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CAPACITY BUILDING TRAINING OF TRAINERS WORKSHOP FOR THE JORDAN NATIONAL FORUM FOR WOMEN: INNOVATION, PROJECT MANAGEMENT, AND MARKETING

January 15, 2009

This publication was produced for review by the United States Agency for International Development. It was prepared by Dania Gharaibeh, Development and Training Services Inc.

CAPACITY BUILDING TRAINING OF TRAINERS WORKSHOP FOR THE JORDAN NATIONAL FORUM FOR WOMEN: INNOVATION, PROJECT MANAGEMENT, AND MARKETING

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

CONTRACT NUMBER: 278-C-00-06-00332-00

BEARINGPOINT, INC.

USAID/JORDAN

OFFICE OF ECONOMIC GROWTH

JANUARY 15, 2009

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DELIVERABLE # 5.C.7.1.2.1A CAPACITY BUILDING TRAINING OF
TRAINERS FOR JNFW

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CAPACITY BUILDING TRAINING OF TRAINERS WORKSHOP FOR THE JORDAN NATIONAL FORUM FOR WOMEN

1 PROJECT SUMMARY

Although women's organizations in Amman are highly competent and have played a major role in the past decade, organizations working towards women's economic advancement in rural areas still operate from a welfare point of view with little or no in-depth understanding of Local Economic Development strategic directions. The Jordan National Forum for Women (JNFW), established in 1995, has a membership of 120,000 volunteers across Jordan working to achieve 5 objectives that shape its future outlook.

Specifically, the Forum was established to:

- Disseminate the National Strategy for Jordanian women;
- Raise awareness about health, education, culture, legislature, economy and politics;
- Change legislation affecting women;
- Increase women's participation in economic and political life; and,
- Enable women to reach decision-making positions.

In 2007, the USAID Jordan Economic Development Program (SABEQ) signed an MOU with the JNFW that specified building the capacity of its volunteers as a priority objective. This activity coincides with the program's efforts to identify strategic economic directions with local stakeholders. After a thorough organizational assessment the team identified an urgent need to build the capacity of JNFW's young volunteers and enable them to actively participate in the local economic development process. To this end, one training workshop was held in Irbid on 17-20 August, 2008 and another one in Karak on 24-27 August, 2008 targeting 30 young JNFW members. The main objective of this training was to deliver a Training of Trainers workshop aimed at developing the capacity of the participants in: project management, innovation, and marketing. It was anticipated that by acquiring these skills, the participants will be able to:

- Provide technical assistance on a volunteer basis to women producers in their communities.
- Create their own income generating initiatives and mobilize their own communities.

The expected deliverables of this training were to:

- Develop and institutionalize a support mechanism for women producers where the trained participants can volunteer their technical assistance. The Program will utilize the participants to support women producers in the targeted regions.
- Identify potential and promising income generating projects and assist the participants to articulate their ideas.
- Train a cadre of 30 women to become capable of providing technical assistance to their communities in project management, innovation, and marketing.
- Develop a capacity building plan to further enhance the skills of the participants. This will allow the USAID Jordan Economic Development Program to ensure that the participants have acquired the skills necessary to support women producers.
- Develop a monitoring and evaluation plan to assess progress in implementation. The monitoring and evaluation plan will consist of the activities that will take place after the workshop and the indicators which will be used to monitor progress. The overall objective is to ensure sustainability of the support provided by the trained trainers to other women in the community.
- Support participants in writing project proposal for income generating projects.

2 PRE WORKSHOP PARTICIPANTS' ASSESSMENT

Prior to conducting the workshops, the team conducted a survey amongst participants in order to gather prevalent opinions and views on various aspects with regards to JNFW and its members' expectations, as well as targeted areas for improvement in their skills. The intent was to compare responses taken before the workshop with those taken afterwards, then use the results to help measure the impact of the program on participating women, as well as put together suggestions for the next steps.

All participants were required to fill the survey, giving their views and opinions about the following aspects and potential areas for improvement:

1. Role of JNFW in supporting women entrepreneurs
2. Women's role in agriculture and handicraft sectors
3. Level of knowledge about project management
4. Extent of understanding the various elements which impact the market
5. Ability to conduct market analysis for products
6. Expected support from JNFW for women
7. Needed skills to better serve JNFW

The responses to the abovementioned points in the pre-workshop assessment are summarized in the sections below.

2.1 Role of JNFW in supporting women entrepreneurs:

Women participating in the workshop reflected on the empowering and developmental role which they expect JNFW to play. Many respondents expect JNFW to offer direct or indirect financial assistance to its members through facilitating micro-loans or finding ways to secure funds for their projects. Additionally, many respondents highlighted the role of providing professional training to JNFW members that would help members in achieving success.

2.2 Women's role in agriculture and handicraft sectors

Responses varied between participants. Some viewed women's role in the handicraft sector as essential while others said it was limited. Similarly, respondents' opinions about women's role in agriculture included describing it as: premature, most evident in raising livestock, essential and significant.

2.3 Level of knowledge about project management

It was notable that the participating young women were so eager to learn about project management. Almost all respondents said that this is an essential skill which they lack and have never utilized in the past.

2.4 Extent of understanding the various elements which impact the market

In this question, the respondents were asked to give their opinions while having the agriculture and handicrafts sectors in mind. Answers to this part of the survey reflected a very basic understanding of what actually impacts the market. Responses included factors such as market needs, consumer access to products, producer access to showrooms and markets, availability of labor, product quality and availability of water.

2.5 Ability to conduct market analysis for products

Answers to this part of the survey indicated an obvious weakness in conducting effective market analysis. Many participants did not respond either for lack of an answer or lack of understanding of the question at hand.

2.6 Required improvements from JNFW to better-support women

When asked to give their opinions about the role that JNFW is expected to play in supporting women in general, participants included networking, funding, training and providing the infrastructure needed for better-enabling of productive women.

2.7 Needed skills to better serve JNFW

Participants were asked to list the skills which they believe are needed in order to further their role in JNFW as members and potential leaders. Most of them mentioned that they need to develop their skills in everything. Some were more specific and listed skills such as project management.

As planned for this training program, participants were later asked to respond to the same set of questions after the training was over.

There are two major conclusions from the results of the assessment responses:

- 1) The entrepreneurial level of the participants was considerable and offers a fertile ground to build on. It is evident that they had basic ideas about entrepreneurship, and this workshop increased and organized some of the thoughts they initially had.
- 2) Most of participants did not previously have the skills to actively participate in JNFW activities. After this training workshop the participants can guide and mentor women entrepreneurs in their communities under the JNFW's coordination.

3 TRAINING METHODOLOGY

The training methodology was interactive (experiential and accelerated adult learning approach). The experiential training skills methodology included:

- Directed learning through facilitated plenary discussion
- Small group experiential learning
- Practical application of in-class learning
- In-class meetings with business success stories and bank reps.
- Role playing
- Situation simulations, exercises, and group discussions.

Language of training was Arabic with special emphasis on technical concepts and terms. An outline of the training material is provided below:

Day	Covered Topics
Day One	<ul style="list-style-type: none">• Management with Thoughts and Innovation.• Critical Thinking.• Brainstorming Strategies.• Crystallizing and Articulating Project Ideas.
Day Two	<ul style="list-style-type: none">• The Needs and Challenges Faced by Women Entrepreneurs in the Agriculture and Tourism Sectors.• Who's Who in the Agriculture and Tourism Sectors?• Networking Strategies.
Day Three	<ul style="list-style-type: none">• What is Project Management?• How to Write Smart Project Objectives.• How to Analyze Major and Minor Tasks.• How to Write and Project Work Plan.
Day Four	<ul style="list-style-type: none">• The Importance of Marketing.• The Four Ps of Marketing (Product, Price, Promotion, Packaging).• How to Analyze the Target Market Segment.• How to Write a Marketing Plan
Day Five	Skills Application: Developing initiatives to support women entrepreneurs

4 INCOME GENERATING PROJECT SUGGESTIONS

During the last workshop session, the participants were divided into groups of five and were requested to write a comprehensive proposal for an initiative to support women entrepreneurs in the agriculture and tourism sectors. The participants were guided by the trainer to put into practice all the skills they acquired during the course of the workshop. Below are the initiatives proposed by the participants:

4.1 Karak Castle Souvenirs

The group identified a market opportunity for clay handicrafts using Karak Castle themes. Currently, Petra souvenirs are sold around the Castle. The group wants to create handicrafts related to the region's identity.

(Members of this group were: Eman El Amro, Shahrazad Rawashdeh, and Esr'a Sawalha)

4.2 Regional Cooperative Association

The group proposed a project to establish a cooperative specialized in marketing and selling products produced by women in their region. The products will include handicrafts, foods, and herbs.

(Members of this group were: Edma Abdel Majeed, Razan Mbeaideen)

4.3 Floriculture Distributor

The participant identified a market opportunity to establish a company that buys and distributes flowers in the region. Currently, most flower shops in Karak buy their flowers individually; there is a need for a distributor.

(Ola Madadha)

4.4 Homeland Handicrafts

The group's idea is to develop handicrafts that celebrate Jordanian culture. The identified market segment is Jordanian nationals residing abroad. The group also wants to sell their products in the Jordanian embassies during national events. The initial products suggested are bracelets with traditional embroidery.

(Members of this group were: Mai Shaath, Heba Shaath)

4.5 Cheese Production

The group presented a proposal that builds on the dairy processing in Karak. They identified an opportunity for product upgrading for cheese produced by local women. Ideas include adding flavor, shapes (according to the seasons), and packaging

(Members of this group were: Orouba Al Eqaily, Salwa Al Kafween, Laila Al Horany, and Seham El Jeaafreh)

4.6 Home-based Catering

The group presented an initiative to establish a home-based catering company that supplies healthy cheese and thyme pies to schools. The group identified this market as a niche. Currently schools are allowing “Falafel” sandwiches that are oil-filled and unhealthy. Additionally, the regular bakeries do not cater to schools.

(Members of this group were: Doha Sa'oub, Haifa Sa'oub, Al'a Shamaileh, and Salha Ma'aitah)

4.7 Jojoba Oil

The group proposed planting Jojoba plants and extracting the oil. The group's initial market analysis showed that this plant doesn't require large amounts of water and can be grown in home gardens. They propose to train a group of women in their local communities to plant the seeds and then the group will collect it, extract the oil and market it. They will market its health aspects.

(Members of this group were: Fatena Tolfah, Rana El Nobany, Zienab Mashatleh, Yasmine El Zo'by, Tahany Sharaireh, Noor Barakat)

4.8 Herb Production

The group proposed to build a greenhouse to produce herbs. Their proposed project also included packaging and marketing the herbs.

(Members of this group were: Amna Sanqar, Hana Qmahat, Suzan Al-Fayyad, Maisa Alawneh, Noora Alawneh, Ghada Alawneh)

5 INSTITUTIONALIZING JNFW'S SUPPORT TO WOMEN PRODUCERS

As mentioned above, the participants clearly have a solid base, and with a relevant training program, they can actively support women entrepreneurs through the JNFW. It is recommended that JNFW institutionalizes the guidance and mentorship the participants can present.

The following are the steps JNFW must take to continue the momentum created by the workshop:

- Make a list of all women entrepreneurs in Irbid and Karak
- Draft a work plan by which the participants volunteer on a weekly basis to provide project management and marketing workshops for other members
- Assign a mentor to each group of women entrepreneurs.
- Hold monthly meetings to monitor the mentorship process.

Having followed these steps, the JNFW will ensure that the skills acquired by participants are transferred to the women entrepreneurs in their communities. The JNFW should closely monitor the process and intervene where necessary. One way to closely monitor these efforts is to create a supervisory committee that follows up and reports on progress.

6 POST TRAINING EVALUATION AND OPINIONS

6.1 End of Workshop Evaluation

On the last day of the training, the participants were requested to complete an evaluation form in order to assess their level of satisfaction with the workshop. Below are the results of the assessment:

#	Category	Excellent	Very Good	Good	Satisfactory	Weak
1	workshop facilitation	80%	20%			
2	training content	68%	28%	4%		
3	practical application of the training	36%	32%	28%		4%
4	organization of the workshop	40%	40%	12%	8%	
5	training location	52%	28%	12%	4%	4%
6	overall training	56%	28%	12%	4%	

The participants were also asked in the evaluation to state the most important thing they learned during the workshop. Eight said “marketing”; six said “project management.” Other responses included brainstorming, innovation, market analyses, and networking.

In response to a question relating to the achievement of the workshop's objectives, approximately 90% of the participants believed that the workshop was successful in accomplishing its goals. Additional evaluation comments are provided below:

- This is an excellent workshop and it gave us the opportunity to know new people.
- We thank this workshop's organizers.
- We hope you can validate your credibility from the beginning.
- The workshop premise was far and transportation fees were not issued for the participants.
- The unavailability of a financial incentive for the participants, the limited time allocated for the workshop, and the credibility of the organizers particularly in reimbursing transportation costs for the participants.
- We would like to see an increase in workshops that support women entrepreneurs.

6.2 Post Training Participants' Assessment

As indicated in the first section of this report, a survey to gather participants' opinions was distributed before and after conducting the training workshop. Distributing the survey post training yielded various responses that indicated positive impact of the training on the participants. Following is a brief description of post-training assessment survey responses.

6.1.1 Role of JNFW in supporting women entrepreneurs:

Most respondents stressed on the role of serving as an umbrella for coordinating training, workshops, networking events, as well as facilitate obtaining loans for women entrepreneurs.

6.1.2 Women's role in agriculture and handicraft sectors

Answers to this question reflected more awareness of women's roles in these sectors. Respondents mentioned examples of handicraft products led by Jordanian women. It was clear that by the end of the workshop the participants held stronger convictions about their roles in contributing to these two sectors.

6.1.3 Level of knowledge about project management

Responses to this section of the survey implied more confidence amongst participants in their capabilities to initiate and run projects. Most women in the workshop mentioned that their knowledge has greatly improved in this area as a result of going through this training.

6.1.4 Extent of understanding the various elements which impact the market

Responses to this question reflected improvement in general understanding of this subject, compared to answers given in the pre-training assessment. Participants mentioned that various elements include supply and demand, seasons, marketing, competition, prices, financial support, quality of products, consumer income and more.

6.1.5 Ability to conduct market analysis for products

Again, participants demonstrated significant improvement in their responses to this. Answers illustrated an understanding of the term market-analysis and the methodologies used. Participants included methodologies such as analyzing market segmentation, distribution channels, pricing strategies, market demand, available products, etc.

6.1.6 Required improvements from JNFW to better-support women

Responses after the workshop to this question again included better support for entrepreneurs through two main functions: liaising funding, conducting specialized training for members in technical and professional skills.

6.1.7 Needed skills to better serve JNFW

After the workshop, it was obvious that participants had a better understanding of their needs in terms of skills. Responses included communication skills, decision making, marketing and promotion, market analysis and English training.

7 RECOMMENDATIONS

It is highly recommended that USAID Jordan Economic Development Program continues to build the participants' capacity to support women entrepreneurs through JNFW. The following capacity building plan was developed based on organizational and participant assessments. The plan also includes Monitoring and Evaluation indicators:

Timing	Activity	M&E Indicator
October 2008	Follow up meeting with the group to draft a schedule and plan to train their communities on the topics they received in August 2008. Each participant must list 5 community members and identify the time and venue of the training.	There are two M&E indicators for the workshop: a) The number of community members trained by the participants as a result of the training workshop held in September 2008. b) The number of businesses owned by the participants that have expanded.
January 2009	Design and conduct a Decision Making and Leadership ToT workshop to be delivered to the same group of women.	The purpose of this workshop is to support women who seek decision-making level advocacy. The participants need the skills required to mobilize women entrepreneurs and establish community support units. The M&E indicator is the demonstrated ability to develop individual plans illustrating how they intend to utilize the leadership and decision making skills they acquired.
June 2009	Follow-up meeting	The purpose of this meeting is to follow-up with the participants on how they have put the leadership skills they have acquired into practice. The M&E Indicator for the Decision Making and Leadership ToT is: a) The number of women entrepreneurs mobilized as community support units. b) The number of women trained by the participants.

July 2009	Networking and Donor relations	<p>The purpose of this workshop is to assist the participants in allocating financial support to fund their projects that have been crystallized during the past workshops. The workshop must focus on proposal writing, techniques on approaching donors, and strategic partnerships.</p> <p>The M&E indicators for this activity will be the number of connections established with potential donors and the number of projects actually funded.</p>
November 2009	Follow-up meeting	
December 2009	Mentorship Training	<p>The purpose of this workshop is to provide the participants with the skills necessary to mentor other women entrepreneurs in their communities. Mentorship plans must be developed during this workshop. These plans must also be installed within the institutionalized framework of JNFW.</p> <p>The M&E indicator for this activity will be the number of apprentices the mentors will have, and how far have they applied the mentorship strategies they have acquired during the training.</p>
May 2010	Follow-up meeting	
July 2010	The Master-Plan Workshop	<p>The purpose of this workshop is to apply the skills acquired by the participants through developing a master-plan (each individually) that clearly identifies how they intend to empower women entrepreneurs in their communities as volunteers of the JNFW.</p>

Follow up by USAID Jordan Economic Development Program (SABEQ)

The WFD & GI Team will collaborate with the Program's Monitoring and Evaluation Specialist to follow up on the results of the workshops. The Projects that the participants came up with during the training will be further investigated in cooperation with the Program's LED Sector Lead to determine fit with the Program's objectives and funding constraints. The Monitoring and Evaluation plan recommended by the Consultant will be followed through to make sure that the anticipated results are achieved.

APPENDIX A: TRAINING PARTICIPANTS' LIST

#	Name of Participant	Organization			
1	Asma Abdel-Majeed	Jordan Women	National	Forum	for
2	Isra'a Abdullah	Jordan Women	National	Forum	for
3	Eman Al-Amro	Jordan Women	National	Forum	for
4	Maisa Alawneh	Jordan Women	National	Forum	for
5	Noora Alawneh	Jordan Women	National	Forum	for
6	Ghada Alawneh	Jordan Women	National	Forum	for
7	Suzan Al-Fayyad	Jordan Women	National	Forum	for
8	Laila Al-Hourani	Jordan Women	National	Forum	for
9	Siham Al-Jaafreh	Jordan Women	National	Forum	for
10	Salha Al-Maaita	Jordan Women	National	Forum	for
11	Ola Al-Madadha	Jordan Women	National	Forum	for
12	Rana Al-Nobani	Jordan Women	National	Forum	for
13	Shahrazad Al-Rawashdeh	Jordan Women	National	Forum	for
14	Company Name	Jordan Women	National	Forum	for
15	Ala' Al-Shamaileh	Jordan Women	National	Forum	for
16	Tahani Al-Sharayri	Jordan Women	National	Forum	for
17	Haifa Al-Soub	Jordan Women	National	Forum	for
18	Duha Al-Soub	Jordan Women	National	Forum	for
19	Urouba Al-Uqaili	Jordan Women	National	Forum	for
20	Jomana Al-Zoubi	Jordan Women	National	Forum	for
21	Yasmine Al-Zou'bi	Jordan Women	National	Forum	for

22	Noor Barakat	Jordan Women	National Forum for
23	Zeinab Mashatleh	Jordan Women	National Forum for
24	Razan Mubaidin	Jordan Women	National Forum for
25	Hana Qmahat	Jordan Women	National Forum for
26	Salwa Al-Kafaween	Jordan Women	National Forum for
27	Amna Sanqar	Jordan Women	National Forum for
28	Mai Shaath	Jordan Women	National Forum for
29	Hiba Shaath	Jordan Women	National Forum for
30	Fatina Talafha	Jordan Women	National Forum for

APPENDIX B: SAMPLE PRE AND POST ASSESSMENT SURVEY RESULTS

Name of Participant	Self-Assessment results prior to the workshop	Self-assessment results after the workshop
Question 1: In your opinion; what is the JNFW's role in supporting women producers?		
Doha Abdullah Al Sa'oub (Karak)	To offer micro-loans to support women entrepreneurs	To offer micro-loans in addition to training courses for women entrepreneurs
Salwa Fadel (Karak)	<ul style="list-style-type: none"> • Provide consultancy and training according the Forum's ability and the type of the proposed project • Assist women to receive financial support 	To provide guidance and mentorship in project management and act as a legal umbrella for women to receive financial support.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> • An essential role and it assists her in empowerment. 	A significant role, particularly if the necessary assistance and training workshops were made available to extract the ideas and translate them into live projects.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> • To stand by women and explain methods they can use to increase their productivity 	<ul style="list-style-type: none"> • To act as a communication point between the women and the parties interested in supporting them. • Networking. • Conducting training workshops to assist women in initiating projects.
Question 2: What is a woman's role in the agriculture and handicraft sector?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> • The Jordanian family is moving towards being active in the agricultural sector, particularly in livestock. As for handicrafts, women's role is limited. 	<ul style="list-style-type: none"> • A woman's role is significant in agriculture as she plants the herbs. In handicrafts, women produce products such as pottery and mirrors.
Salwa Fadel (Karak)	<ul style="list-style-type: none"> • A woman has a creative role in the handicrafts sector. As for the agriculture sector, she is in not in an advanced state. 	<ul style="list-style-type: none"> • A woman's role is significant in both sectors, particularly in creative design, innovation, and implementation.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> • An essential role in certain sectors. 	<ul style="list-style-type: none"> • An effective role. In handicrafts, a woman can have a major role as she can pursue it from her home,

		however the Forum must work with the women on brainstorming project ideas.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> Women have a significant role in both sectors. 	<ul style="list-style-type: none"> Women's role is significant in the development of crafts and agriculture.
Question 3: What do you know about project management? And have you ever managed a project on your own?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> I have never managed a project 	<ul style="list-style-type: none"> I know how to initiate a project through planning and marketing for certain products. After finishing this workshop, I am now capable of managing projects, planning and marketing.
Salwa Fadel (Karak)	<ul style="list-style-type: none"> I don't have any information about this topic and I have never managed any project. 	<ul style="list-style-type: none"> My knowledge about project management has improved and I can now initiate simple and small-scale projects.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> No I don't know about project management, however, I own a project. 	<ul style="list-style-type: none"> An innovative idea must be articulated in a certain format according to the need.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> I don't have any information about project management and I have never managed a project. 	<ul style="list-style-type: none"> I have never managed a project but after this workshop I feel capable and knowledgeable to initiate a project.
Question 4: What are the main elements that impact the market, particularly in the agriculture and handicrafts sectors?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> The product's placement The markets' need for the product 	<ul style="list-style-type: none"> The markets' demand Marketing The seasons
Salwa Fadel (Karak)	<ul style="list-style-type: none"> The need for the product The product's quality How easily it can reach the consumer 	<ul style="list-style-type: none"> Supply and demand The consumer's income range The type of product and its placement in the market.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> Water and labor 	<ul style="list-style-type: none"> Supply and demand Involving the interested parties in analyzing the agricultural needs in the regions.

Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> • The similarity between the crafts • The limited marketing • The unavailability of places to present the products. 	<ul style="list-style-type: none"> • Competition • Financial support • Price • Quality
Question 5: How do analyze the market for a product?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> • No answer 	<ul style="list-style-type: none"> • Analyzing the target market segment, communication tools, promotion, distribution channels, competition, and pricing strategies.
Salwa Fadel (Karak)	<ul style="list-style-type: none"> • I don't know 	<ul style="list-style-type: none"> • No answer
Noor Barakat (Irbid)	<ul style="list-style-type: none"> • The demand 	<ul style="list-style-type: none"> • Analyzing the target market segment, the markets demand for the product, and analyzing the elements that will distinguish the product.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> • The availability of competing products • Traditional crafts. 	<ul style="list-style-type: none"> • To conduct a thorough study of the market, products, and prices.
Question 6: What does the JNFW need to better support women?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> • Money and infrastructure 	<ul style="list-style-type: none"> • The financial and technical support from donors
Salwa Fadel (Karak)	<ul style="list-style-type: none"> • Elaborate and effective specialization workshops. • The funding required to conduct these workshops 	<ul style="list-style-type: none"> • Specialization in realms related to production. • Sustainable and sufficient finance.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> • Finance 	<ul style="list-style-type: none"> • Training and training tools.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> • Communicating with productive women. 	<ul style="list-style-type: none"> • Income generating projects. • Training workshops. • English training.
Question 7: What are the skills that you need to develop to have a bigger role in the JNFW?		
Doha Abdullah Al Sa'oub (Karak)	<ul style="list-style-type: none"> • All project management skills 	<ul style="list-style-type: none"> • Communication skills • Decision making skills
Salwa Fadel (Karak)	<ul style="list-style-type: none"> • Everything 	<ul style="list-style-type: none"> • Communication skills

		<ul style="list-style-type: none"> • Marketing and promotion • Market analyses.
Noor Barakat (Irbid)	<ul style="list-style-type: none"> • Opportunities 	<ul style="list-style-type: none"> • I have an idea for a project and don't know how to initiate it. I have submitted the project to the Forum but there was no response.
Maisa Alawneh (Irbid)	<ul style="list-style-type: none"> • I need to develop my skills in everything. 	<ul style="list-style-type: none"> • English training workshops.

APPENDIX C: SUGGESTED PROJECTS' LIST BY REGION

Karak	
Names of the group members	The initiative
<ul style="list-style-type: none"> Eman El Amro Shahrazad Rawashdeh Esr'a Sawalha 	Karak Castle Souvenirs: The group identified a market opportunity for clay handicrafts using Karak Castle themes. Currently, Petra souvenirs are sold around the Castle. The group wants to create handicrafts related to the region's identity.
<ul style="list-style-type: none"> Edma Abdel Majeed Razan Mbeaideen 	Regional Cooperative Association: The group proposed a project to establish a cooperative specialized in marketing and selling products produced by women in their region. The products will include handicrafts, foods, and herbs.
<ul style="list-style-type: none"> Ola Madadha 	Floriculture Distributor: The participant identified a market opportunity to establish a company that buys and distributes flowers in the region. Currently, most flower shops in Karak buy their flowers individually; there is a need for a distributor.
<ul style="list-style-type: none"> Mai Shaath Heba Shaath 	Homeland Handicrafts: The group's idea is to develop handicrafts that celebrate Jordanian culture. The identified market segment is Jordanian nationals residing abroad. The group also wants to sell their products in the Jordanian embassies during national events. The initial products suggested are bracelets with traditional embroidery.
<ul style="list-style-type: none"> Orouba Al Eqaily Salwa Al Kafween Laila Al Horany Seham El Jeaafreh 	Cheese Production: The group presented a proposal that builds on the dairy processing in Karak. They identified an opportunity for product upgrading for cheese produced by local women. Ideas include adding flavor, shapes (according to the seasons), and packaging
<ul style="list-style-type: none"> Doha Sa'oub Haifa Sa'oub Al'a Shamaileh Salha Ma'aitah 	Home-based Catering: The group presented an initiative to establish a home-based catering company that supplies healthy cheese and thyme pies to schools. The group identified this market as a niche. Currently schools are allowing "Falafel" sandwiches that are oil-filled and unhealthy. Additionally, the regular bakeries do not

	cater to schools.
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Irbid	
Names of the group members	The initiative
<ul style="list-style-type: none"> • Fatena Tolfah • Rana El Nobany • Zienab Mashatleh • Yasmine El Zo'by • Tahany Sharaireh • Noor Barakat 	<p>Jojoba Oil: The group proposed planning Jojoba plants and extracting the oil. The group's initial market analysis showed that this plant doesn't require large amounts of water and can be grown in home gardens. They propose to train a group of women in their local communities to plant the seeds and then the group will collect it, extract the oil and market it. They will market its health aspects.</p>
<ul style="list-style-type: none"> • Amna Sanqar • Hana Qmahat • Suzan Al-Fayyad • Maisa Alawneh • Noora Alawneh • Ghada Alawneh 	<p>Herb Production: The group proposed to build a greenhouse to produce herbs. Their proposed project also included packaging and marketing the herbs.</p>

APPENDIX D: POWERPOINT TRAINING MATERIAL- ARABIC