years (>5 years). Additional criteria will be developed depending on the type of beneficiary/business/product requesting support.

### (a) Area of intervention

Services offered to mature companies would aim at increasing marketing opportunities for such companies through increasing exports and penetrating new export markets. Hence, services would revolve around:

- Market Development
- Product Development
  - Design
  - Niche markets
  - Exports

- Expansion of production
- Linkages and networks
- Marketing Capacity
- Financial, administrative and human resource capacity building.

#### **(b) Technical Partnerships**

Network with relevant entities such as;

- Jordan Innovation Centers,
- Knowledge Stations,
- Jordan Investment Board,
- Jordan Industrial Estates Corporation(JIEC),
- Design Jordan (DJ) and
- Business Associations

The following comprises an overall model of the model of INTAJI.

#### **Overall, expected outputs of the INTAJI model include;**

- Quality products
- New opportunities (orders, markets, etc.)
- Productivity increase because of new orders/markets
- Priority sectors productivity enhanced
- Job creation
- Income growth
- Sector Strategies
- Exports, sales, expansion, investments.



# TAWASUL

## Objective

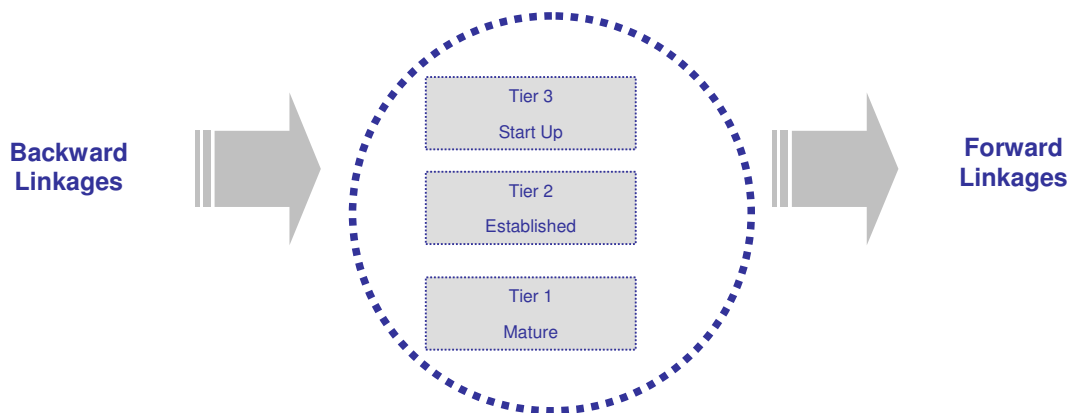
While product enhancement is underway, the second initiative under LED-I will draw on a wide range of service providers to create a framework/mechanism for cooperation among all major players.

The objective of TAWASUL is to go beyond disseminating assistance to building a framework of cooperation while drawing from existing successful entities already working on the ground such as BDC or IRADA.

Hence, TAWASUL would represent a platform for establishing networks and enhancing and making more efficient linkages. TAWASUL will aim at being the platform for coordinating efforts which till late have been fragmented and uncoordinated. Through great levels of communication and coordination, initiatives will be linked and integrated to support the Governorate's overall strategy.

Therefore, TAWASUL would operate through two phases;

### Phase I: Identify Backward and Forward Linkages for each priority sector.

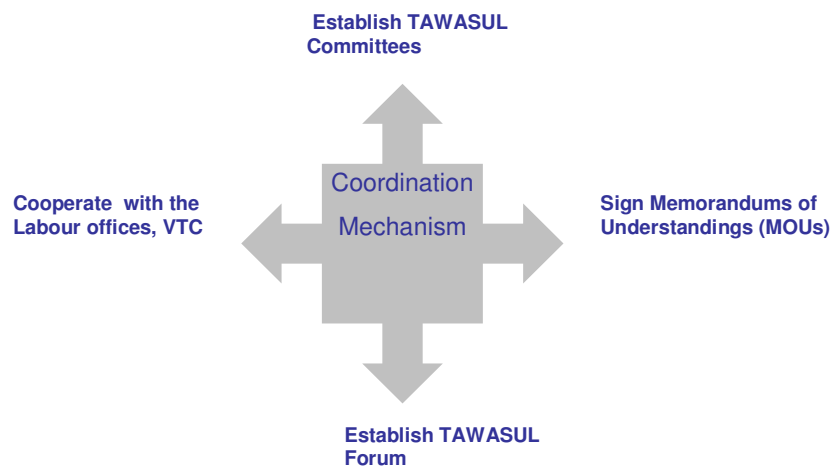


By identifying backward and forward linkages, TAWASUL would use those sector strategies delivered through INTAJI to form the basis for forming clusters for each sector, i.e. handicraft strategy would be integrated within the tourism strategy to enhance the tourism cluster in the Governorates. Also, these linkages would highlight a stakeholder network for each sector that would assist in phase II of TWASUL.

## Phase II: Build a mechanism for a framework of cooperation

This mechanism can be achieved through:

### A. Developing a coordination mechanism.



<b>Establish TAWASUL Committees</b>	Establish committees; sectoral , product related for the priority sectors
<b>Cooperate with the Labour offices, VTC</b>	Cooperate with the Labour offices, VTC for yearly job fairs
<b>Establish TAWASUL Forum</b>	Organize networking meetings, conferences & field visits for members in TAWASUL Forum for the priority sectors
<b>Sign Memorandums of Understandings (MOUs)</b>	Sign Memorandums of Understandings (MOUs) with various existing BDS providers and development implementers to enhance clusters

B. **Building awareness to establish dialogue** through (1) newsletters that present the latest economic development projects and initiatives, major players, success stories, networking potentials in the regions, etc.(2) media coverage to support all initiatives, and (3) regular technical meetings/sessions/conferences that would introduce strategies produced through INTAJI to linking strategies of sub-sectors to create viable clusters.

As such, TAWASUL will be positioned to coordinate activities and provide oversight to avoid duplication. With such a mechanism, the following can be realized (1) building relationships that will bring new technology, capital and opportunities for expanding markets, (2) R&D activities to be linked into enhancing productivity through public–private partnerships and institutional relationships, and (3) linking industry and education and employment centers/training providers. Such an initiative is important to;

- Realize potential from tapping into the energy of all parties concerned in development,
- Avoid duplication and optimize use of resources,
- Enhance clusters of priority sectors by identifying backward and forward linkages,
- Identify new investment partnerships,
- Link to export opportunities,
- Get exposed among various stakeholders and exchange experience,
- Improve business through efficient linkages within Governorates and other Governorates, also within Municipalities,
- Create partnerships/Public Private Partnerships (PPP).

The end result would be (1) establishing a framework for the mechanism of coordination that would ultimately pave way for local sustainable economic development and (2) enhancing complementary networking among owners of the same sector and encourage spill over into other priority sectors.

### **Target Beneficiaries**

- Companies
- Individuals /entrepreneurs
- NGOs/Associations
- Cooperatives

### **TAWASUL Program Areas of Support**

TAWASUL aims at creating a mechanism for building viable relationships. In such a mechanism, every involved stakeholder would benefit from such partnerships as below.

Stakeholders	Benefit from being part of TAWASUL Forum
NGOs/Associations/Development Implementers	Ability to identify entities with complementary activities that might give rise to collective use of resources and cooperation.
Donors	Avoid duplication of efforts. Provide solution to development challenges and hence offer

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Academia	practical cases in lecturing.
Local Government	Enhancing decentralization.

**Overall expected outputs of the TAWASUL model include;**

- Network of partners,
- Sustainable partnerships,
- Positive and conducive business environment,
- Updated map of leadership,
- Open new opportunities through identifying and growing new clusters,
- Strengthen industry clusters,
- PPP and CSR,
- Nurture innovation driven enterprises.

# BALDATI

## Objective

The design of this initiative aims to support the creation of an environment where there is an engagement of all citizens irrespective of their fields of work. BALDATI would be a groundbreaking initiative that starts from neighborhoods, to districts, to the Governorate transcending pride, loyalty, responsibility and achievement.

This initiative would support a bottom up approach where any citizen would be engaged in his own community and would allow for all communities to come together to achieve. This initiative would encourage “active citizenship”. The end result would be a branded Governorate and an image of integration and engagement. This would allow for:

- A spirit of loyalty and responsibility,
- Tap into the energy of all parties concerned in development,
- Support the creation of an environment where there is an engagement of all citizens irrespective of their fields of work,
- Market Governorates based on their comparative advantage,
- Engage main players in decision making process,
- Mobilize community,
- Encourage local initiatives,
- Enhance neighborhood association type models and initiatives.

BALDATI aims at achieving the following;(1) increase the level of expenditure, (2) attract investment and prosperity of businesses into the governorates, (3) own resources( products, skills, etc.), (4) enhance the spirit of loyalty and responsibility,(5) build on the uniqueness of Governorate and (6) brand and market the Governorate.

## Target Beneficiaries

- Local community
- NGOs/Associations
- Cooperatives
- Private sector
- Government

## BALDATI Program Areas of Support

(1) Carry our **seasonal exhibitions/festivals** at a governorate/district/ sub-district levels

- Specific to each Governorate; such as a “Jameed” or “Tomato Tasting” festival in Karak and a festival for QIZ displaying their products in Irbid.
- At a District and Sub-District Level; Neighborhoods Associations &Community led initiatives.

## Sample Calendar of Events

Month/ Activities	January	February	March	April	May	June	July	August	September	October	November	December
<b>Agriculture</b>												
Jameed Festival												
Herbs Exhibition												
<b>Tourism</b>												
Crafts Exhibition												

Exhibitions/festivals would (1) involve the targeted sectors to be promoted together with local artist and musicians, (2) be localized as according to needs and (3) market each governorate in a different way.

(2) Establish a CSR committee that would assist in directing CSR efforts into the right areas of interventions. CSR committee would work closely with the CSR voluntary committee of the Board of Directors.<sup>3</sup>

(3) **Brand** the **Governorates** with close work with INTAJI upgraded products and TAWASUL's network.

(4) Develop **twinning programs** with successful projects implemented to be replicated in both Governorates, i.e. Souq El Ard.

(5) **Encourage a spirit of volunteerism**, by signing an MOU with INJAZ, YEA, etc., that would increase outreach of volunteers in the Governorate.

(6) **Work with the Municipalities;**

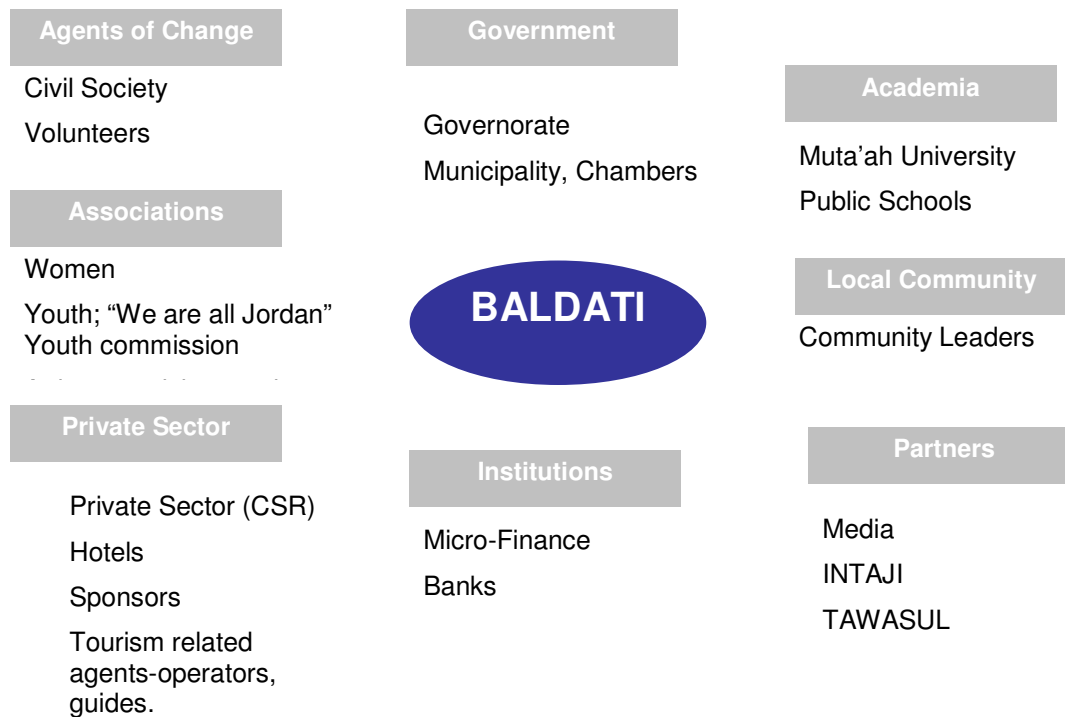
a. Encourage a spirit of competition among municipalities by launching a **competition** among municipalities in each Governorate on the best idea for a development project(in priority sectors) that would use the following **criteria** for winning:

- Engage the community
- Partner with several municipalities

<sup>3</sup> Refer to Management Plan below for details on CSR voluntary committee.

- Address an important issue: women participation, environment or youth
  - Mobilize local resources
  - Partner with several development implementers.
- b. Network with the Economic Development Units at the Municipalities to coordinate and to cooperate on development projects.
- c. Cooperate with Amman Municipality through twinning projects and other donors working with municipalities across the Kingdom.

The following comprises an overall model of the model of BALDATI.



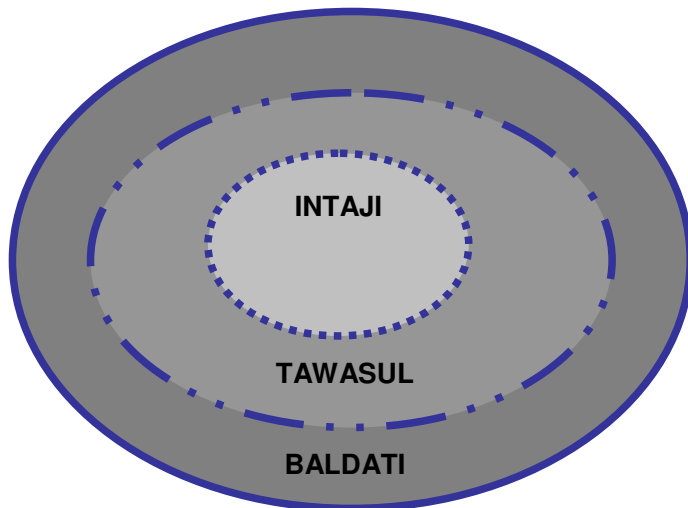
**Overall, expected outputs of the BALDATI model include:**

- Active citizenship
- Job creation
- Involvement
- Loyalty.

In summary,

INITIATIVE	OUTPUT
INTAJI	Strategic plans for priority sectors with corresponding technical priorities for product development.
TAWASUL	Cluster formation for the priority sectors built through identifying forward and backward linkages.
BALDATI	A branded Governorate with upgraded products through (INTAJI) and a mechanism of cooperation among all stakeholders through (TAWASUL) which leads to inward looking and co-responsibility of all stakeholders involved and upgraded skills of residents.

The three initiatives are complementary and achievements in each feeds into the other.





## ASSOCIATION'S MANAGEMENT PLAN

It is suggested that the premises of each Association *preferably* be;

For Karak:

- At the centre of town,
- Close proximity to a transportation network,
- Close to the Chamber/Municipality,
- Close to SABEQ office.

For Irbid:

- At the centre of town,
- Close proximity to a transportation network,
- Close to the Chamber/Municipality/Yarmouk University/Industrial Estate,
- Close to SABEQ office.

The Association will have an elected Board of Directors and executive staff. The organizational structure of the Association is divided into (1) Board Structure and (2) an Executive Structure as described below:

### - **Board of Directors Structure**

The Association is directed by a thirteen- member Board of Directors elected every 4 years (by the General Assembly) as per the By Law for the Economic Development Association. Board Members represent members from private, public, NGOs, and community Leaders. The objective of the Board is to govern the organizational and operational affairs of the Association. Furthermore, the Board is suggested to establish the following focused *volunteer committees that work closely with the executive branch of the Association*;

### **A. Marketing Committee**

This committee consists of three Board Members and the LED-I CEO. Responsibilities of this committee include:

- Encourage members to join the Association through devising a Membership Development Strategy.
- Assist in the development of themed campaigns regarding each Association's activities and events.

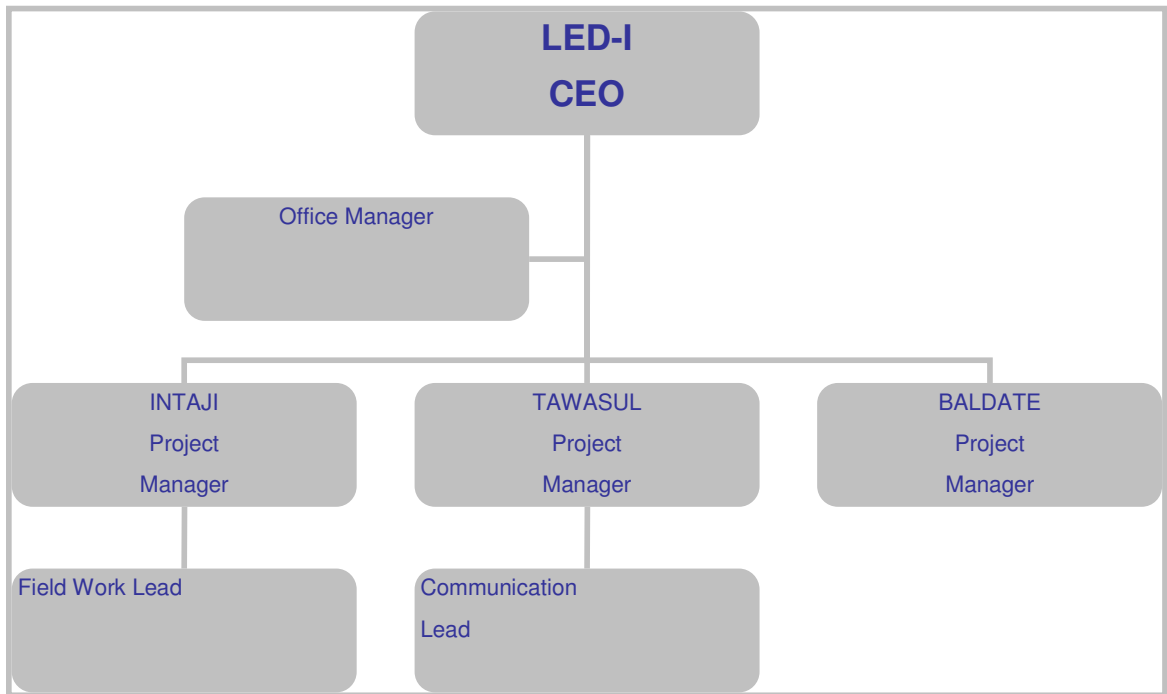
### **B. Corporate Social Responsibility (CSR) Committee:**

Consist of three board members and private sector companies, who sponsor or fund some the Associations' activities:

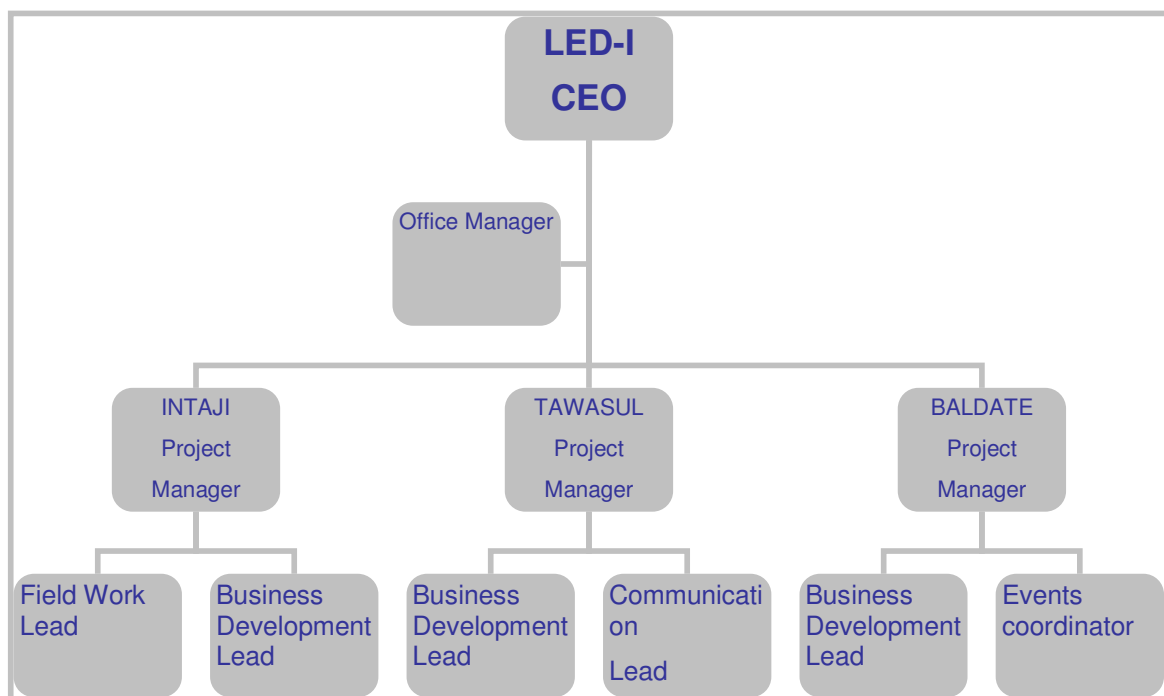
- Work on a Fund Raising Strategy.
- Identify the sponsors for each activity in BALDATI in the beginning of the year.
- Get buy in of sponsors and private companies to engage in BALDATI activities.
- Work with the Marketing Committee to develop meaningful recognition in the community to build the spirit of pride and competition in the business community, and demonstrate the interest of the sponsors in developing the local community.

- **Executive Structure**

The Executive branch of the Association will start off with the following organizational structure in the first year of operation.



After the second year in operation, the new organizational structure would be:



## Job Descriptions

1. LED-I Chief Executive Officer (CEO). The CEO would report to the Board of Directors (BOD).

Academic Qualifications	Position Requirements	Responsibilities
University Graduate in Business Administration, Management, Economics, or related field.	<ul style="list-style-type: none"> <li>-<i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>-Excellent communication skills.</li> <li>-Strong verbal and written communication skills in English and Arabic.</li> <li>-Ability to manage and motivate competent office staff.</li> <li>- Minimum 10 years of experience.</li> <li>- Financial management skill.</li> <li>-Ability to multi-task and work independently, efficiently under deadlines.</li> <li>- Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.</li> <li>- A positive team-player attitude.</li> <li>- At least 5 years of work in the concerned Governorate.</li> <li>- Membership in Associations in the concerned Governorate.</li> </ul>	<ul style="list-style-type: none"> <li>-Work closely with the Marketing Committee of the BOD to develop themed campaign for activities and a Membership Development Strategy.</li> <li>-Work closely with the CSR committee of the BOD for fundraising initiatives.</li> <li>-Develop the Business and Strategic Plans.</li> <li>-Prepare an annual plan of work that defines the activities to be performed during the year based on the Strategic Plan and Business Plan.</li> <li>-Prepare yearly budgets for each initiative and for the Association.</li> <li>-Implement the plan, reporting the current status to the Board on a regular basis.</li> <li>- Follow up on the execution of events and activities as planned.</li> <li>- Develop a bi-monthly newsletter of events and activities across the three initiatives to be distributed to members.</li> <li>- Liaison with other organizations and business and social entities in joint activities.</li> <li>-Organize and attend meetings of the various committees of the Board and prepare minutes of the meetings.</li> <li>- Follow up on the execution of all committee decisions taken during the meetings.</li> <li>- Measure members' satisfaction and impact of services on an annual basis.</li> <li>- Manage the three initiatives making sure objectives of each are met.</li> <li>- Develop a Members' Guidebook for the Association with a listing of all Members.</li> <li>-Sign MOUs.</li> </ul>

## 2. INTAJI Staff

- INTAJI Project Manager. The INTAJI Project Manager would report to the CEO.
- Business Development Lead would be hired by the **second year** of operation.

	Academic Qualifications	Position Requirements	Responsibilities
INTAJI Program Manager	University Graduate in Business Administration, Management, or related field.	<ul style="list-style-type: none"> <li>-<i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>-Excellent communication skills.</li> <li>-Excellent business development background (4 years of experience).</li> <li>- Ability to manage technical staff.</li> <li>-Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.</li> <li>- A positive team-player attitude</li> <li>-Ability of initiate contact with development implementers in the field.</li> <li>-Knowledge and work in the Governorate concerned.</li> </ul>	<ul style="list-style-type: none"> <li>- Devise an action plan for INTAJI.</li> <li>- Implement the plan, and keep the CEO informed of the current status.</li> </ul>
Business Development Lead	University Graduate in Business Administration, Management, or related field.	<ul style="list-style-type: none"> <li>-<i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>- Good experience in field work.</li> <li>-Ability to approach and deal with entrepreneurs interested in INTAJI</li> <li>- Ability to have analytical skills to recommend networks to be established and products to be upgraded.</li> </ul>	<ul style="list-style-type: none"> <li>- Form relations with Business Associations to attract entrepreneurs and the private sector.</li> </ul>
Field Work Lead	Diploma or University Graduate in Business Administration, Management, or related field.	<ul style="list-style-type: none"> <li>-<i>Preferably</i> (a) a fresh graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>- Readiness to commute and build knowledge in the governorate concerned(district and sub district levels)</li> <li>-Ability to have analytical skills to recommend networks to be established and products to be upgraded.</li> </ul>	<ul style="list-style-type: none"> <li>- Write reports on field visits to development implementers in each Governorate.</li> <li>- Review applications supplied by entrepreneurs interested in INTAJI.</li> </ul>

3. TAWASUL Project Manger. The TAWASUL Project Manager would report to the CEO.

- Business Development Lead would be hired by the **second year** of operation.

	Academic Qualifications	Position Requirements	Responsibilities
TAWASUL Program Manager	University Graduate in Business Administration, Management, or related field.	<ul style="list-style-type: none"> <li>- <i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>- Excellent communication skills.</li> <li>-Excellent business development background -6 years of experience</li> <li>- Ability to manage technical staff.</li> <li>-Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.</li> <li>- A positive team-player attitude</li> <li>-Ability of initiate contact with development implementers/NGOs/Associations in the field.</li> <li>-Knowledge and work in the Governorate concerned.</li> </ul>	<ul style="list-style-type: none"> <li>- Devise an action plan for TAWASUL</li> <li>-Implement the plan, and keep the CEO informed of the current status.</li> <li>-Supervise TAWASUL Forum.</li> <li>- Draft MOUs to be signed by CEO.</li> <li>-Establish database of networks established that fulfill TAWASUL objectives.</li> </ul>
Business Development Lead	University Graduate in Business Administration, Management, or related field.	<ul style="list-style-type: none"> <li>- <i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>- Good experience in field work.</li> <li>- Ability to have analytical skills to recommend networks to be established</li> </ul>	<ul style="list-style-type: none"> <li>-Follow up on Committees established per priority sectors.</li> <li>-Cooperate with VTC and Labour offices to be part of yearly job fairs in the governorate.</li> </ul>
Communications Lead	University Graduate in Business Communications, or related field.	<ul style="list-style-type: none"> <li>-<i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> <li>-Previous work experience in Public Relations (minimum 2 years).</li> <li>-Ability to manage the communication with different stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>-Arrange for meetings and conferences.</li> <li>-Arrange minutes of meetings and updates to network established and recorded in database.</li> </ul>

4. BALDATI Project Manger. The BALDATI Project Manager would report to the CEO.

- Business Development and Events Coordinator would be hired by the **second year** of operation.

	Academic Qualifications	Position Requirements	Responsibilities
BALDATI Program Manager	University Graduate in Business Administration, Marketing Management, or related field.	<p><i>-Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</p> <p>-Excellent communication skills.</p> <p>-Excellent business development background -6 years of experience</p> <p>- Ability to manage technical staff.</p> <p>-Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.</p> <p>- A positive team-player attitude</p> <p>-Ability of initiate contact with development implementers/NGOs/Associations in the field.</p> <p>-Knowledge and work in the Governorate concerned.</p> <p>-Have the ability to motivate people to work and promote for their governorate</p> <p>-Good presenter and communicator.</p>	<p>- Devise an action plan for BALDATI</p> <p>-Implement the plan, and keep the CEO informed of the current status.</p> <p>-Supervise Calendar of events.</p> <p>-Organize municipalities Competition.</p>
Business Development Lead	University Graduate in Business Administration, Management, or related field.	<p><i>-Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</p> <p>- Ability to approach relevant stakeholders at a Governorate and country level for cooperation and coordination.</p>	<p>-Follow up events.</p> <p>- Initiate new ideas for BALDATI.</p>
Events Coordinator	University Graduate in Business Communications, or related field.	<p><i>-Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</p> <p>-Previous work experience in Event Management (minimum 2 years).</p> <p>-Ability to manage the communication with different stakeholders</p>	<p>-Arrange for events and conferences at a Governorate level in cooperation and coordination with relevant stakeholders.</p>

5. Office Manager. The office Manager would report to the CEO.

Academic Qualifications	Position Requirements	Responsibilities
University Graduate in Business Administration, Account or related field.	<ul style="list-style-type: none"> <li>- Highly organized and efficient.</li> <li>- Experience in Accounting(2 years)</li> <li>-Excellent, articulate, personable and diplomatic customer service skills.</li> <li>-Strong verbal and written communication skills in English and Arabic.</li> <li>-Ability to write business correspondence.</li> <li>-Proficiency in computer database technology is highly desirable.</li> <li>-Proficiency in MS Word is required.</li> <li>Knowledge of other MS Office programs, i.e. Excel, PowerPoint is desirable.</li> <li>-<i>Preferably</i> (a) a graduate from a university in the Governorate concerned and/or (b) resides in the Governorate concerned.</li> </ul>	<ul style="list-style-type: none"> <li>-Conduct Financial management</li> <li>- Carry out administrative and accounting work.</li> <li>- Prepare budgets for each initiative and for the Association in cooperation with the CEO.</li> </ul>

#### Capacity Building Plan for the Association

The Association will ensure that new Board Members and staff receive proper training in business management. Such training would be offered during annual board and staff retreats and would include:

- Best Practices in Corporate Governance,
- Communication Skills,
- Local Economic Development,

The CEO will identify the Associations staff members training needs such as :

- Time Management
- Project Management
- Effective Communications
- Presentation Skills
- Strategic Management, Planning
- Effective communication and Marketing

**Annex I**, list the action plan and objective as per each initiative for the 2008-2010 year.

## ASSOCIATION'S FINANCIAL PLAN

The below financial projections is based on the assumption that the association should be self sustained after three years of operation.

The association's projected financial start-up and running costs for the first year was estimated to be of the amount of JD 68,960 (this applies to each association in both governorates).

### Association Start Up Expenses- Financial Projection-First Year:

Association Start Up Expenses- Financial Projection-First Year			
Expected Expenses			
	Monthly		Annually
<b>Capital Expenses</b>			
Computers (6)	5000 JD		
Fax, printer and copier	1,500 JD		
Furniture	2,000 JD		
Web site development (end of the year)	2,000 JD	Consultancy	
Branding-logo development	2,000 JD	Consultancy	
Licenses and legal issues	1000 JD		
<i>Subtotal</i>	<b>13,500 JD</b>		<b>13,500 JD</b>
<b>Running Expenses</b>			
Salaries:			
LED-I CEO	1,000 JD		12,000 JD
INTAJI Project Manager	650 JD		7,800 JD
INTAJI Field Work Lead	300 JD		3,600 JD
TAWASUL Project Manager	650 JD		7,800 JD
TAWASUL Communications Lead	300 JD		3,600 JD
BALDATI Project Manager	650 JD		7,800 JD
Office Manager	280 JD		3,360 JD
<i>Subtotal</i>	<b>3,830 JD</b>		<b>45,960 JD</b>
Facilities			
Office space /Rent	200JD		2,400 JD
Expenses (elec., water, comm., including web site maintenance)	400 JD		4,800 JD
<i>Subtotal</i>			<b>7,200 JD</b>
Stationary & Promotion Materials			



Stationery	100 JD first month	.	500 JD
Posters & Flyers	150 JD		1,800 JD
<i>Subtotal</i>			<b>2,300 JD</b>
<b>TOTAL</b>			<b>68,960</b>

## Sources of Revenues

### - Membership Fees

A key priority for 2008-2009 for the Associations is encouraging membership. The Board Members are expected to seek the support and buy-in of their community in order for them to achieve a successful implementation of the Association's mission. Furthermore, membership would be an integral form of revenue for the Association. Members should be encouraged on the basis of making the decision to play an effective role in the development of business and tourism in their governorates.

It should be highlighted from the outset that members would receive subsidized prices for the services offered by the Association through LED-I with non-members obliged to pay for the full cost of the service. The Membership Development Strategy to be developed by the Marketing Committee of the BOD will achieve the following objectives:

1. Establish and maintain personal contact with the Karak and Irbid community to gain credibility among existing and potential members
2. Promote the vision and mission of the Associations.
3. Introduce services, activities and benefits that provide members with value-added to their membership.
4. Develop a Monitoring and Evaluation mechanism to ensure member satisfaction.

The CEO will continuously assess impact of the Association's of member satisfaction, through: Surveys and evaluation forms following each event and personal meetings with members and stakeholders.

The Membership Development Strategy will focus on the business and local community of Karak and Irbid targeting members in the core agriculture, industrial and tourism sectors. Membership will be divided into the following categories with the basic package of benefits listed below:

Type of Membership	Subscription Fee	Membership Fee
Corporate Memberships	200	150
Board member (Individual, large size businesses)	50	30
Small Business Owners	50	30
Individuals <sup>4</sup>	No subscription	30

<sup>4</sup> Individuals covers any citizen of the respective Governorate interested in making a difference and choosing to participate in local economic development efforts.

Upon joining the Association, benefits to be received by members would include:

- Opportunity for input into all planned events,
- Website listing, description and link to the homepage of members' businesses,
- Member discounts for capacity building training,
- Networking, business opportunities with other members,
- Invitation to only members gatherings such as the general assembly meetings, yearly social gatherings and
- Improved visibility at community events,
- Free listing in the Association's Member Guidebook.

The Association aims to encourage around 100 members to join the Association before the end of December 2009, and hence guarantee some flow of income through membership dues. Recruitment will be established through (a) Personal calls and visits, (b) invitations to the Association's activities and (c) individual Board members' network. Following are preliminary targets for membership development for the upcoming three years:

Type of Membership	2008	2009	2010	Total
Corporate Memberships	2	2	3	7
Individual board member	11	11	10	32
Small Business Owners	15	20	15	50
Individuals	30	25	20	75
<b>Total</b>	<b>58</b>	<b>58</b>	<b>48</b>	<b>164</b>

Upon joining the association, members will meet with the CEO and receive the following items:

- Welcome letter from the Chairman,
- Membership Guidebook,
- A Welcome Gift (LED I Association promotional items),
- Member Benefits Sheet (discounts for members in LED I events and activities).

#### - **Member Participation Fees**

Besides membership fees, members would also provide dues when participating in events and training.

#### - **Fundraising, Sponsorships & Grants**

### Expected Revenue for the Association 2008- 2010

		2008	2009	2010
# Members – Start		0	40	100
# Members – End Yr		58	108	164
90% Retention Rate				
<b>Fundraising</b>		10,000 JD per year	--	--
<b>Membership Fees</b>		3,680 JD	4,630 JD	6,450 JD
1	Corporate members 200+ 150 JD	700 JD (2)	300 JD Renew (2) +700 New (2)	600 JD Renew (4) +1,050 New (3)
2	Individual Board member 50 + 30 JD	JD 880 (new 11)	330 JD Renew (11)	300 JD Renew (10)
3	Small business owners 50 + 30 JD	1,200 JD (15)	450 JD Renew (15) +1200 New (15)	900 JD Renew (30) +1200 JD New (15)
4	Individuals 30 JD	900 JD (30)	900 JD Renew (30) +750 New (25)	1,800 JD Renew (60) +600 JD New (20)
<b>Membership Participation Fees</b>		3,750 JD	6,500 JD	10,500 JD
Events		1,250 JD (50 ppl x 25 JD)	2,500 (50 ppl x 50 Jd)	4,500 (60 ppl x 75 JD)
25 JD/training events		2,500 JD –5 trainings (20 participants x 25 JD x 5 trainings)	4,000JD-8 trainings	6,000 JD-12 Training
<b>Sponsorships, Grants &amp; Fundraising</b>		TBD	TBD	TBD
<b>Total Revenue</b>		<b>7,430 JD</b>	<b>11,130 JD</b>	<b>16,950 JD</b>

Dues should be approximately 40-60% of the total revenue stream

### Financial projections for activities Per Annum:

<b>Program Budgets</b>		
PR expenses and events: Awareness, outreach events, networking, membership events.	20 events, x 150 JD per event.	3,000 JD Per year
Develop communication plan	Consultancy	3,000 JD Per year
Develop printed materials	Brochures, business cards, stationary	2,000 JD Per year
Training programs (number of trainings is expected to increase each year)		
INTAJI	3 trainings (max 20 / session) the cost for each training 800	2,400 JD
TAWASUL	2 trainings (max 20 / session) the cost for each training 800	1,600 JD

Training for the association members		2,000 JD Per year
Newsletter	Electronic and hard copy, cost be recovered from adverts.	2,000 JD Per year
Retreat for the board	Annual event	2,000 JD per year
Market studies and strategic studies		5,000 JD per year
Events management company		5,000 JD per year
BALDATI and Marketing events, activities, festivals	Marketing expenses Implementation requirement Sponsorships will be sought on each event (five events)	10,000 JD 10,000 JD
<b><i>Total Annual Expenses, not including Capital Expenses</i></b>		<b><i>48,000 JD</i></b>

## **Annex I**

### **Action Plan and Objectives 2008-2010**

The Associations would aim at achieving the following goals:

1. Support efforts for increased productivity and value added of priority sectors to ensure quality standards for products and services.
2. Build up a platform for establishing networks and linkages among all relevant stakeholders to support Karak and Irbid as an economic destination.
3. Promote Karak and Irbid as tourism destinations.

Strategic Goals	Objectives	Strategies	2008 Goals	2009 Goals	2010 Goals
<b>Preparatory Phase</b>					
	1.1 Strategically position the Association as a Strategic Local Economic Development Entity at the governorate level	1.1.1 Complete initial organizational planning	-Define strategic plan, business plan, bylaw, structure, and organizational structure		
	1.2. Launch LED- I and orient the community regarding its services		-Board member visits to corporate members and investors and relevant governmental officials. - CEO individual visits to stakeholders -Community/Membership meetings that deliver information about the association mission and opportunities for participation, as well as capacity building.		
	1.2 Provide an attractive member benefit package that provides win/win value for members	1.2.1 Develop a member benefit package that members will value and buy into	-Develop a member benefit package design and print		
			-Define concept for a member network discount package		
	1.3 Recruit enough members from diverse economic sectors.	1.3.1 Recruit 164 members	2008 Recruit - 2 corporate members, - 25 business owners - 30 individuals	2008 Retain 90% members + 85 new members	2010 Retain 90% members + 48 new members to reach the 164

Strategic Goals	Objectives	Strategies	2008 Goals	2009 Goals	2010 Goals
	1.4 Engage existing membership to achieve 90% retention rate into 2 <sup>nd</sup> & 3 <sup>rd</sup> yrs.	1.4.1 Assure members are in the communication loop . 1.4.2. Assure members fully participate. 1.4.3. Assure members are getting value for their investment in membership.	-Develop and implement a member communication plan.  -Member meetings with 80% participation	  -12 member meetings w 60% of members	  -12 member meetings with 50% of members
<b>2.0 Management</b>					
Establish organizational capacity to achieve operational plans	2.1 Hire a competent and qualified CEO	2.1.1. Define criteria and qualifications, advertise and hire the right person.	Hire qualified CEO		
		2.1.2 Hire support staff.	Delegate new CEO to hire as per organizational structure for the first year.  Orient and train CEO and staff in mission and plans of the Association and LED-I	Delegate CEO to hire as per organizational structure for the second year.	

**Goal (1): Support efforts for increased productivity and value added of priority sectors to ensure quality standards for products and services.**

<b>(a) INTAJI</b>	3.1.1. Activity based on a comprehensive and coordinated plan.	3.1.1. Develop a comprehensive communications plan that includes concept of INTAJI, and printed materials to promote the project.	<ul style="list-style-type: none"> <li>- Develop the content of the printed materials (concept, conditions, eligibility.etc)</li> <li>- Focus on targeted beneficiaries of INTAJI.</li> </ul>	<ul style="list-style-type: none"> <li>-Review and update plan of INTAJI.</li> <li>- Follow up on Tier2, Tier2, and Tier3 business performance.</li> </ul>	- Supervise operation of INTAJI.
		3.1.2 Network with potential development implementers for technical partnerships for Tier2, Tier2, and Tier3.	- Identify 3 development implementers for technical partnerships	- Identify 3 development implementers for technical partnerships	- Identify 3 development implementers for technical partnerships
		3.1.3 Identify the business that need to be supported among Tier 1, Tier 2,Tier 3.	-Conduct 12 meetings with potential business among Tier 1, Tier 2,Tier 3.	<ul style="list-style-type: none"> <li>-Conduct 24 meetings with potential business covering Tier 1, Tier 2,Tier 3</li> <li>-Support at least 7 businesses covering Tier 1, Tier 2,Tier 3</li> </ul>	- Support 15 businesses covering Tier 1, Tier 2,Tier 3



Strategic Goals	Objectives	Strategies	2008 Goals	2009 Goals	2010 Goals
<b>Goal (2) Build up a platform for establishing networks and linkages among all relevant stakeholders to support Karak and Irbid as an economic destination.</b>					
<b>(b) TAWASUL</b>	4.1 Develop a comprehensive coordination and networking plan for TAWASUL	4.1.1. Develop a comprehensive communications plan that includes concept of TWASUL and printed materials to promote the project.	<ul style="list-style-type: none"> <li>- Form TAWASUL Forum</li> <li>- Define a cluster map for each priority sector to explore available linkages.</li> <li>- Establish TAWASUL committees</li> <li>- Focus on targeted beneficiaries of TAWASUL.</li> </ul>	Ongoing	Ongoing
		4.1.2. Develop generic MOU	<ul style="list-style-type: none"> <li>- Identify organizations, corporate, and NGOs ready to be part with TAWASUL</li> <li>-Sign MOUs</li> </ul>	Ongoing	Ongoing
		4.1.3 Periodic Newsletter	<ul style="list-style-type: none"> <li>- Define the main newsletter outlines</li> <li>- Produce first newsletter</li> </ul>	<ul style="list-style-type: none"> <li>-collect updated data</li> <li>- Print quarterly edition in 2009</li> </ul>	<ul style="list-style-type: none"> <li>collect updated data</li> <li>- Print quarterly edition in 2010</li> </ul>

Strategic Goals	Objectives	Strategies	2008 Goals	2009 Goals	2010 Goals
<b>Goal (3) Promote Al Karak and Irbid as a tourism destinations.</b>					
<b>(c)BALDATI</b>	5.1 Position Karak and Irbid as a premier tourism destinations	5.1.1. Fix an Annual two themed festivals in each governorate.	<ul style="list-style-type: none"> <li>- Plan for the festival.</li> <li>- Focus on targeted beneficiaries of TAWASUL.</li> </ul>	<ul style="list-style-type: none"> <li>- Conduct both festivals</li> </ul>	-Conduct 4 themed festivals.
		5.2.1 Develop among municipalities	<ul style="list-style-type: none"> <li>-Prepare the competition program and concept</li> <li>-Develop a promotional plan for the competition</li> </ul>	<ul style="list-style-type: none"> <li>-Launch the competition</li> <li>-Acknowledge the winner municipalities</li> </ul>	On going
.		5.3.1 Develop twining programs	<ul style="list-style-type: none"> <li>- Identify one twining program with clear objectives and mandate</li> </ul>	<ul style="list-style-type: none"> <li>- Identify two twining programs with clear objectives and mandate.</li> </ul>	<ul style="list-style-type: none"> <li>- Identify three twining programs with clear objectives and mandate.</li> <li>- Identify one of the three programs to be from the other Governorate (Karak and Irbid).</li> </ul>

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