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# COMMUNICATION STRATEGY 2010-2011

For the Development Zones Commission

September 2010

This publication was produced for review by the United States Agency for International Development. It was prepared by Sameera Qadoura & Zein Dajani-USAID Jordan Economic Development Program

# **COMMUNICATION STRATEGY 2010-2011**

For the Development Zones Commission

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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# Development Zones Commission

## Communications Strategy

2010/2011



### Prepared by

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## Executive Summary

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- The purpose of this presentation is to set the guidelines & strategy for the Development Zones Commission's communication on both external & internal levels.

From an external perspective, the purpose of this strategy is to communicate DZC's brand, potential, and opportunities on a local & regional level for the years 2010-2011 through PR, advertising, social media and direct marketing.

From an internal perspective, this strategy aims to train employees to become the brand ambassadors to the outside world and have a better two way communication flow between employees and management. Equally important is to set the guidelines & policies for the communications and media division (C&M), when faced with activities such as training and PR events, campaigns, and press conferences



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Section I

## PURPOSE AND FOCUS

## Purpose and Focus



External:

- *Communications will act as a cross cutting solution between DZC and the outside world to ensure awareness, image reputation & key messaging*



Internal:

- *Communications will act as a cross cutting solution between all departments to ensure proper key messaging delivery*



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## Section II

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# DZC EXTERNAL STRATEGY

## DZC External Strategy

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- *Vision and Mission*
- *Objectives*
- *Principle Values*
- *Competitive Edge*
- *Geography and Target Group*
- *Positioning and Messaging*
- *Public Relations*
- *Advertising*
- *Direct Marketing*
- *Social Media*



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# Vision & Mission

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- **Vision:**

*To become a model of institutional excellence in private-public partnership by creating sustainable economic development that builds on the competitive advantage of each zone, while enabling and empowering local communities to participate in and benefit from their own development.*

- **Mission:**

*To drive a sustainable development process by directing, regulating, and embedding differentiated economic activities in the development zones. DZC strives to provide and preserve an attractive business environment to enable the private sector to flourish and attain mutual success to the general community. DZC is committed to institutional excellence to satisfy the needs of both the private sector and local communities, enhanced by first-class partnerships with its key stakeholders.*



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# Objectives

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- Dramatically increase public awareness on DZC and its potentials locally and regionally
- Effectively communicate brand identity locally and regionally
- Increase investments



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# Principle Values

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- *Clarity, simplicity, and efficiency*
- *Quality service and value delivery oriented*
- *Leadership*
- *Focused on Local Economic Developments*
- *Team work*
- *Integrity and ethical work approach*
- *Good governance*
- *Transparency and accountability*
- *Community focused*
- *Sustainable development approach*



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# Competitive Edges

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- *Full government support*
- *One of the first in its region*
- *Learning experiences from ASEZA*
- *No competition locally*
- *One stop shop*
- *Ease for investors*



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# Geography & Target groups

## *Geography*

- *Local*
- *Regional*

## *Target Groups*

- *Shareholders:*
  - *Master developers*
  - *Developers*
  - *Investors*
  - *Partners*
- *Government*
- *Citizens*
- *Opinion makers* Businesses, NGOs, Trade Associations, etc
- *Employees*
- *Partners*
- *Media*



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# Positioning and Messaging

## Positioning

- Zones dedicated for investment and leisure created to increase the investors' return on investment, while simultaneously benefiting local communities through good governance, transparency, and accountability ensuring increased & sustainable economic development



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# Positioning and Messaging

## Messaging

- *Clarity, simplicity, and efficiency*
- *Quality service and value delivery oriented*
- *Leadership*
- *Focused on Local Economic Developments*
- *Team work*
- *Integrity and ethical work approach*
- *Good governance*
- *Transparency and accountability*



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# Positioning and Messaging

## Messaging

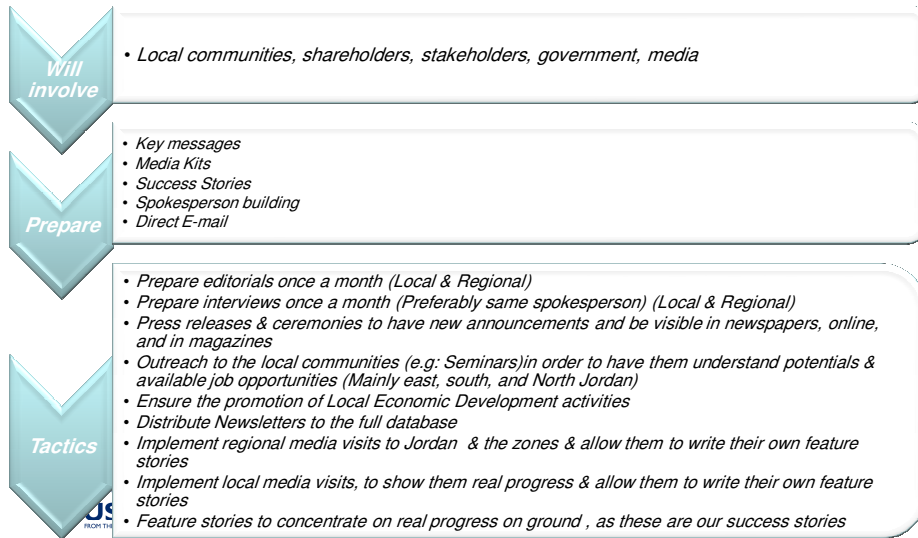
*Cont.*

- *Community focused*
- *Sustainable development approach*
- *Institutional excellence*
- *One stop shop*
- *Empowering local communities*
- *Public private partnerships*
- *Sustainable economic development*
- *Provide and preserve the business environment*
- *Private sector flourishing*

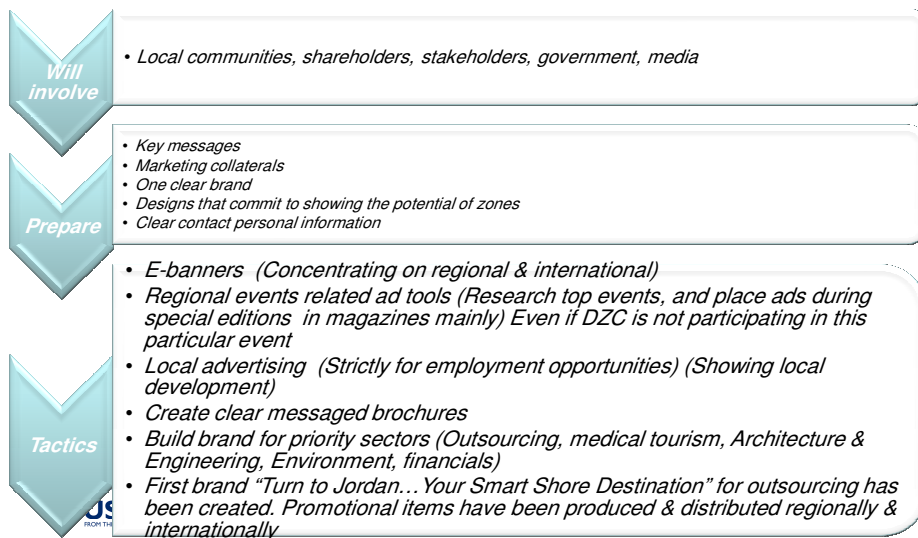


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# Public Relations



# Advertising & Collaterals





# Direct Marketing

*Direct Marketing will act as a support for the Investor Services Commission*

Will  
involve

- Shareholders, stakeholders

Prepare

- List with contact information
- Brochures
- Schedule for visiting
- Newsletters that will include success stories

Tactics

- Create personalized letters to all database obtained from different participated events & visitors to come visit
- Inbound missions: Create a schedule & invite top niche investors to come for a visit (This should be very targeted due to budget constraints)
- Communications & Media divisions to dedicate half an hour daily to read regional news and hence,
- Study the investor history (e.g. Companies they own) & create personalized cards for them (e.g. Anniversary of company establishment, or milestones that happened with that company)
- Send them updated newsletters



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# Social Media

Will  
involve

- Local communities, shareholders, stakeholders, media

Prepare

- Website
- Open pages on linkedin, twitter, and youtube
- Bloggers

Tactics

- Launch of website
- Registering the URL on important search engines (Yahoo, google, etc...)
- E-mail shots to all databases
- Create linkedin, twitter, and youtube accounts, so the community & investors would be updated
- Create different weekly questions that people will give opinions on & direct them to DZC website
- Research top blogs, and hire a famous blogger in the field to start writing about DZC and create continuous blogging
- Social media will be the key to get feedback



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Section III

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## DZC INTERNAL STRATEGY

## DZC Internal Strategy

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- *Objectives*
- *Information Dissemination Tools*
- *Processes*
- *Staffing*
- *Documentation*
- *Checklists & Templates*



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# Objectives

- To develop an open two way communication
- To follow timely and accurate communication that reflects the corporate position of the DZC
- To reflect in all internal and external communication the corporate style and brand identity and be instantly recognizable as being from the DZC
- To use consistent themes, messages, tone and style that ensures a constant look and feel to all communications from the DZC to all target audiences
- To ensure employees satisfaction by sharing organizational mission, main principles and goals
- To educate all staff and members about the DZC
- To develop brand awareness among the employees, in order for them to become the DZC's brand ambassadors
- To improve the work environment climate
- To ensure proper downward, upward, and horizontal communication and create an effective feedback mechanisms



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# Information Dissemination Tools

Special Events and Meetings	
Employee Retreat	<ul style="list-style-type: none"> <li>• <b>Once/year</b></li> <li>• 1-2 days</li> <li>• Implemented by Business Development</li> <li>• Presentation set in an informal matter</li> <li>• Learning's about new trends</li> <li>• Discussing future plans</li> <li>• Entertainment, team building</li> </ul>
Celebrate Major Achievements for DZC	<ul style="list-style-type: none"> <li>• <b>Twice/year</b></li> <li>• Enhancing flow of information about DZC's achievements and significance</li> <li>• Develop a feel of ownership among staff</li> <li>• Organize a small event after work</li> <li>• Share results and success stories</li> </ul>



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# Information Dissemination Tools

Downward Communications (Each head to his staff)	
Welcome Kit	<ul style="list-style-type: none"> <li>• <b>New employees</b></li> <li>• Includes strategic plan, policies, laws &amp; regulations, organizational chart</li> <li>• schedule a briefing program</li> </ul>
Yearly appraisals	<ul style="list-style-type: none"> <li>• <b>Once/year</b></li> <li>• Employees evaluation</li> <li>• Objectives vs. results</li> <li>• Review job descriptions</li> </ul>
Head of division meetings (head is defined as the leader of each segment)	<ul style="list-style-type: none"> <li>• <b>Once/2 weeks</b></li> <li>• Each division head to sit with his staff. i.e. . Chief commissioner with commissioners or head directorate with directorate</li> <li>• Discuss status</li> </ul>



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# Information Dissemination Tools

Upward Communication (Staff to head division)	
Status meetings	<ul style="list-style-type: none"> <li>• <b>Once/week</b></li> <li>• Each employee to give his head division status</li> <li>• What will happen in the coming weeks</li> <li>• Discuss any concerns</li> </ul>



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# Information Dissemination Tools

Horizontal Communication (Between Heads) (Between Staff)	
Executive meetings	<ul style="list-style-type: none"> <li>• <b>Once/2weeks</b></li> <li>• Information to be distributed horizontally between commissioners</li> <li>• Information to be distributed horizontally between heads of directorates</li> </ul>
Staff meetings	<ul style="list-style-type: none"> <li>• <b>Once/month</b></li> <li>• Share major events and planned activities</li> <li>• Concerned questions</li> <li>• Each time a department would present an issue / new concept</li> </ul>
Central Files (Being currently implemented through intra share point)	<ul style="list-style-type: none"> <li>• Relevant documents</li> </ul>
Internal E- Newsletter	<ul style="list-style-type: none"> <li>• <b>Quarterly</b></li> <li>• To be done electronically</li> <li>• For new announcements</li> </ul>
DZC News Board	<ul style="list-style-type: none"> <li>• <b>Daily</b></li> <li>• C&amp;M will post daily DZC news on a board before 10:00</li> <li>• Media report to be distributed with competitor news</li> </ul>



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## Processes

### 1. Process for organizing local training & events where Communications & Media (C&M) division will act as support

- a. Unit leader (Commissioner) sends an email to events management and C&M divisions about the new activity & will include the following:
  - Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline
- b. Both divisions will hold a planning meeting and get required details
- c. C&M division will work on matters related to their end: collaterals, talking points, speeches, press release
- d. C&M will add event to DZC website
- e. C&M will open a file under the central files
- f. C&M will send procurement enquiries to Administrative Directorate for requirements & costs
- g. The Administrative Directorate will get three offers & decide on supplier
- h. C&M will be in charge of quality control of any communication collaterals produced
- i. C&M will ensure that the necessary talking points or speeches are done
- j. After the event C&M will be responsible to collect the following:
  - Attendance list, file event media coverage & produce ROIs, save all information in the central files, and Finalize payments

# Processes

## 2. Process for organizing international training & events Where Communications & Media (C&M) division will act as support

- a. Unit leader (Commissioner) sends an email to events management and C&M division about the new activity & will include the following:
  - Event title, planned date & duration, agenda, main objectives, planned budget, no. of speakers, main speakers, deadline
- b. Both divisions will hold a meeting and get required details
- c. C&M division will work on matters related to their end: collaterals, speeches, press release, Pre- departure orientation kit
- d. C&M will add event to DZC website
- e. C&M will open a file under the central files
- f. C&M will send procurement enquiries to Administrative Directorate for requirements & costs
- g. The Administrative Directorate will get three offers & decide on supplier
- h. C&M will be in charge of quality control of any communication collaterals produced
- i. C&M will ensure that the necessary talking points and messages are done
- j. After the event C&M will be responsible to collect the following:
  - Attendance list, file event media coverage & produce ROIs, save all information in the central files, and Finalize payments

# Processes

## 3. Process for organizing promotion/production of material When receiving a request to create materials for production

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions on:
  - Objective, target groups, content and deadline
- b. C&M will send a brief to the designing agency
- c. C&M division will receive a first draft to amend and send to unit leader for feedback
- d. Agency will work on amendments and send to C&M
- e. C&M will open a file under the central files
- f. C&M will send procurement enquiries to Administrative Directorate for requirements & costs
- g. The Administrative Directorate will get three offers & decide on supplier for printing
- h. C&M must request a mock before final production
- i. C&M will be in charge of quality control of any communication collaterals produced
- j. C&M will provide final approval for final production
- k. C&M will receive the deliverables and check numbers
- l. C&M will add final designs to central files

# Processes

## 4. Process for writing press releases (Arabic & English)

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Brief and any resource document, deadline, target audience, objectives, key messages
- b. C&M will draft the first release from raw materials & send to unit leader or approval
- c. C&M will receive first version amendments & then send to partners for approval and will ensure that all necessary quotes are there
- d. The release should have clear contact information
- e. The release should have a clear DZC boiler plate , as well for partners
- f. C&M will have a contact list for media
- g. C&M will send the release locally and online, and regionally and internationally if needed
- h. C&M will add final documents to the central files
- i. C&M will follow up with the media through phone calls
- j. Next morning, C&M will collect all clippings & follow up with media who did not publish
- k. C&M will post clippings on dedicated board and save originals in a file
- l. C&M will prepare ROI calculations

# Processes

## 5. Process for writing talking points/speech

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Brief and any resource document, deadline, language, target audience
- b. C&M will decide on which is more appropriate (talking points/speech)
- c. Both should be clear, concise, and short
- d. C&M will work on first draft & secure feedback and approvals
- e. If there are multiple partners a clear flow chart must be made showing what each partner will concentrate on
- f. Ample time must be given for approvals
- g. C&M must ensure that the speaker has a copy from (talking points/speech) in the event. C&M must also have another copy
- h. C&M must add final documents to the central files

# Processes

## 6. Process for organizing a press conference

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Reasons for conference, brief and any resource document, deadline, language, target audience
- b. C&M will coordinate with events team on location
- c. C&M will work on who are the speakers and the seating plan
- d. C&M will draft talking points for speakers
- e. C&M will send invitations to media
- f. C&M will follow up with media on phone calls
- g. C&M will prepare press kits that includes factsheets, biographies, speeches, and press release
- h. C&M will follow up with media on release dissemination, collect and post media clippings, prepare ROI calculations.

# Processes

## 7. Process for developing awareness campaigns

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Brief and any resource documents, objectives, target audience, planned budget, and time frame.
- b. C&M will meet with designing agency to give them a full brief and clear direction
- c. Concept will be created with a main theme
- d. Amendments will proceed until objectives have been met
- e. Campaign will have proper and concise key messages
- f. A well distributed media plan, advertising & PR activities and tools will be planned to be launched at the same time
- g. C&M will also be responsible to launch the campaign through social media

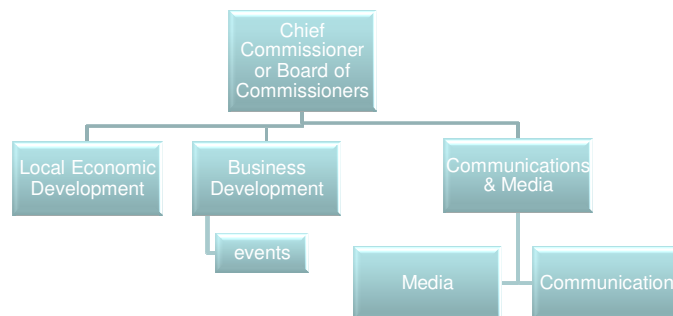


# Processes

## 8. Process for Crisis Management

- a. Guidelines for crisis should be set ahead of time that take into consideration different crisis that may take place and that will outline rules & procedures
- b. As soon as a crisis occurs an immediate action should be set for the public who are expecting an explanation
- c. Fast action should be taken
- d. The spokesperson will sit with the C&M to ensure that all key messages have been worked on
- e. Make sure that the key messages feed on concerns of involved people and not the organization itself
- f. Feed the media depending on guidelines set
- g. Inform staff immediately and regularly about the crisis and actions to come

## C&M ---Structure and Staffing



\* C&M acts as a cross cutting division for all directorates in the DZC



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# Documentation

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**1. All DZC communications activities should be monitored, through**

- *Press clippings collection*
- *Monitoring phone calls, letters*
- *Video & audio materials*
- *TPs/Speeches*
- *Photos*

**2. After monitoring, you should evaluate your communications through**

- *Analysis of coverage*
- *Surveys & qualitative interviews*
- *Comparison of results with objectives*

*This way the C&M can fine tune messages, and identify the most efficient tools*



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# Checklists & Templates

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- Local events checklist*
- International event checklist*
- Production of material checklist*
- Press release checklist*
- Talking points/speech checklist*
- Press conference checklist*
- New campaign checklist*
- Crisis management checklist*
- E-mail shot template*
- Invitation template*
- Certificate template*
- Attendees template*



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Section IV

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## ACTION PLAN

## Action Plan

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- *2010 -2011 Action Plan*
- *Impacts and Indicators*



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## 2010-2011 Action Plan

Item	2010		2011			
<i>External Communications Plan</i>	Q3	Q4	Q1	Q2	Q3	Q4
<b>PR</b>					xx	xx
2 Editorials	X					
2 Interviews	X					
<b>Advertising</b>			X			
Production of collaterals	X					
E banners	X					
Regional ads						
<b>Direct Marketing</b>		X		X		
5investors for inbound mission						
Etc...						
<b>Social Media</b>					X	
Website Launch	X					
Linkedin,	X					
Twitter	X					

## 2010-2011 Action Plan

Item	2010		2011			
<i>Internal Communications Plan</i>	Q3	Q4	Q1	Q2	Q3	Q4
<b>Information Dissemination</b>						
1 Event		X				
Celebrate major achievements						
<b>Downwards Communications</b>						
Media Kit	X					
<b>Upward</b>						
2 Status Reports		X	X	X	X	X
<b>Horizontal</b>						
Managements	X	X	X	X	X	X
Meetings						
Staff Meetings	X	X	X	X	X	X

# Impacts & Indicators

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## *Internal and External Implications & Indicators*

### **1. PR indicators:**

- *Number of events per geographical distribution*
- *Number of attendees per type (local, international), and per gender*
- *Total cost (Per event & per quarter)*

### **2. Communication indicators:**

- *Press release analysis in terms of circulation and ROI*
- *Number of website visitors (per country)*
- *Number of publications*
- *Number of press releases*
- *Number of e-mail shots*
- *Number of press conferences*
- *Impacts & indicators (i.e. Feedback from a certain ad that came on a specific day)*
- *Impacts & indicators for campaigns*



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Section V

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## APPENDICES

# Checklists



## Checklist for Organizing Local Trainings & Events (C&M as Support)

- a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following :  
Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline ☐
- b. Both divisions have held a meeting and have received all required information ☐
- c. C&M division has worked on all matters related to their end:  
o Press Releases, Talking Points, Collaterals, speeches ☐
- d. C&M has added the event to DZC website ☐
- e. C&M has opened a file under central files ☐
- f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs ☐
- g. The Administrative Directorate has received 3 offers & has decided on supplier ☐
- h. C&M has checked for quality control on any collaterals that have been produced ☐
- i. C&M has ensured that all necessary talking points/speeches have been done ☐
- j. C&M after event has collected all necessary information related to them:  
o Attendance list, media coverage, ROIs, payments finalized, central file updated ☐



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# Checklists



## Checklist for Organizing International Trainings & Events (C&M as Support)

- a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following:  
Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline ☐
- b. Both divisions have held a meeting and have received all required information ☐
- c. C&M division has worked on all matters related to their end:  
o Press Releases, Talking Points, Collaterals, speeches ☐
- d. C&M has added the event to DZC website ☐
- e. C&M has opened a file under central files ☐
- f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs ☐
- g. The Administrative Directorate has sent received 3 offers & has decided on supplier ☐
- h. C&M has checked for quality control on any collaterals that have been produced ☐
- i. C&M has ensured that all necessary talking points/speeches have been done ☐
- j. C&M after event has collected all necessary information related to them:  
o Attendance list, media coverage, ROIs, payments finalized, central file updated ☐



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# Checklists



## Checklist for organizing promotion/production of material

- Unit leader (Commissioner) has sent an email to C&M giving clear directions on
  - Objectives for producing key messages/ deadlines ☐
- Brief has been sent to the designing agency ☐
- A first draft has been amended and sent to unit leader for feedback ☐
- Agency has worked on amendments & has sent back to C&M for feedback ☐
- File has been open on central files ☐
- Procurement enquiries have been sent to Administrative Directorate for requirements and costs ☐
- The Administrative Directorate has sent received 3 offers & has decided on supplier ☐
- Mock before production has been made ☐
- Request for quality control has been made ☐
- Final approval has been given for production ☐
- Final deliverables have been made ☐
- Final designs have been posted on central files ☐



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# Checklists



## Checklist for writing press releases

- Unit leader (Commissioner) has sent an email to C&M giving clear directions on
  - Objectives, key messages, brief, resource documents, quotes, deadlines, target audience ☐
- The first draft from raw materials has been sent to unit leader for approval ☐
- First version with amendments and has been sent to partners for approval and has ensured that all necessary quotes have been added ☐
- The release has clear contact information ☐
- The release has a clear DZC boiler plate & for partners if necessary ☐
- Media contact list is available ☐
- The release has been sent locally and online, and depending on brief regionally and internationally ☐
- Final releases have been sent to the central files ☐
- Follow up calls have been made ☐
- All clippings have been collected and follow up with media who did not publish ☐
- C&M has posted clippings on dedicated board and saved originals in a file ☐
- ROI calculations have been made ☐



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# Checklists



## Checklist for writing talking points/speeches

- Unit leader (Commissioner) has sent an email to C&M giving clear directions on
  - Objectives, key messages, brief, resource documents, quotes, deadlines, target audience ☐
- First draft has been written from raw materials and sent to unit leader for approval ☐
- First version has been reviewed with amendments and has sent to partners for approval and has ensured that all necessary quotes have been added ☐
- The release has clear contact information ☐
- The release has a clear DDC boiler plate & for partners if necessary ☐
- Contact list for media is available ☐
- Release has been sent locally and online, and depending on brief regionally and internationally ☐
- Finals have been added to central files ☐
- Follow up calls have been made ☐



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# Checklists



## Checklist for press conference

- Unit leader (Commissioner) has sent an email to C&M giving clear directions through:
  - Reasons for conference, Brief and any resource document, deadline, language, target audience ☐
- C&M has coordinated with events on location ☐
- Representatives to be on the head table have been chosen ☐
- Talking points for related people on head table has been drafted ☐
- Invitations have been sent to media ☐
- Follow up calls have been made ☐
- Press kits have been prepared that includes factsheets, biographies, talking points, press release ☐
- Follow up with media on release dissemination has been made ☐



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# Checklists



## Checklist for new campaigns

- a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:  
- Brief and any resource document, deadline, language, target audience, planned budget ☐
- b. Brief has been provided to designing agency ☐
- c. Designs have been created with a main theme ☐
- d. Amendments have been made until objectives were met ☐
- e. Campaign has proper and concise key messages ☐
- f. A well distributed media plan (Advertising & PR) has been set as for both to be launched at the same time ☐
- g. Campaign is also being launched through social media ☐



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# Checklists




## Checklist for Crisis Management

- a. Guidelines for crisis has been set ahead of time that take into consideration different crisis that may take place and that will outline rules & procedures ☐
- b. As soon as the crisis occurred an immediate action has been taken ☐
- c. Fast action has been worked on ☐
- d. The spokesperson has sat with the C&M to ensure that all key messages have been worked on ☐
- e. Key messages fed on concerns involve people and not the organization itself ☐
- f. Feed the media depending on guidelines set ☐
- g. Staff has been informed ☐



USAID Jordan Economic  
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# Templates-E-mail Shot

		
	<b>Title</b>	
	Text	
	Image	Image
	Shaded on image	
	Text	
	Text	
	Text	
	Image	
	Shaded on image	
Text		
Text		
Boiler plate		



USAID Jordan Economic  
Development Program

# Templates-Invitations

									
<b>The Development Zones Commission is</b>									
Pleased to Invite You to Attend the									
<b>Name of event</b>									
Under the Patronage									
on									
<b>Day, time, and date</b>									
<b>AGENDA</b>									
<table border="1"> <tr> <td>9:30 am - 10:00 am</td> </tr> <tr> <td>Registration</td> </tr> <tr> <td>10:00 am - 10:10 am</td> </tr> <tr> <td>Speech 1</td> </tr> <tr> <td>10:10 am - 10:20 am</td> </tr> <tr> <td>Speech 2</td> </tr> <tr> <td>10:20 - 11:00</td> </tr> <tr> <td>Coffee break</td> </tr> </table>		9:30 am - 10:00 am	Registration	10:00 am - 10:10 am	Speech 1	10:10 am - 10:20 am	Speech 2	10:20 - 11:00	Coffee break
9:30 am - 10:00 am									
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Coffee break									
For more information please refer to the following link:									
RSVP: Development Zones Commission (Name & Contact)									



USAID Jordan Economic  
Development Program

# Templates-Certificates

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*Certificate of Achievement*

This certificate acknowledges that

Mr.

*Successfully participated in the*

*"Name of Event"*

*Date*

*Development Zones Commission*

Bilal Al Bashir  
Chief Commissioner  
Development Zones Commission

\_\_\_\_\_



**USAID**  
FROM THE AMERICAN PEOPLE

**USAID Jordan Economic  
Development Program**

[illegible]

# **APPENDICIES**

## Appendix A: Checklists



### Checklist for Organizing Local Trainings & Events (C&M as Support)

- a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following:  
Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, and deadline ☐
- b. Both divisions have held a meeting and have received all required information ☐
- c. C&M division has worked on all matters related to their end:  
Press Releases, Talking Points, Collaterals, speeches ☐
- d. C&M has added the event to DZC website ☐
- e. C&M has opened a file under central files ☐
- f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs ☐
- g. The Administrative Directorate has received 3 offers & has decided on supplier ☐
- h. C&M has checked for quality control on any collaterals that have been produced ☐
- i. C&M has ensured that all necessary talking points/speeches have been done ☐
- j. C&M after event has collected all necessary information related to them: Attendance list, media coverage, ROIs, payments finalized, central files updated ☐

## Appendix A: Checklists



### Checklist for Organizing International Trainings & Events (C&M as Support)

- a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following:  
Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline ☐
- b. Both divisions have held a meeting and have received all required information ☐
- c. C&M division has worked on all matters related to their end:  
Press Releases, Talking Points, Collaterals, speeches ☐
- d. C&M has added the event to DZC website ☐
- e. C&M has opened a file under central files ☐
- f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs ☐
- g. The Administrative Directorate has received 3 offers & has decided on supplier ☐
- h. C&M has checked for quality control on any collaterals that have been produced ☐
- i. C&M has ensured that all necessary talking points/speeches have been done ☐
- j. C&M after event has collected all necessary information related to them:  
Attendance list, media coverage, ROIs, payments finalized, central files updated ☐

## Appendix A: Checklists



### Checklist for Organizing Promotion/Production of material

- a. Unit leader (Commissioner) has sent an email to C&M giving clear direction on:  
Objectives for producing, key messages deadlines ☐
- b. A brief has been sent to the designing agency ☐
- c. A first draft has been amended and sent to unit leader for feedback ☐
- d. Agency has worked on amendments & has sent back to C&M for feedback ☐
- e. Files has been open on central files ☐
- f. Procurement enquiries have been sent to Administrative Directorate for requirements and costs. ☐
- g. The Administrative Directorate has received 3 offers & has decided on supplier ☐
- h. Mock before production has been made ☐
- i. Request for quality control has been made ☐
- j. Final approval has been given for production ☐
- k. Final deliverables have been made ☐
- l. Final designs have been posted on central files ☐

## Appendix A: Checklists



### Checklist for writing press releases

- a. Unit leader (Commissioner) has sent an email to C&M giving clear direction on:  
Objectives, key messages, brief, resource documents, quotes, deadlines, target audience ☐
- b. The first draft from raw materials has been sent to unit leader for approval ☐
- c. First version with amendments and has been sent to partners for approval and has ensured that all necessary quotes have been added ☐
- d. The release has clear contact information ☐
- e. The release has a clear DZC boiler plate & for partners if necessary ☐
- f. Media contact list is available ☐
- g. The release has been sent locally and online, and depending on brief regionally and internationally ☐
- h. Final releases have been sent to the central files ☐
- i. Follow up calls have been made ☐
- j. All clippings have been collected and follow up with media who did not publish ☐
- k. C&M has posted clippings on dedicated board and saved originals in a file ☐
- l. ROI calculations have been made ☐



## Appendix A: Checklists



### Checklist for writing talking points/speeches

- a. Unit leader (Commissioner) has sent an email to C&M giving clear direction on:  
Objectives, key messages, brief, resource documents, quotes, deadlines, target audience ☐
- b. First draft has been written from raw materials and sent to unit leader for approval ☐
- c. First version has been received with amendments and has sent to partners for approval and has ensured that all necessary quotes have been added ☐
- d. The release has clear contact information ☐
- e. The release has a clear DZC boiler plate & for partners if necessary ☐
- f. Media contact list is available ☐
- g. The release has been sent locally and online, and depending on brief regionally and internationally ☐
- h. Final have been sent to the central files ☐
- i. Follow up calls have been made ☐

## Appendix A: Checklists



### Checklist for press conference

- a. Unit leader (Commissioner) has sent an email to C&M giving clear direction through:  
Reasons for conference, brief and any resource documents, deadlines, language, target audience ☐
- b. C&M has coordinated with events on location ☐
- c. First Representatives to be on the head table have been chosen ☐
- d. Talking points for related people on head table has been drafted ☐
- e. Invitations have been sent to media ☐
- f. Follow up calls have been made ☐
- g. Press kits have been prepared that includes factsheets, biographies, talking points, press release ☐
- h. Follow up with media on release dissemination has been made ☐

## Appendix A: Checklists



### Checklist for new campaigns

- a. Unit leader (Commissioner) has sent an email to C&M giving clear direction through:  
Brief and any resource documents, deadlines, language, target audience, planned budget ☐
- b. Brief has been provided to designing agency ☐
- c. Designs have been created with main theme ☐
- d. Amendments have been made until objectives were met ☐
- e. Campaign has proper and concise key messages ☐
- f. A well distributed media plan (Advertising & PR) has been sent as for both to be launched at the same time ☐
- g. Campaign is also being launched through social media ☐

## Appendix A: Checklists



### Checklist for Crisis Management

- a. Guidelines for crisis has been set ahead of time that take into consideration different crisis that may take place and that will outline rules & procedures ☐
- b. As soon the crisis occurred an immediate action has been taken ☐
- c. Fast action has been worked on ☐
- d. The spokesperson has sat with C&M to ensure that all key messages have been worked on ☐
- e. Key messages fed on concerns involve people and not the organization itself ☐
- f. Feed the media depending on guidelines set ☐
- g. Staff has been informed ☐

## Appendix B: Email Shot

	 <p>هيئة المناطق التنموية Development Zones Commission</p>	
	<b>Title</b>	
	Text	
	Image	Image
	Snapshot on Image	
	Text	
	Text	
	Text	
	Image	
	Snapshot on Image	
	Text	
	Text	
	Boiler plate	

## Appendix C: Invitations



The Development Zones Commission is

Pleased to Invite You to Attend the

**Name of event**

Under the Patronage

On

Day, time, and date

### AGENDA

9:30am – 10:00am

Registration

10:00am – 10:10am

Speech 1

10:10am – 10:20am

Speech 2

10:20am – 11:00am

Coffee Break

For more information please refer to the following link:

RSVP: Development Zones Commission (Name & contact)

## Appendix D: Certificates


<b><i>Certificate of Achievement</i></b>
This certificate acknowledges that
<b><i>Mr.</i></b>
<b><i>Successfully participated in the</i></b>
<b><i>“Name of Event”</i></b>
<b><i>Date</i></b>
<b><i>Development Zones Commission</i></b>
Bilal Al Bashir Chief Commissioner Development Zones Commission

## Appendix E: Attendees List

Name of Training

Name &amp; Place

## Sign-in Sheet

[illegible]



**USAID Jordan Economic Development Program**  
**Deloitte Consulting LLP**  
**Salem Center, Sequleyah Street, Al-Rabiyeh**  
**Amman, 11194 Jordan**  
**Phone: + 962-6 550-3050**  
**Web address: <http://www.SABEQ-Jordan.org>**