



USAID
FROM THE AMERICAN PEOPLE

JORDAN FORUM FOR BUSINESS & PROFESSIONAL WOMEN

Communication & Marketing Strategic Plan 2009

February 23, 2009

This publication was produced for review by the United States Agency for International Development. It was prepared by Eman Afanah/ Al Jidara

JORDAN FORUM FOR BUSINESS & PROFESSIONAL WOMEN

COMMUNICATION & MARKETING STRATEGIC PLAN 2009

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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

BEARINGPOINT, INC.

USAID/JORDAN

OFFICE OF ECONOMIC GROWTH

FEBRUARY 23, 2009

AUTHOR: EMAN AFANAH / AL JIDARA

DELIVERABLE NO.: 5.14.5.A.2.21.1 JORDAN FORUM FOR
BUSINESS AND PROFESSIONAL WOMEN (JFBPW) MARKETING
AND COMMUNICATIONS PLAN

DISCLAIMER:

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

CONTENTS

INTRODUCTION	1
What is JFBPW?	1
JFBPW Vision	1
JFBPW mission.....	1
Strategic Goals.....	1
Services	1
Assessment.....	3
 ASSESSMENT	 6
 COMMUNICATION & MARKETING STRATEGIC PLAN 2009.....	 8
 INTEGRATED COMMUNICATIONS & MARKETING PLAN.....	 16
 GAP ANALYSIS.....	 20
 APPENDICES	 22
 APPENDIX 1: MEMBERS DATABASE	 23
 APPENDIX 2: ANALYSIS OF MEMBERS SURVEY	 31
 APPENDIX 3: 2008 ACTIVITIES REPORT.....	 34
 APPENDIX 4: 2009 CALENDAR OF EVENTS.....	 35
 APPENDIX 5: MEMBERS COMMITTEE MINUTES OF MEETING	 36
 APPENDIX 6: SPONSORSHIP COMMITTEE MINUTES OF MEETING	 38

INTRODUCTION

WHAT IS JFBPW?

The Jordan Forum for Business and Professional Women (JFBPW) is a not-for-profit business association that was established in 1976 for the purpose of serving the Jordanian business and professional women, and increasing their contribution to the development of the national economy of Jordan. It is the first such association to be established in Jordan with the aim of empowering women at a time when their participation in the national economy was still something of a rarity and a luxury most could not afford.

The Forum which is governed by women for women was set up to advocate and support women in business. It is dedicated to achieving the purpose of its initiation through technical and professional support, advocacy, networking and fostering constructive dialogues and actions that empower businesswomen nationally, regionally and internationally.

JFBPW VISION

Jordanian business and professional women have equal opportunities, rights, and leadership roles in the business sector and effectively contribute to the economic development of Jordan.

JFBPW MISSION

To be the platform that develops, empowers and advocates business and professional women in Jordan.

STRATEGIC GOALS

To be a self sustaining association by increasing membership and money generating activities which will enable it to further the cause of business and professional women in Jordan by being the premiere advocacy center for them as well as empowering women at all levels of society.

SERVICES

The main announced services provided by the association through its operational units are as follows:

- Providing technical support to SMEs through
 - Specialized professional information related to the field of their work.
 - High professional training.
 - High caliber technical counseling.

- Networking:
 - Allow the opportunity for Jordanian business women to network with their peers in similar fields in the region and internationally.
 - Allow Jordanian businesswomen as service / product providers to network with end users.
 - Allow Jordanian businesswomen to network with supporters and alliances; nationally, regionally and internationally.
- Providing incubation for startup companies combined with a comprehensive support package needed to ensure their progress with minimum risks through the following services:
 - Subsidized rental fees
 - Administrative support
 - Secretary services
 - Technical support (feasibility studies, accounting services and professional training)
 - Networking
 - Marketing (through website and exhibitions)
 - Legal support and counseling (provided free of charge)
- Provide national resources that are accountable and up to date (literature, surveys, statistics, etc...) related to business and professional women in Jordan through the following;
 - Provide a pool of resources related to the business and professional women's contribution to the economy.
 - Provide support to micro and SMEs establishment and development.
 - Conduct specific research related to Micro and SMEs.
- Provide legal support and counseling for professional ad businesswomen, and assist in achieving just and supportive legislations through:
 - Counseling:
 - Legal counseling in business related issues such as registration, trade agreements, and export / import regulations.
 - Legal counseling for professionals related to work laws and regulations.
 - Advocacy:
 - Advocate member concerns and needs with decision makers in Jordan.
 - Advocate the Jordanian businesswomen issues in the regional and global platforms of relevance.

JFBPW has set up different centers that operate several programs providing support to women in the community who are not necessarily members in the Forum such as:

- Al Taj Center Programs:
 - **Banat.com** with the aim of providing access to IT use and education in a gender sensitive protected environment that is acceptable to their families.
 - **Women Empowerment Program** which aims at empowering women in Al Taj community and its nearby areas with knowledge and access to sources of information that work towards their betterment such as:
 - Literacy education in cooperation with the Ministry of Education

- Women's health awareness seminars, workshops and training
- Human and women's rights awareness and activities
- **Vocational Training Program** which aims to equip women from Al Taj and nearby communities with vocational skill which enable them to either open their own businesses independently or become employed in the area they were trained.
- **Summer Programs for Families** which aim at providing less advantaged children with the benefits and positive experiences of the women from Al Taj Center. This is done through an affordable summer program as a reward for their mothers' commitment to the various education and training programs.
- **Group Incubation Program** which is a program that is an adaptable methodology of business incubators, to suit the circumstances and traditions of the conservative families in the area, and aims to activate the economic role of local women by providing them with the service of group incubation for micro-level businesses.

ASSESSMENT

The above information is from the JFBPW brochure published in 2007, however when interviewing some of the members it was apparent that they were not aware that all these activities and services were provided by the Forum. There is an obvious gap in the communication channels between the Forum and its members as well as the business community at large. It is apparent that the Forum makes great effort in benefiting and supporting women at all levels however, this is not publicized enough and most people are not aware of the Forum's achievements and activities.

On the other hand when it was requested to have a list of all the activities performed in 2008 there was no obvious clear portfolio listing activities and their results, feedback and evaluation. The activities for 2008 as provided were as follows:

- Launched the National Initiative for Training & Direct employment for females: to provide the private sector with 5000 trained and skillful girls according to the needs of the labor market. **(Note: This in itself is a great achievement as it helped the Forum enlist a major corporate member who needed their support in providing them with skilled labor.)**
- Establishing the 1st partnership between civil society, governmental bodies and private sector to set the model of national initiatives towards development in Jordan. **(Note: It was not clear what this partnership will achieve and how it will benefit business and professional women in Jordan as no press releases or any other data on this activity were provided and presumably it was not apparent to the members either.)**
- Establishing new membership categories such as youth membership for girls from age 18 – 25 to start empowering women early on and enhancing their capabilities enabling them to become the business and professional women of the future – Women Lead the Change- initiative. Another new membership category is the honorary category.
- Ongoing advocacy program towards changing laws & regulations in Jordan affecting women in general and businesswomen in particular. The first outcome for the year was the change in the National Security law and establishment of a maternity fund for women to stop discrimination against married and pregnant women in the work place. The retirement and heritage of pension was also changed in this law. **(Note: Again these are all wonderful achievements however is the public aware of the role of JFBPW?)**
- Establishing two new business incubators for innovation and research.
- Establishing two new centers in Jerash and Al Kerak.
- Offering new services for members such as medical insurance, marketing plans, business plans, feasibility studies, etc...

- The launch of the (Dakakin) initiative in Ramadan where it allowed women with small businesses and handicrafts to show case their products within a Ramadan bazaar that was held at the King Hussein Gardens.

The consultant is certain there were other activities that were not provided such as seminars, workshops, and conferences. All the activities mentioned are great achievements and should have been publicized to showcase the Forum and its vital role to the empowerment of women in the business community.

On another note and to involve the members a survey should be sent out to them to get their feedback on the activities undertaken by the Forum in 2008 as well a suggested plan for 2009 and asking them for their recommendations.

It is very important to prepare a calendar of events for the upcoming year at least for the first quarter and send this out to all existing members as well as posting it on the website. A package should also be prepared for potential members highlighting all past activities, their benefits, results and members' feedback on them with testimonials from satisfied members.

In 2009 sponsored events should be increased as these generate publicity and create familiarity within the public for the JFBPW highlighting how active it is within

CURRENT COMMUNICATION AND MARKETING ACTIVITIES

After conducting interviews with JFBPW staff and some members it became apparent that communication and marketing activities are very basic and not developed.

As far as the consultant could garner the major communication tool with the current members is through traditional means, i.e. by phone, email or fax. When interviewing some of the members it became apparent that many members do not use the email and when announcements for upcoming events are sent to them by fax they complain that they do not receive them even though staff at the Forum in many cases follows up by calling directly.

Even though the website should be a major tool in communicating with members and the business community it has not been functioning since the start of this project in November. It is essential to have an operating website where all current activities as well as reports and achievements could be posted for all to be able to keep up to date on what's happening at the Forum.

It is also very noticeable that the activities undergone by the Forum are rarely publicized which means many achievements go unnoticed and are not recognized. I think it is essential for the Forum to hire the services of a specialized PR company (perhaps one of the members) who will assist them in highlighting their activities and presenting a good image for the Forum as an important player in the scene of advocacy and empowerment for women.

As for marketing it seems it is very minimal considering that it usually needs budgets and above the line marketing is very difficult unless it is for a sponsored activity.

In the consultant's opinion to create a name for itself the Forum must work on organizing many more sponsored events with a budget for advertising. On the other hand it also should look into less costly means of marketing such as direct mailing, email shots, etc....

Other than the fact that the financial means for marketing and communications are very limited it is also noticeable that the human resources for this are not enough. There is only one person who is in charge of member relations as well as communications and marketing. This makes it hard for that person to be able to concentrate efforts in one area. The option is to either hire a person for marketing and communications who will also be in charge of the PR in-house or to outsource by hiring a communications and PR company.

JFBPW CURRENT AND TARGETED MEMBERS

There are currently 116 active and paying members in the JFBPW (please find attached the breakdown of the members list). The breakdown of member base is divided into the following categories: Business Members (85), Employed Members (12), Professional Members (14), and Corporate Members (5).

From what the consultant could understand it is difficult to retain members as even though each year there is a number of new joining members but at the same time an equal number if not more are leaving or opting not to renew.

A major strategy for JFBPW is to increase the number of members in its ranks. In order to do this, major steps need to be taken. In the assessment phase the consultant interviewed a current but dissatisfied member, an active and satisfied member and one that had left to evaluate their feedback and comments on JFBPW and its activities.

The findings are as follows:

- **Dissatisfied and existing member:**

She is a business owner who has been a member for the past three years. The reason for her joining is mainly to network and to feel part of the business community. Her sole interest is participating in conferences and traveling as more of a social activity. Her comments about the Forum include the following:

- Communication with the Forum is weak and many times she does not get informed of events prior to their happening (she rarely uses the internet or email).
- She does not feel there are sufficient marketing activities.
- There is no feedback on any activities or meetings for the Forum and its Board of Directors.
- There are not enough workshops or courses that they can benefit from. (In her opinion it is important to support the less privileged communities but it is equally important to cater for the members and their needs as well.)
- She feels there is a lot of room in increasing networking activities among members.
- Also she feels that the Forum is stagnant with no improvement or advancement (probably because it is not sufficiently communicated to her and other members the activities of the Forum).
- Finally one of her main complaints is that Management and mainly the Board of the Directors does not communicate with the General Assembly (members).

- **Satisfied Member:**

She has been a very active member for the past three years and feels she's getting a great benefit from her membership which helps her develop her business especially since she cooperates with the Forum by giving lectures and courses. She actively attends most workshops and training courses organized by the Forum and commends their quality. She also does not feel that there are any communication problems, and probably that is because she is in constant touch with the staff at the Forum.

- **Previous Member:**

She was a member for one year from 2004-2005 and the main reason for joining was to benefit from the business incubator facilities provided by the Forum to women who would like to start up a small business. She feels she got all the expected and needed support from the Forum, however, she says the system of open space where the desks are installed for the start up companies made it difficult to get any privacy for their company. After the start up of the business within the facilities of the JFBPW for a year she and her partner moved out to their own location. However, the business did not succeed and she went back to working as an employee in a company and

now has no time to participate in the Forum and that is the main reason for not renewing her membership as generally speaking she was happy with the support they granted to her.

ASSESSMENT

Currently there are four levels of membership:

Category A – Corporate

Category B – Individual Business Women and Investors

Category C – Level 1 Professional Working Women

Category C – Level 2 Professional Working Women

Each level has different criteria and gets a benefits package accordingly. One of the main benefits for members is to have listings and accessibility to the data base of members on the Forum's website. However as mentioned above the website has been under construction for a while now and one of the major benefits is not actually available.

Each year the Forum faces difficulties in convincing members to pay their annual fees and go as far as trying to give them alternative options of payment in other times during the year. This is not a good idea for as long as members have the flexibility of time they will postpone payment. The only way to convince members to renew their membership is by showing them the benefits they will get in return for the minimal fees they pay. For example there should be a schedule of events for at least the first quarter available to review and to see what can be of use for them. This should be sent out with the reminders for payment as soon as possible. To encourage members to renew quickly an advantage of a discount if they pay before a certain date would be a good idea.

After review of the membership base it was apparent that there are a number of founding members who have been there since inception and are very loyal to the Forum, they are mostly from the older generation and their needs differ from those of the newer member base who are mostly professional business women looking for support for their businesses and careers.

There is a good percentage of the current membership base that is there for a networking platform with other business women locally, regionally and internationally. Some of them feel they have matured their businesses and now would like to socialize and share experiences with other same minded business women. To retain the membership of these women and attract a bigger membership base of them it would be advisable to increase participation in forums, conferences and motivational sessions. Bringing in speakers on leadership and other related issues would also be highly beneficial. These activities should be listed within a program and schedule that will be distributed at the beginning of each quarter so that members would know what they would like to participate in.

However in light of the advancement of women in the work force there is a very large number of highly professional and competitive women with different needs from an association such as JFBPW. These women are still at the beginning of their careers or setting up their businesses and are looking to better themselves and add a competitive advantage to their experience and knowledge. These women would always welcome educational seminars and workshops that would benefit them in their work. As for business owners they're looking for opportunities to advance their businesses and market themselves and this is where the Forum should concentrate. In my opinion when choosing topics for workshops and seminars the Forum should look for sessions that are more specialized and would add a competitive edge as well organizing activities that would help business owners market themselves.

Finally and most importantly are the corporate members who provide the biggest support by offering the largest amount of sponsorships and I think they should be paid special attention by customizing special benefits packages for each company as per their needs.

As a result of the interviews conducted with the members it became apparent that there is a need to improve communication channels with members as well as the general public. Several steps can be done to improve such communication:

- Ensure that the Forum's website is operational and update it daily with news, the events calendar as well as surveys.
- Update the Forum's mailing list by collecting the exact addresses and contact details of their members, potential members and other interested parties.
- Produce a monthly newsletter that is distributed to all members which includes last month's activities as well as upcoming events. This should also include notes and letters from members.
- The Forum should pay special attention to its public relations ensuring that enough publicity is generated on their activities updating the public in general and its members specifically of its achievements.
- All communication with members should be as interactive as possible allowing for feedback and comments from them.

The above are only some of the methods that communication channels can be improved between the Forum and its members.

On another note a general survey was previously conducted by the Forum's membership committee to assess the level of satisfaction of its members. Generally the responses to this survey were on average positive. However it was noticed that one of the major negative points is that members do not feel they are part of the governing process and feel they do not have any say in policies and decision making. Since this is a forum governed by a general assembly more emphasis has to be made on including members in general policy meetings. This is now conducted by forming four voluntary committees for; Membership, Fundraising, Social Activities, and the Legal Committee. The ladies volunteer to join these committees that meet periodically and when new members join they are also given the choice to join any of these committees. This is a good step in involving members in setting policies and making decisions involving the Forum and its activities. However, when the minutes of meetings for these sessions were requested, it was found that they were not inconclusive, with no clear agenda nor any clear decisions made. Also it seems that these minutes were not distributed sufficiently to the members informing them of what transpired in them. The way these meetings are conducted at present they are not achieving the required objective. In general it is a very good idea that needs work and development.

COMMUNICATION & MARKETING STRATEGIC PLAN 2009

In this section the communications and marketing plan have been integrated into one strategic action plan for 2009 as in an association such as the JFBPW both activities are correlated and it would be difficult to separate the two. The main strategic goals that should be achieved throughout the year in order to achieve independence and self sustainability for the association have been identified and based on these the activities that should be achieved as well as the key messages for each target audience and how to achieve the delivery of these messages are laid out below as well as the estimated time frames for each activity.

Communication and Marketing Strategic Plan 2009 Jordan Forum for Business & Professional Women

No.	Goals	Activities	Responsibility	Time Frame
1	Retain Existing Members	Address all existing members by sending them the following: a: A personalized covering letter greeting them for the new year and reminding them that they need to pay their membership fees for 2009 and stating the exact amount for each member. b: A newsletter with brief highlights of last year's activities. c: A program for the expected activities in the coming year. d: A feedback form to update each member's address and how they would like to have announcements and mail delivered to them.	Member Relations Officer	1st Jan - 28th Feb
2	Approach attract and new members	Steps to be taken to attract new members:		
2.a.		Obtain the list of registered businesswomen from the Chamber of Commerce and send each one of them a personalized letter explaining the vision, mission, activities, and services provided by the Forum and the benefits of being a member. Attached to this will be the newsletter with the highlights of the previous year's activities and preferably this should include testimonials from current members along with the suggested program for the coming year and the mailing form to be filled out with complete address if they wish to receive mail from the Forum.	Member Relations Officer	1st Jan - 28th Feb

2.b		Obtain a list of all female staff working at the companies of the corporate members and send them material as above but at the same time offering them a discount on membership fees as they are already corporate members which entitles them to special privileges.	Member Relations Officer	1st Jan - 28th Feb
2.c.		Finally obtain lists of professional women from professional business associations such as the Engineering Association and asking them for their help in distributing information on JFBPW which includes the information booklet, membership fees and newsletter. It would be preferable if in cooperation with these associations the Forum conducts an introductory presentation on its activities and benefits of joining whereas the association will invite their female members to an event organized by the Forum. At the event there will be a registration table for any business woman wishing to join on the spot.	Member Relations Officer	1st Jan - 28th Feb
3	Publicize the activities of the Forum.	At present there is not enough publicity generated on the activities of the Forum. Current members have also complained that they are not always informed of what has transpired and upcoming activities. Several steps need to be taken to achieve this purpose:		
3.a.		The Forum should start producing a monthly newsletter with highlights of the previous month, perhaps adding testimonials, articles by some of the members. This should include news, photos and perhaps also social news of the members; marriage, new babies, etc.... to make the members feel closer to the Forum and to the other members to create a more personal connection. Also the newsletter should highlight the upcoming events and deadlines for registration. To be able to fund the production of this newsletter after the first couple of successful newsletters that are published and once they are read by all members ad space could be sold out to the Forums members at discounted rates as well as to other companies and businesses wishing to promote themselves and their products at slightly higher rates. The first step for this is to assess the cost of producing and distributing this newsletter to existing and potential members as well as a compiled data base of related business associations.	Communications & PR Officer / or a contracted PR Agency	Monthly

3.b.		The Forum should immediately update their website and have it operating with all necessary information such as the registration fees, deadlines, for registration, calendar of events and the monthly newsletter should be posted onto this website. News should be continuously updated with any new press releases or activities posted on the website. It should also include surveys and allow members to post their comments. If possible the website should have a member's blog whereas they can share their views, opinions, news and anything else they wish to allow them to communicate with each other as well as with the management of the Forum. All efforts should be made to make this website as interactive as possible to get as much use of it as possible.	Web developi ng Compan y in cooperati on with the Communications & PR responsi ble at the Forum.	All year round.
3.b.1		The JFBPW website could also be an income generating tool allowing members to post their promotions and ads online at discounted rates. Ad space could also be sent to non members once the site has affirmed its importance and accessibility. This could be used by periodically producing web monitoring evaluations to asses how many visitors the site gets and which are the most read pages, etc....accordingly a proposal could be made and sent out to businesses wishing to promote themselves through the Forum's website.	Web developi ng Compan y in cooperati on with the Communications & PR responsi ble at the Forum.	All year round.
3.c.		The Forum should start publishing a minimum of at least one to two press releases monthly highlighting achievements, activities, support to the community... i.e. anything that could be of consequence and which generates publicity for the Forum. To do this it is important to either hire an in-house Communications / PR officer who will efficiently produce press releases in both Arabic and English and who has enough media contacts to publish these releases. Otherwise this could be outsourced by hiring a PR Agency to do this work (perhaps one of the members).	Commun ications & PR Officer / or a contracte d PR Agency	Monthly
3.d.		Enhance media relations by approaching all the media responsible for covering the news of business associations and inviting them to an event that will introduce them to the workings of the Forum, its vision, mission, goals and activities. After this initial introduction close contact should be kept with the media to ensure continuous coverage on the Forums activities when needed.	Commun ications & PR Officer / or a contracte d PR Agency	All year round.
4	Satisfying the needs of all categories of members	In the previous assessment it was noticed that there are three major categories of members with different needs. It is important to address each category and provide them with benefits and activities which suit their respective needs to ensure their retainment and to build on positive word of mouth to attract new members.	Member Relations Officer / or Activities Coordinator	

4.a.		The first category of members is the founding members who have mostly been members in the Forum since its inception. They are generally loyal members who believe in the mission of the Forum. However, they are mostly matured business women who are now looking for a networking platform and a chance to share their experiences with other same minded business women locally, regionally and internationally. To retain these members and increase their base the Forum needs to increase participation in forums, conferences, and motivational sessions.		
4.a.1	Participating in international conferences and forums.	International Forums: Being a member of several international business women associations the JFBPW should increase its participation in international conferences and forums. Upon announcement of these events the JFBPW can send out announcements to its members for example that any of its members who can actively participate by presenting relevant papers at the conference in question will have their travel and participation expenses funded by JFBPW. This should be a fair competition and all members should have the opportunity to try to participate. This will create a buzz among members. Otherwise any member wishing to participate at their own expense will be assisted by the Forum in preparing all the necessary papers and in getting preferential rates in airline tickets, hotel accommodation, etc... These announcements should also be posted on the website and if there are available funds it would be great if it could advertised in the local newspapers achieving increased recognition of the Forum and attracting new potential members who think they could benefit from such activities.	Member Relations Officer / or Activities Coordinator	Budgets should be set by February and a preliminary program set by then, however the ensuing activities will continue throughout the year.
4.a.2	Motivational Sessions	JFBPW should try to increase the number of motivational sessions it conducts per annum. In the beginning of the year the Forum should decide on a list of motivational speakers from all over the world they think would be relevant to the Jordanian business women community. These speakers should be approached to determine the cost of hosting them and in coordination with the business community in Jordan as sponsors these events could be held. The value of holding such events is two fold: creating interest from Jordanian business women in general and the Forum's members especially in the quality of events conducted by the Forum and secondly due to the fact that there will be sponsors who will finance the advertising campaign announcing such events it will create an opportunity for the Forum to publicize its activities generating extra attention and interest from potential members as well as the community at large.	Member Relations Officer / or Activities Coordinator	Budgets should be set by February and a preliminary program set by then, however the ensuing activities will continue throughout the year.

4.b.		<p>In light of the advancement of women in the work force there is a very large number of highly professional and competitive women with different needs from an association such as JFBPW. These women are still at the beginning of their careers or setting up their businesses and are looking to better themselves and add a competitive advantage to their experience and knowledge. These women would always welcome educational seminars and workshops that would benefit them in their work. As for business owners they're looking for opportunities to advance their businesses and market themselves and this is where the Forum should concentrate. When choosing topics for workshops and seminars the Forum should look for sessions that are more specialized and would add a competitive edge as well organizing activities that would help business owners market themselves.</p>		
4.b.1	Training workshops and seminars	<p>As part of the benefits provided to members the Forum promises them preferential rates in participating in workshops and seminars. In this case it is important to at least provide one professional business course or seminar every month. It is suggested that JFBPW partner with one of the leading Business Training Centers in Jordan with a cooperation agreement whereas the Center provides the courses at discounted rates for the Forum's members and they both share the advertising costs for these courses and seminars with both their logos on these ads. This can be budgeted for within the cost of the training courses and advertising can be low cost through email shots sent to all members and non-members within the Forum's data base as well some advertising in the local newspapers with the intention of generating interest in JFBPW. This is another good way of keeping JFBPW in the minds of the public through indirect advertising and publicizing.</p>	Member Relations Officer / or Activities Coordinator	<p>The cooperation agreement should be arranged no later than end of February so that the training and workshops can be decided upon and listed within the events calendar early on.</p>

4.b.2	Professional Speakers	<p>Since many of the members in JFBPW are business women who either have businesses of their own or are planning to start a new business I think it would be a very good idea to host at least once a month a high profile professional business person who will speak to them in sessions organized by the forum on different topics and subjects that will assist them and provide them with essential advice on conducting their business decisions. These topics can range from how to choose a business, how to assess market trends to anything that could be beneficial in building up a small to medium business. In many times these business professionals would be willing to speak for free so the cost would mostly involve the organization of the event and the cost of this would be covered through charging a minimal fee to attend. It is advisable that included in this fee is the cost of advertising this event with a low budget through e.shots and some local newspapers.</p>	Member Relations Officer / or Activities Coordinator	<p>Budgets should be set by February and a preliminary program set by then, however the ensuing activities will continue throughout the year.</p>
4.b.3	Business Incubator Seminars	<p>Since one of the major services the JFBPW provides is business incubators for small start-up businesses I think it should build upon this and increase its membership base from women who would be interested in this service as well as building up the Forum's profile as a professional business association. I think this could be done by partnering with one of the international donor agencies that are interested in supporting small to medium businesses for women and producing a small low budget co-shared advertising campaign inviting interested women to attend a workshop on how to start a small business and in this workshop inform them of the services that they can get as members in the Forum with regards to starting up their businesses. Such an event should at least be organized twice a year.</p>	Member Relations Officer / or Activities Coordinator	<p>This kind of partnership must be budgeted for and discussed with donor agencies by early March.</p>

4.b.4	Marketing Activities for Members	<p>One of the major activities that an association such as the JFBPW should provide its members is the opportunity to market their businesses and their products such as the Dakakin initiative introduced last Ramadan. As I understood this will be an annual event and if this is the case sponsors should be approached early on so as to advertise participation in this event early to give the chance for business owners to plan ahead. Participation should be open to all female business owners with special rates for the JFBPW members. More of these activities should be organized during the year. One of my suggestions is to hold a market every weekend during the summer in one of Amman's local districts where stalls can be rented out to business owners to showcase their products and activities can be organized for the whole family. This can be done by obtaining sponsors and advertising this event to the public all summer long. This will create a positive buzz for the Forum and generating interest from the public as well as the business community.</p>	Member Relations Officer / or Activities Coordinator	Such activities need to be planned early in the year so that sponsors can be approached in a timely manner and subsequently the advertising campaigns planned allowing enough time for business owners to plan ahead for participation.
4.c.	Catering to the Corporate Members	<p>Finally and most importantly are the corporate members who provide the biggest support by offering the largest amount of sponsorships and I think they should be paid special attention by customizing special benefits packages for each company as per their needs. The Member Relations Officer should meet the current corporate members and discuss their needs for the upcoming year and plan with them special packages that will benefit both parties. Accordingly new potential companies and corporations should be approached to encourage them to join in return for special packages customized based on their requirements.</p>	Member Relations Officer	By February 2009

4.d.	Involving Members in the Forum's Activities	JFBPW is very active on the grass roots level providing support to the women in the different communities such as in Al Taj. This is one of the essential roles that the Forum plays but which are terribly under publicized. I think that the Forum should involve the members in such activities by asking them to help and participate in any way they see fit. Many of them will be happy to provide their experience and their support to any activities carried out. I suggest that whenever an activity is planned at the grass roots level either in Al Taj, Jerash or Irbid this should be posted on the website and sent out within the monthly newsletter inviting the members to support if they so wish. This will have a couple of benefits among which you are keeping the members informed of what you are doing and secondly giving them the chance to support the community and the Forum's work.	Member Relations Officer / or Activities Coordinator	Ongoing
4.e.	Social Activities	JFBPW members are all females and many of them are mothers and caretakers who are also interested in the well being of their families as well as themselves. I think we should not forget the social aspect and benefit of being a member in a women's association and therefore I think also special attention should be given to providing seminars on health, well-being, beauty and so forth. This can be done in cooperation with some of the members who have such expertise in giving such lectures. I think at such sessions, lectures, or workshops should be organized at least once a month. These should be added to the events calendar and participation could be minimal covering the cost of the speaker and organizing the event with obviously special rates for members. Even such events should be sponsored and this time by businesses wanting to promote perhaps beauty or home products.	Member Relations Officer / or Activities Coordinator	The events program should generally be agreed upon by February to ensure that there is enough time to get sponsors and add to the social calendar of the Forum.
5	Keeping Members Informed	At present the Forum has several committees consisting from the members handling affairs such as membership, funding, and legal committees. It has come to my attention that the results of these meetings are not sufficiently relayed to the other members and many of them are in the dark. It is suggested that precise and clear minutes of meetings for each of those are prepared and distributed to the members either by email or posted on the website.	Member Relations Officer	Ongoing

INTEGRATED COMMUNICATIONS & MARKETING PLAN

Based on the above Communications & Marketing Strategic Plan for 2009 specific actions that must be undertaken along with estimated budgets and time frames are laid out below. Please note that these are just estimations based on the consultant's knowledge of the market which may vary according to the market rates at the time of implementation.

Integrated Communications & Marketing Plan

Jordan Forum for Business & Professional Women

N o.	Activity	Responsibility	Time Frame	Budget
1	Send personalized letters re. Membership renewal with newsletter, program, and address feedback form via courier to all existing members.	Member Relations Officer	1 st Jan – 28 th Feb	Approx JD 150 if sent by courier (either Pionex or Aramex)
1. a	Follow up by phone for feedback on letters sent.	Member Relations Officer	1 st Jan – 28 th Feb	none
1. b.	Prepare an end of year newsletter with highlights of previous year's activities and achievements.	Communications Officer / PR Company	By second week of February to ensure timely send out of letters.	It is advisable to commission a design company to provide an interactive newsletter template to JFBPW which can then be updated monthly in-house by the Communications Officer. The approximate budget for this design should not exceed JD 1000.
2. a. b.	Send personalized letters to potential members along with the newsletter, program and feedback form by mail.	Member Relations Officer	1 st Jan – 28 th Feb	The budget for this depends on how many letters will be sent and the weight of the envelopes unless sent by courier and this will cost approx. JD 1 per envelope.
2. c.	Arrange introductory sessions / presentations with the assistance of the different business associations to their female members.	Member Relations Officer / Events Coordinator	February	The cost of this would be the room rental and coffee break in a four star hotel. It would cost approximately JD 1000 for around 200 women. Otherwise it can be held at the premises of the business association if they do not mind and in this case will cost nothing except for the refreshments which depends on the number of people attending.

3. a.	Produce a monthly newsletter	Communications & PR Officer / or PR Agency	Monthly	As mentioned above if an advertising agency provides the Forum with a template at an estimated cost of JD 1000 then the in-house Communications & PR Officer can prepare this monthly at no cost other than printing cost if this is to be sent out by mail and in this case the cost of printing 1000 copies of a double side A4 newsletter should not cost more than JD 200 and eventually this will be funded from the advertising that can be placed in it.
3. b.	Update the website.	Web developing Company in cooperation with the Communications & PR responsible at the Forum.	By end of February	It is difficult to determine the cost of updating and maintaining the website as this depends on the contract with the current providers however normally to build a new website with these features should not cost more than approximately JD 5000 and this is advised to be on a monthly retainer fee basis to ensure constant maintenance and updating.
3. b. 1	A proposal for advertising on the JFBPW website should be developed and introduced to members and non members	Communications & PR Officer	The proposal should be finalized by end of March.	This should be an income generating activity for the Forum.
3. c.	Publish a minimum of one to two press releases monthly in the local media.	Communications & PR Officer or a PR Agency	Monthly	As discussed above the cost of this will be either the salary of the Communications & PR Officer or the PR Agency.
3. d.	Enhancing media relations by hosting the relevant media for a luncheon with the Chairwoman and the Managing Director of JFBPW.	Communications & PR Officer or a PR Agency	March before the Business Forum is held or at least at the time of the press conference announcing the event.	The cost of inviting around 10 reporters for lunch would be around JD 200.

3. d. 1	Hosting press conferences at the onset of any major event organized by JFBPW	Communications & PR Officer or a PR Agency	Ongoing	The cost of each press conference will be deducted from the cost of each sponsored event and the cost of a press conference usually should not exceed JD 300 per event which includes the booking of the room and the coffee break for the reporters.
4. a. 1	Increase participation in international conferences and forums. Accordingly to encourage member participation and to convey a positive image of professional business women in Jordan as well as the association these conferences should be well advertised internally and the members should be invited to participate and the one with the best paper to present will be sponsored to attend.	Member Relations Officer / or Activities Coordinator	Ongoing	The cost of sponsoring the participation of members could be obtained from donor agencies who could on their part benefit from the acknowledgement they'll get through the announcement for such events and the invitation to participate.
4. a. 2	The Forum should host motivational speakers at least three to four times a year.	Member Relations Officer / or Activities Coordinator	Ongoing	These should be sponsored events with a budget for the advertising as well as hosting the event and the cost depends on the motivational speaker and where the event is to be held.
4. b. 1	Make a cooperation agreement with a reputable Training Institute to conduct defined and professional training sessions and workshops for the Forum's member as well as non-members.	Member Relations Officer / or Activities Coordinator	Ongoing	This should be an income generating project whereas the cost of the training and the budget for advertising for these sessions should be taken into consideration when asking for participation fees; whereas fees for members will be less than non members.
4. b. 2	Host professional speakers to discuss issues of interest to the members. This service should be provided solely to members as part of the value added benefits members receive.	Member Relations Officer / or Activities Coordinator	Ongoing	The Forum will charge its members a minimal fee to attend covering the cost of hosting the event as well as a small budget announcing it. Usually local speakers will be willing to attend for free.
4. b. 3	Host a couple of workshops during the year for women interested in establishing small to medium sized businesses to introduce them to the services offered by the JFBPW in terms of business incubators.	Member Relations Officer / or Activities Coordinator	April & October	This workshop will be held in conjunction with donor agencies that provide support to small and medium sized businesses. A small media campaign will be conducted to advertise the event and invite participants.

4. b. 4	Provide marketing opportunities for the Forum's members similar to the Dakakin initiative.	Member Relations Officer / or Activities Coordinator	The concept and plans need to be finalized by March.	The budget for each activity must be determined based on the size of it and accordingly sponsors need to be approached. Again this needs to be an income generating project.
4. e.	Provide inspirational, health & wellness as well as other social seminars for the members.	Member Relations Officer / or Activities Coordinator	Monthly	Based on the fees of the speaker, the size of the event, and the cost of hosting it a fee must be taken from participating members. Again such an event needs to be publicized to the members through e.shots and postings on the website as well the traditional informing of members.

GAP ANALYSIS

After the initial meetings with the JFBPW Director, Member Relations Officer and several members the consultant was able to determine its needs in terms of resources and competencies in order to be able to implement the Communications and Marketing plan for 2009. Please find below the GAP analysis in terms of what is currently available and what is needed.

GAP Analysis

Jordan Forum for Business & Professional Women

N o.	Gap	Preferred Future State	Business Unit	Recommendation
1	Currently the website which is supposedly the most important tool in disseminating information on the Forum, its activities and the providing a platform to communicate with members is severely lacking.	To have a highly informative website that includes news, updates and a calendar of events and allows members to register for activities online. It needs to be highly interactive allowing members to network with the forum and amongst each other.	Communications Department	To enlist the services of a web provider which will develop and update the website on a monthly basis based on a retainer fee to ensure timely changes and updates.
2	Members are mostly complaining that they do not get informed of the Forum's activities. They are also mostly under the impression that the Forum is inactive.	This impression needs to be rectified and there must be more open channels between the Forum, its members and the community at large.	Communications Department	A monthly newsletter needs to be published immediately and disseminated to members either by mail, electronically and posted on the website.
3	Currently most of the activities performed by the JFBPW fall under the radar and go unnoticed.	Publicize JFBPW's activities in the media to create more public awareness of the Forum and its role in the community.	Communications Department	Keep close relations with the media ensuring that at least two press releases a month are published. Also ensure to provide a small budget to advertise and publicize most activities organized by the Forum.

4	Many members complain that the Forum is not conducting enough activities.	JFBPW should pay special attention to organizing events that cater to all categories of its members covering most of their needs.	Events Coordination Department	The Forum needs to hire an events coordinator that will be in charge of setting plans, budgets and attaining sponsors for events as well as coordinating and organizing these events.
5	There is a clear lack of PR and communication skills at JFBPW.	To have a highly qualified Communications Department.	Communications Department	Initially the Forum needs to hire a highly qualified Communications and PR officer who is bilingual and able to write press releases and communicate with the press with strong media relations. Otherwise it is advisable to hire a PR company on a monthly retainer fee that will be able to carry out these activities.
6	At present there is not enough advertising for the Forum's activities.	Periodically produce flyers, ads, and email shots of the activities undertaken by the Forum.	Communications Department	It is recommended that the Forum contract with an ad agency and a media company that will support in designing the required materials according to the brand guidelines and subsequently providing best ad placement.

APPENDICES

Attached herewith are some documents attained from the Forum on which the assessment has been built.

1. Members Database
2. Analysis of Members Survey
3. 2008 Activities Report
4. 2009 Calendar of Events
5. Members Committee Minutes of Meeting
6. Sponsorship Committee Minutes of Meeting

APPENDIX 1: MEMBERS DATABASE

1	Name	Business	Fax	Career	Sector	Email address
1	Abeer Qumsieh	4622255	4622253	Owner and G.M. of "Better Business"	Training	info@betterbusiness.com.jo
2	Alisar Friak	5310556	5520188	G.M. of Alisar Association	Floweriest	alissarmzayek@go.com.jo
3	Amal AL Ayde	795638583		Owner of Virginia Cosmetics	beauty	virginacosmetics@yahoo.com
4	Amani Elyana			Owner of "Knowledge Way" training center	Training	amani_elayan@hotmail.com
5	Arked Abd Al Nour	5602838	5602838	Owner of "Arked" Translation Co.	Translation	anstransl@go.com.jo
6	Ayda Sarabi	5533022	5534530	Owner of "Miss Universe	Women Clothing	missuniverse1@hotmail.com
7	Aysheh Khawaja	4614066	4614066	Owner and the G.M. of "Gallery season" for Arts	Arts/Crafts	aisharazem@msn.com
8	Basiam AL Zo'oby			Owns a KG	Education/Research	fax
9	Basma Al Najar	5536990	5536069	Owner and the G.M. of "Mais Al Reem" Restaurant	Food Restaurant	basmanajar@yahoo.com
10	Bothaynah Fayad	5155600	5159855	Owner of "Muna Gym"	Gym	Bothaynah-999@yahoo.com
11	Bothaynah Rawashdeh	5819859	5861595	Owner of "Al Batool tourism company" and "Aya saloon"	Tourism and beauty	nancyzahrn@hotmail.com
12	Bredjet Nuqul	5696497-5526229	5695539	Manager of "Bridgette Nuqol" graphic design office	interior design	futuree@cyberia.com.jo
13	Dina Zorba	5512810	5519733	Owner Of "Sharqiyat Magazine"	Publishing/Journalism/Media	dinazorba@sharqiyat.com
14	Ebtisam Al Tarman			Producer of Mosaic products	arts/Crafts	
15	Elham Zeadat	5712680	4729505	Owner & the G.M. of "Bloom Co."	Dead Sea products	bloom@nets.com.jo
16	Eman Al Hassan	5162648		Owner of "Charming Lady" saloon	Women Styles/Fashion/Clothing	fax
17	Eman Al Momani	5357448		Owner and the G.M. of "Flonah KG"	Education/Research	em99a@yahoo.com
18	Ene'am El Mefleh	5561409	5346435	Owner of "Su' An "	Women Clothing	Na3oomi_mufleh@hotmail.com
19	Ezdehar Al Farkh		5926817	Owner of Al "Manhal	Education/Research	fax

				School"		
20	Falahah Al Jada'an		02-6282340	poultry	poultry	fax
21	Fatat Al Zein		5536069	Family business at "Mais Al Reem Restaurant	Management / Administration	fax
22	Fatimeh Al Nsour	5233479		President of "Bayet Al turath associations "	Associations	
23	Feryal Dababneh			Sewing production (home -based)	Women Clothing	fax
24	Feryal Shredan	5663697	5664794	Deputy Director& a partner of "al Hamed Co. for car fixing & heavy industries	Car Fixing&Heavy industries	fairo@batelco.jo
25	Ghayda'a Ala'a Al dein	4642145	4642159	Partner of "Saba for Intellectual Property"	Intellectual property	jordan@saba.com
26	Heyam AL Badwan		5923327	Owner of "Ahmah An Amjad Association"	Trading	-
27	Hiyam Majdalawi	4658859 تلفاكس	5651900	Owner of "Al Majdalwei library"	Management / Administration	
28	Jumana Metaw'e	5931585	5931585	Owner & the G.M. of "Al Juman Co." for producing conferences bags	manufacture bags	Jumanamtawe3@yahoo.com
29	Juwana Al Saket	5931845	5927777	Partner of "Ormantina" shop	furniture	Matrix_makeupstudio@hotmail.com
30	Kaltham Mraish	5514611	5528508	Free Trade	Trading	shereenabbady@yahoo.com
31	Khadejeh Al Sharif	5866070	5151664	Owner of "CASA MODA" Boutique	Women Styles/Fashion/Clothing	fax
32	Khawla Al Shekh			Owner of "Omar for Marketing Co."	Plumbing	omarformarketing@yahoo.com
33	Khetam Tayem	05-324688	05-3248414	Owner of "Zein" pharmacy	Pharmacies & Medical stores	fax
34	Laila Al Naber		4636094	Owner of "Atlas Lounge"	Event management	lailanaber@hotmail.com
35	Laila Mana'a			Owner and the G.M. of "Al Aqaba Diving Center"	scuba diving	diveagaba@diveagaba.com
36	Lina Abu Ziad	4644691	5920574	Owner of "Artilina" shop	Arts/Crafts	lannouch1980@yahoo.com
37	Linda Helaga		5922070	Partner & G.M. of "Hans	Management / Administration	linda@fazaa.com

				"company		
38	Mahsen AL Emam	4648889-4647333	4647333	Arab Law Firm president	Publishing/Journalism/Media	Mahasen1@accessme.com.jo
39	Mai Al Barghouthe		03-2039110	Owner and the G.M. of restaurant	Management/Administration	fax
40	Majedah Abu Orah		03-2132122	Trainer on Handy Crafts	Arts/Crafts	fax
41	Malak Anabtawi	5927177		Owner of "Nowara Pharmacy"	Pharmacies & Medical stores	'malakanabtawi@hotmail.com'
42	Manal Abu Haltam	4875268	4875269	Partner of "Mohammad Abu Haltam Group. For investment "General Deluxe"	Electronic machines	mahaltam@generaldeluxe.com
43	Manal Al Otom	02-6350442	02-6351138	Owner of "Al Shahed Pharmacy"	Pharmacies & Medical stores	maotoom@yahoo.com
44	Mansorah Al Jetan	5690214	5690213	Partner and G.M. of "The Other" Co. for consultation	consultation	fax
45	May Khouri	4650470	4650470	Owner of Bader "Al Duja antiques" shop	Arts/Crafts	may@badr-adduja.com.jo
46	Muna Al shurafat	02-6282079	02-6282340	poultry	poultry	fax
47	Muna Shamyeh			Owner of "Al Layan" Co. for Natural cosmetics	oils products	layan_jordan@yahoo.com
48	Myasar Haymour		5856265	Owner of "New Wave Co. for Cosmetics" and "Sokot Hansawar Library and event Management Co. "	Management/Administration	fax
49	Nabila Hadadin	5699554	5663661	Owner of "Al-Reebal Trading Establishment"	Management/Administration	arte@wanadoo.jo / hadnabila@yahoo.com
50	Nawal Al Qbaba'ah	4886866	4886966	Captin In RJ	Airlines	mashae004@yahoo.com
51	Omayya AL Zamel	5810027	5816860	Partner and G.M. of the "Modern American school "	Management/Administration	ozamel@hotmail.com
52	PenLopa Se'edan	5161398		G.M of "Monojo" Co.	Medical Doctors/Services	penlopa2006@yahoo.com
53	Rabha AL Safadi		5525683	Partner in "Al Saman Co." for investment and instruction	Instruction	rabha@batelco.jo

54	Rania Al Khaldi		5605640	Owner a carpet accessories Co.	Management / Administration	fax
55	Rania Hatahet	5660780	5660781 – 5538854 منزل	Owner of "Ranialy Antiques shop"	arts/Crafts	abdelhadiinv@index.com.jo
56	Rawabi Abu Ghazaleh	5929536	5929536	owner of "Rawabi creation" jewelry shop	Arts/Crafts	Rawabi1@wanadoo.jo
57	Rawan AL Edwan		5522286	Own of ceramics shop	Arts/Crafts	rawan1_2000@yahoo.com
58	Rawan Al Edwan	777880194	5522286	Owner of Mozaic store	Arts/Crafts	rawan1_2000@yahoo.com
59	Reem Hashoush	5818675	5818675	Owner of "Al Zanbaqa Trading Co.	Trade	zanpaqa@hotmail.com
60	Reem Sabagh	4655444	5921633	AL " Owner of Sabagh wheels Co."	Wheels Company	rsabbagh@go.com.jo
61	Reema Ayoub		5857585	Owner of "Reem Ayoub beauty center"	Women Styles/Fashion/Clothing	fax
62	Rima Ya'qob	795557000	5857585	Owner Of Company	Management/Administration	fax
63	Roda Abu Taha		5511995	Owner of Roda's Design Graphic Design, Interior Design, Industrial Design, Advertising & Publishing / Consultation	Graphic Design	abutaha@go.com.jo
64	Rowayd Saleh	5152286	5152246	owner of "Al Markaze" for Training	Training	info@ctd.jo
65	Rula Abu Baker	5522813	5522802	Owner of :Sun Home" KG	Education/Research	sunhome,preschool@yahoo.com
66	Safa'a Shehadeh	5691426		Owner and G.M. of "Al Bonyan IT Co."	Information Technology	s.ihsan@al-bonyan.com
67	Samah Al Masanat		5920062	Owner a "AnaBella saloon"	Beauty	fax
68	Samar Halaweh	5331029	5858205	Owner of "Dantila" Shop for events	event management/ Sweets	sa75ta99@yahoo.com
69	Samira Al Momani	5531473	5531473	Owner of "Azhar Amman KG"	education/Research	azhar_amman_kg@yahoo.com
70	Sana'a Al Fahoum	5673519	5671414	G.M. of "San'a for Intellectual Property"	Intellectual property	assanaip@go.com.jo
71	Sana'a Jarar		5622342	Owner of "Al Jarzem" for housing	Management / Administration	sanajarar@yahoo.com
72	Sawsan Tofaha		5694810	Authority chairman of Broadcaster	Publishing/Journalism/Media	

73	Seham Al Saman			Saloon	beauty	
74	Sozan Al Talhoni			Partner of "Al Yaseen Furniture shop"	furniture	wtahsaket@bpwa.org.jo
75	Sozan Belbeise		5346435	Owner of "Su' An "	women clothing	Susanmilly2004@hotmail.com
76	Suha Shafe'e	9.7192E+10		Owner of "Face & Body Cosmetics shop"	Cosmetics	faceandbodyuae@yahoo.com
77	Taghrid Nafeisi	5933518-5858534-5814787	5921759	Board President/ Managing Director of Business Women Co. for Trading Securities, and the Owner of "Al Nafis" Clothing shop	Management / Administration and Women Clothing	nafeesfashion@yahoo.com
78	Tarab Abu Baker	5332403		Owner of "Swan Gym"	Gym	rami@nationalexpresscard.com
79	Thourayah AL Rayes	5933518	5921759	Owner of "Velvet Clothing shop"	women clothing	fax
80	Wijdan Al Saket	4629220	5927777	president of "JFBPW and the Owner of" Al Yaseen furniture shop"	Women Styles/Fashion/Clothing	wtahsaket@bpwa.org.jo
81	Zahyeh Hejaze	5516787	5057701	Owner and the G.M. of "Flonah" KG	Arts/Crafts	zahiehs@yahoo.com
82	Zein AL Saket	5931846	5931846	Partner "Ornamenta shop" for furniture	furniture	zsaket@hotmail.com
83	Zen Al Majaly	5515764	5528183	Owner & G.M. of "Zen Al Majaly Association"	Trade	
84	Zen Qtaishat	796567737	5352600	Owner of Graphic Design office & wedding planner	Women Styles/Fashion/Clothing	zainqt@hotmail.com
85	Zenab Shtay		5524046	Owner of "Armonia" beauty Center	Beauty Center	dijlariver@hotmail.com

ID	Name	Business	Fax	Career	Sector	Email Address
1	Ajyeh Abu AL Enien	5411067-5412134	5411067	Financial Officer - Al Wataneyyah Schools	Finance/Banking/Accounting	fax
14	Dana Hmeiede			Investor at "Multaq Al Tadawol"	Finance/Banking/Accounting	info@multaq-altadawul.com
17	Eman Al Damen	4612608		Chief Credit Officer / Capital Bank	Finance/Banking/Accounting	iman.damen@cap.jo
38	Kholoud Khraishi	5600000ext.2606	5689050	Head of section at he "Arab Bank"	Finance/Banking/Accounting	kholoud.khraishi@arabbank.com.jo
40	Kholoud Saqqaf		4616400	Banking Supervision Expert, Head of Banking System Development Unit, Governor's Office	Finance/Banking/Accounting	khsaqqaf@cbj.gov.jo
51	Manal Al Zawawi	5857954	5821794	Manager of the Jordan Gulf bank	Finance/Banking/Accounting	Manal_zawai@yahoo.com
60	Muna Tolfah	5608309	5692701	Regional Manager – Business Development – Largest Companies Section	Finance/Banking/Accounting	mona.tolfah@arabbanking.com.jo
65	Najyeh Al Sha'alan	5607171-5607205	5686830	Jordan securities commission/ head of section	Finance/Banking/Accounting	Worood3000@hotmail.com
76	Rania Wahbeh	5622282-5622285	5622281	Legal department at the " Al Ahle Bank"	Finance/Banking/Accounting	saharwahbeh@hotmail.com
84	Ruba Hasouneh			Teacher at the "Al yarmouk" education center	Finance/Banking/Accounting	muradsabah@interconti.com
96	Shereen AL Abadi	5658036	5528508	Head of Accreditation Section - Jordan Inst. For Standards and Metrology	Finance/Banking/Accounting	shereenabbady@yahoo.com
102	Violette Zyadat			Banker at the "Arab Bank"	Finance/Banking/Accounting	zviol@hotmail.com

ID	Name	Business	Fax	Career	Sector	Email
1	Abeer Al Belbiese			Designer	Designing	abeer.bilbeisi@gmail.com
2	Alya AL kabaritie	4651136 ext35	5825503	Consultant at Erada	Free Lancer/Consultation/Specialist	Aloush34@hotmail.com
3	Deema Mosbah	4612340	4649585	Lawyer	Law	dsm0x0@yahoo.com
4	Feda'a Masarweh	4729736		Doctor	Medical Doctors/Services	fidamasarweh@yahoo.com
5	Hiyam Abu Dhais		5151792	lawyer	Law	moholwan@hotmail.com
6	Ismat Hosu			Free lancer at Petra and al Ahlyeh University	Free Lancer/Consultation/Specialist	i_hosu@hotmail.com
7	Maha Al Akhras	05- 3936559	05- 39365559	Dentist	medical	drmaha.r.akhras@gmail.com
8	Manal AL Oran	5529514- 5525902	5529514	Lawyer	Law	msaloran@cyberia.jo
9	Nadia Al Anani	5625615	5625616	Lawyer	Law	nadia_anani@hotmail.com
10	Nour Al Emam	4644357- 5690847	5059820- مكتب 5960847	Lawyer	Law	Nouremam_6@hotmail.com
12	Safa'a Akroush	5607093	5607093	Lawyer	Law	Safa_akroush@yahoo.com
13	Sali Abu Areeda	5665851	5665852	Lawyer	Law	Sally3@maktoob.com
14	Samira Zaytoun	5670210	5670210	Lawyer	Law	Kamalnaser_hrm@yahoo.com

Corporate

ID	Name	Business	Fax	sector	Email	website
1	The Arab Financial Investment Co.	5692425	5692423	Trading in Electronic and Heavy Industries PLC	info@arabinvestco.com	www.arabinvestco.com
2	Middle east Complex for Eng	5827833	5822602	Financial Brokerage and Margin Trading	osama@mecgroup.io	www.mecgroup.io
3	Lamezon Co.	5850686	5857579	Furniture		
4	Al Manaser Co.	5356166	5355885		info@manaseer.com.jo	www.manaseer.com.jo
5	QuQa Group	5622100	5601213	Trade and investments	muhsen@quqa.com	www.quqa.com

APPENDIX 2: ANALYSIS OF MEMBERS SURVEY

تحليل الاستبيان

Analysis of Members Survey

التواصل	موافق تماماً	معظم الأحيان	غير موافق
أنا راض بطريقة تواصل مسؤولة العضوية معي كعضو في الملتقى.	%82	%16	%2
يتجاوب فريق عمل الملتقى مع احتياجاتي على الفور.	%60	%38	%2
أتلقى من الحين و الآخر مكالمة أو بريد الكتروني أو فاكس من الملتقى و هذا يذكرني دائماً بعضويتي بالملتقى.	%82	%18	–
النسب المئوية	%75	%24	%1
الخدمات	موافق تماماً	معظم الأحيان	غير موافق
اعتبر ملتقى سيدات الأعمال و المهن الأردني مصدر فائدة لي شخصياً و للمجال الذي اعمل به.	%44	%50	%6
أنا راض عن مقدار رسوم الاشتراك الذي ادفعه سنوياً و اعتبره منطقياً.	%70	%30	
اعتقد أن الإعلانات و المنشورات التي تصلني من الملتقى مفيدة.	%44	%56	
اشعر أنني قمت بتطوير مهارة التواصل لدي بعد التحاق بالملتقى .	%38	%58	%4
اعتقد ان التحاق بالملتقى سيدات الأعمال و المهن الأردني قد زاد من نشر سمعة عملي و التسويق له.	%28	%50	%22
يعقد الملتقى الكثير من ورشات العمل و المحاضرات المفيدة و يعمل على توفير فرص عمل للباحثين عنها.	%22	%64	%14
اشعر دائماً أنني على اطلاع متواصل بأخبار الملتقى.	%66	%32	%2
اعتقد أن الملتقى يعمل على تنظيم عدد مناسب من المناسبات سنوياً.	%34	%60	%6
أنا راض عن الفائدة و الخدمات التي ألتقها من الملتقى.	%34	%62	%4

النسب المئوية	43%	51%	6%
صنع القرار	موافق تماماً	معظم الأحيان	غير موافق
أنا راض عن الإجراءات المتخذة في عملية الانتخابات أعضاء الهيئة الإدارية الجدد.	36%	56%	8%
أشعر أن لي دوراً في تشكيل السياسة الخاصة بالملتقى.	16%	32%	52%
اعتقد أن الملتقى قد أتاح لي الفرصة للتعرف على أشخاص يشاركوني الاهتمامات نفسها.	54%	38%	8%
النسب المئوية	35%	42%	23%
اللجان التطوعية	موافق تماماً	معظم الأحيان	غير موافق
تؤدي اللجان التطوعية دوراً مهماً بتقديم المساعدة و الاستشارات القيمة ضمن مجال خبرتهم.	12%	78%	10%
اعتقد أن الإعلانات يتم توزيعها بشكل فعال و دوري.	30%	60%	10%
النسب المئوية	21%	69%	10%
التقييم العام	موافق تماماً	معظم الأحيان	غير موافق
لقد قمت بتطوير عدة مهارات خلال التحاقى بملتقى سيدات الأعمال و المهن الأردني.	32%	52%	16%
سأنصح جميع أصدقائي بالانضمام لملتقى سيدات الأعمال و المهن الأردني.	80%	20%	
اعتقد أن إجراءات و قوانين و تشريعات الملتقى مؤثرة و فعالة.	32%	60%	8%
سأقوم بتجديد عضويتي بالملتقى السنة القادمة و السنة التي تليها.	94%	6%	
النسب المئوية	60%	34%	6%

APPENDIX 3: 2008 ACTIVITIES REPORT

- Launched the National Initiative for Training & Direct employment for females; to provide the private sector with 5000 trained and skillful girls according to the needs of labor market
- Establishing the 1st partnership between civil society, governmental bodies & private sector to set the model of national initiatives towards development in Jordan
- New membership categories: the youth membership for girls ages 18 – 25 in order to start early on empowering ladies and enhancing their capabilities to become the business & professional women of the future – the Women Lead the Change initiative. The other membership category is the honorary category.
- Advocacy ongoing program towards changing laws & regulations in Jordan affecting women in general and businesswomen in particular. 1st outcome for this year was the change in the National Security law and establishment of maternity fund for women to stop discrimination against married and pregnant women in the workplace. The change in this law is also in retirement and heritage of the pension.
- Establishing two new business incubators for innovation and research.
- Establishing two new branches in Jerash & Al Kerak.
- Adding new sets of services for members, like medical insurance, marketing plans, business plans, feasibility studies, etc.

Other under granting or under issuing activities would be added onwards.

APPENDIX 4: 2009 CALENDAR OF EVENTS

فعاليات الملتقى 2009 "Draft Paper"

1. المؤتمر الوطني الثاني للملتقى .

2. "اعرف مهارتك"

سعر الدورة : 30 دينار للأعضاء

40 دينار لغير الأعضاء

3. "دورة ثقافة الألوان "

سعر الدورة : 50 ديناراً للأعضاء

60 ديناراً لغير الأعضاء

4. محاضرات قانونية شهرية

5. دورة "الذكاء العاطفي في البيع"

سعر الدورة : 65 ديناراً للأعضاء

75 ديناراً لغير الأعضاء

6. دورة CDL|سعر الدورة لم يقرر بعد.

7. محاضرات صحية و تجميلية .

APPENDIX 5: MEMBERS COMMITTEE MINUTES OF MEETING

محضر اجتماع لجنة العضوية

عقدت لجنة العضوية اجتماعها الأول في تمام الساعة الرابعة من مساء يوم الأحد الموافق 2006/12/10 و بحضور التالية أسمائهن:

1. ريم الضامن
2. روضة أبو طه
3. ميادة السعيد
4. صفاء عكروش
5. جمانة مطاوع
6. سيما الشهابي
7. ناديا العبد
8. وفاء شعبان
9. بثينة فياض
10. منى طلفاح
11. ايمان الضامن
12. ريم طنطش
13. روابي ابو غزالة

أولاً: تم تعريف أعضاء اللجنة ببعضهن البعض.

ثانياً: الاتفاق على جدول أعمال الاجتماع :

- استعراض مهام لجنة العضوية حيث استعرضت مسؤولية العضوية وضع الأعضاء و المنتسبات من حيث نسبة تسديد الاشتراكات و تبين أن هناك حوالي 70% من الأعضاء غير مسددات.
- متابعة تسديد اشتراك المنتسبات للملتقى.
- دراسة طلب العضوية.
- جذب أعضاء فعالين للملتقى.
- إعداد خطة عمل سنوية.
- طرق التواصل و الاتصال مع الأعضاء.

ثالثاً: تم استعراض مهام لجنة العضوية و مناقشة كل مهمة.

رابعاً: مناقشة آلية لمتابعة تسديد اشتراك المنتسبات.

خامساً: تم الاتفاق على عقد لقاء للأعضاء الجدد و أصدقائهم للتعريف بالملتقى و ذلك بتاريخ 2007/1/15.

سادساً: الاجتماع القادم بتاريخ 2007/1/9 في تمام الساعة الرابعة و النصف.

APPENDIX 6: SPONSORSHIP COMMITTEE MINUTES OF MEETING

الاجتماع الأول للجنة كسب الدعم

الثلاثاء - 30 - 1 - 2007

اجتمعت لجنة كسب الدعم مساء يوم الثلاثاء منذ الساعة الرابعة واستمر الاجتماع حتى الساعة السابعة والنصف مساء وذلك في مبنى الملتقى - الإدارة

كان الاجتماع زائرا بالنقاشات المهمة والقرارات والمواعيد التي تم تحديدها لزيارة عدد من المؤسسات كخطوة أخيرة في كسب الرعاية لفعاليات الملتقى الوطني الأول لسيدات الأعمال والذي سيعقد في نهاية الشهر القادم

حضر الاجتماع كل من السيدة رابحة الصفدي والسيدة إلهام زيادات منسقتي اللجنة والسيدات
.....عضوات اللجنة

كما شاركت السيدة روضة أبو طه عضو الهيئة الادارية وناشطة لجنة العضوية جزءا من الاجتماع

حماس العضوات كان ملحوظا أثناء الاجتماع وحرارة التفاعل ما بينهن كانت رائعة وأكثر ما يعبر عنها الصورة،
لذا نرفق لكم صورا من لقاء لجنة كسب الدعم

اليكم لقطات من الاجتماع "الحامي"





متمنين لعضوات اللجنة كل التوفيق في مساعيهم الرائعة وجهودكم مباركة و ... و وبانتظار
النتائج

USAID Jordan Economic Development Program
Salem Center, Sequleyah Street
Al Rabieh, Amman
Phone: +962 6 550 3050
Fax: +962 6 550 3069
Web address: <http://www.sabeq-jordan.org>