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# LED FUNDRAISING TOOLKIT

Sweimeh Local Economic Development Strategy

12 August 2010

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# **LED FUNDRAISING TOOLKIT**

SWEIMEH LOCAL ECONOMIC DEVELOPMENT STRATEGY

USAID JORDAN ECONOMIC DEVELOPMENT PROGRAM

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DELOITTE CONSULTING LLP

USAID/ECONOMIC GROWTH OFFICE (EG)

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## **DISCLAIMER:**

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# FUNDRAISING TOOLKIT

## LOCAL ECONOMIC DEVELOPMENT IN SWEIMEH

In June 2010, the USAID Jordan Economic Development Program completed a plan for the Development Zones Commission that identified a Local Economic Development Strategy for the Sweimeh Community. Using the primary objective of the Development Zones Commission in the promotion of Local Economic Development to benefit the local community, the plan identified three pillars: Employability, Income Generation and Local Governance. As a result of these efforts, this fundraising toolkit has been created to develop a process for the Development Zones Commission to identify and attract funding to implement activities that achieve the objectives of these three pillars.

## TOOLKIT CONTENT

### OBJECTIVE

The objective of this toolkit is to provide that will serve as a guide for the Local Economic Development Unit at the Development Zones Commission (DZC) to initiate, facilitate, implement and follow up through the ongoing fundraising and partnership process for initiatives selected by the DZC as priority activities in the sector.

### HOW TO USE THE TOOLKIT

The toolkit provides guidance to complete the fundraising process from start to finish. However because funding sources and activities may vary in the amount of time and effort required, various pieces of the toolkit are intended to be modified as necessary.

The Toolkit is broken down into two sections. The first section identifies the process for fundraising in the Sweimeh area. The Annex contains templates to complete the fundraising process. Templates are provided so that the toolkit is easy to use, easily replicated and only requires tailoring to the specific activity or objective that the fundraising effort is trying to achieve.

## **ACRONYMS**

CSR – Corporate Social Responsibility

DSDA – Dead Sea Development Area

DSDC – Dead Sea Development Company

DZC – Development Zones Commission

LED – Local Economic Development

USAID – United States Agency for International Development

## PREPARING FOR FUNDRAISING IN THE LED SECTOR

Fundraising for LED initiatives should be considered after specific, result oriented measures to improve social and economic well being for the local community has been identified. Donors should not be relied upon to sustain social and economic efforts, but should be looked upon as providing a base to initiate self sustaining LED activities. Two types of partnerships are key to promoting local economic development in the community.

### MAIN STAKEHOLDERS

The toolkit is intended to help the LED Unit collaborate with stakeholders throughout the fundraising process. Each main stakeholder group listed below should be involved in the process.

#### Main Stakeholders in the Sweimeh LED Process

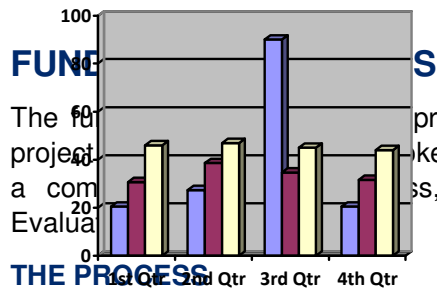
Stakeholder	Stakeholder Objective
Development Zones Commission	Achieve LED objectives focusing on improved social and economic benefits for the local community through expanded investment
Dead Sea Investors	Achieve Corporate Social Responsibility Benchmarks
Sweimeh Local Community	Improve Social and Economic Well Being
Donor Community	Achieve Local Economic Development Objectives
Community Based Organizations/NGOs	Increased partnerships with International NGOs

### IDENTIFYING FUNDING

Many of the investors in the Dead Sea Development Area are hotel groups, opening up the opportunity for employment and other hospitality related activities. Similarly, many other NGOs and other donor organizations might be interested in working in the community as identified through an NGO mapping exercise.

A key fundraising effort of the LED Unit should be focused on developing partnerships and obtaining funding from investors looking to expand their Corporate Social Responsibility efforts. The hotel groups make natural partners for this type of work because of their development within the Sweimeh community. Therefore the effort and funding on behalf of the hotels will have a direct effect on the local community. Hotel groups can provide training to residents from Sweimeh with the ultimate objective of hiring those residents as seasonal or permanent employees. Securing donor funding will be another type of partnership that the DZC will need to focus on to increase partnership and funds.

A list of active, potential donors should be added to a Donor Database (See Appendix for template) in order to maintain contact with potential and/or active donors.



The fundraising process consists of four main steps. Below is an illustration of the process broken down by step. This graphic demonstrates the need for a comprehensive needs assessment, beginning with Needs Assessment through Project

## 1. Assess Needs for Priority Projects

The first step in the fundraising process is to complete Strategic Plan that includes a needs assessment and SWOT Analysis to determine what areas the community is lacking resources and what types of activities community residents would benefit from most.

## 2. Develop Projects Activities from Needs Assessment/Strategic Plan

From the strategic plan, SWOT and needs assessment, a project activity list of priority activities should be developed. For example, key priority activities from the Sweimeh Local Economic Development Plan are as follows:

- **Employment Project:** Hospitality Job Training is one example of a project that will benefit hotels and the community by directly employing boys from Sweimeh. The initial activities would provide targeted training according to the needs identified by the managers at the hotels in Sweimeh.
- **Income Generating Project:** The Zikra Initiative is an example of an income generating project identified in the plan. The objective is to empower the local community to discover how tourism may generate income, create job opportunities, expose cultural awareness, and raise the confidence of the local community to stimulate their own development. The Zikra Initiative will connect tourists with the community, enhancing the livelihoods of the Sweimeh community.

## 3. Identify Funding and Implementation Sources

Using the templates provided in the appendix of the toolkit, the following

### OUTREACH PROCESS

Building a relationship with the donor is a key component of the fundraising process. The relationship and outreach should be handled and monitored by the LED Liaison. The employee appointed to this position will be able to effectively communicate to interested donors on a timely basis.

### INITIAL CONTACT

Prior to sending out a solicited or unsolicited concept paper, the DZC LED Liaison should initially approach the potential donor by sending an e-mail and following up by phone to discuss the LED strategy and gauge the interest of a potential donor.

### FIRST MEETING

Following e-mail and phone contact, a meeting should be requested with the decision maker and the LED Liaison. Further meetings might require additional leadership within the organization.

#### **4. Develop Concept Paper/Proposals**

Using the concept paper template in the appendix of the toolkit, ensure that proper protocol for the organization should be followed. Unsolicited Proposals  
Sending a concept or unsolicited proposal, to a potential organization where a decision maker or point of contact has not yet been confirmed will require using a slightly different approach than organizations which the LED liaison has made initial contact.  
Organizations or certain members of their leadership team might not be familiar with DZC LED initiatives and therefore require more information and a more formal request than solicited proposals will.

If the project is successful, the following must be covered:

1. Once agreement is in place and funding has been secured, the LED Liaison should be in constant contact with the donor or grant manager at the funding organization.
2. All funding organization procedures should be followed.

If the project is unsuccessful, these steps should be taken alternatively:

1. Kindly find why the proposal was not accepted. If there was an inherent problem with the proposal, document the problem and discuss with team how it can be amended.
2. Confirm that the problem was not technically related to the project, thank the donor and maintain contact should further funding become available. The relationship with the donor should be maintained.

Following fundraising outreach and securing of funds, the next steps should be focus on project delivery and implementation, which includes monitoring and evaluation of secured activity.

#### **5. Project Delivery, Monitoring and Evaluation**

Project Delivery, Monitoring and Evaluation should all be followed according to the standards set by the organization that is funding the project. The point of contact at DZC should have one point of contact at the funding organization and should remain in constant contact (on a weekly basis, or per the requirements of the donor organization) throughout the implementation of the project.

#### **INVOLVING THE LOCAL COMMUNITY**

The local community should be involved throughout the LED process, to ensure that community input is included in project development, beginning with the process of identifying priority objectives in the community. Getting the community involved in the development process may raise expectations, so communicating to residents about what activities are taking place (i.e. workshop, program, etc.) should be done carefully before the process begins.

# APPENDIX

## FUNDRAISING CHECKLIST

### Fundraising Checklist

Activity	Action	Status	Primary Lead	Supporting Lead	Completion Date
Needs Assessment					
Identify Funding					
Concept Paper Development					
Project Delivery					
Evaluation					
<b>Example</b>	<i>Write Concept Paper for Intercontinental Hotel</i>	<i>In-Progress</i>	<i>Areeje (DZC)</i>	<i>Abeer Ziadeh (USAID Jordan Economic Development Program)</i>	<i>October 2010</i>

## INTRODUCTION E-MAIL

The purpose of this e-mail template is to provide a brief introduction to the DZC, the project and the purpose of the fundraising outreach.

Dear [Insert name and appropriate title if necessary],

As part of the Development Zones Commission (DZC) Local Economic Development Strategy, we are working to complete several initiatives to promote social and economic development in the local community of [Sweimeh]. For these activities to be carried out, the DZC is looking for partners to assist in project funding.

To provide you with a deeper understanding of our initiative, please find the attached brief project overview. Should you have any questions or require further information, please do not hesitate to call me at [Insert telephone number] or reach me via e-mail at [Insert e-mail address] at your earliest convenience.

Sincerely,  
[Insert Name]

Local Economic Development Unit  
Development Zones Commission

[Insert Contact Details]

## PROJECT OVERVIEW

### I. Program Description

The expansion and development of the hotel and tourism industry along the Dead Sea has seen a rapid increase. In 2008 the Dead Sea Development Area was designated as a zone in which the Development Zones Commission regulated. The Sweimeh community, the beneficiary of proposed funding lies within the designated Dead Sea Development Area.

Several studies have been completed to provide investors with the economic and social landscape of the community. In 2010, the Local Economic Development Strategic Plan for Sweimeh was developed by the USAID Jordan Economic Development Program to identify the two key pillars of employability and income generation. The primary goal of the LED Strategic Plan in Sweimeh is to ensure social and economic development, including the creation of jobs and increased income for the residents of the community. The plan will bring together local and regional stakeholders, to enable and empower the local community. This will translate into the residents of Sweimeh being able to participate in the area's development and allow them to maximize gains from investment in the development zone.

Implementation of various initiatives in line with the Strategic Plan will be completed by a partnership between the investors and the Sweimeh community. The village of Sweimeh, a community of approximately 5,000 people, falls within the development zone. The Sweimeh community perceives itself as open and tolerant, and is supportive of tourism and commercial projects in the area and employment within such establishments. However, Sweimeh residents do not frequent hotels in the area for lack

of interest in the touristic activity as well as for financial reasons. To close this gap, a partnership between investors and the Sweimeh community will ideally allow residents to benefit from increased employability and income generating activities.

A Labor Force Profile study for the Dead Sea Development Area was also completed by the USAID Jordan Economic Development Program, which assessed the supply and demand in the Dead Sea. Tools such as the labor demand profile is essential for determining the need and availability for employment in the area. Results of the survey indicated a mismatch between employability of Sweimeh residents and potential employers, primarily the hotels in the Dead Sea Development Area. Challenges facing by investors are filling demand for employable residents, particularly in Sweimeh. Due to the labor intensive nature of the hotel and tourism business, emphasis is therefore placed on job training and basic skills to assist Sweimeh residents to enter the labor force in that area.

Through the strategic plan, the DZC hopes to overcome the challenges that are currently being faced in the community, primarily focusing on employability of residents and income generating activities.

## MEETING REQUEST

If the potential donor shows interest in meeting with the LED Unit, a meeting should immediately be set up to determine next steps, such as the submission of a concept paper or a site visit to Sweimeh. A meeting request, via e-mail or formal letter could be drafted like this:

Dear [Insert name and appropriate title if necessary],

Thank you for your interest in the Sweimeh Local Economic Development Strategic Plan. We would like to arrange a meeting with you in order to further discuss how your organization can work with the Sweimeh Community in implementing the activities that have been identified with the community as priority activities.

Please advise on any other information that we can provide in the meantime or anything we can do to further facilitate cooperation between your organization and the Sweimeh community.

Should you have any questions or require further information, please do not hesitate to call me at [Insert telephone number] or reach me via e-mail at [Insert e-mail address] at your earliest convenience to set up meeting arrangements.

Sincerely,  
[Insert Name]

Local Economic Development Unit  
Development Zones Commission

[Insert Contact Details]

## UNSOLICITED CONCEPT PAPER

Once projects and potential donors have been identified, the concept paper can be developed to provide official documentation of what the DZC is requesting from donors in terms of technical and financial support.

The objective of the concept paper is to provide a brief explanation to potential donors of the role of the Development Zones Commission and its partners and to describe the current and future opportunities and challenges faced by the organization in implementing the LED Strategic plan. The document is created to convey why change is required in the community and why the identified activities must be implemented in order to overcome current challenges.

The concept paper is not an analysis of the problems faced by the organization, but draws on the analysis from the strategic plan of the Local Economic Development Strategic Plan. The concept paper can also be used as an internal communication document between internal staff, partners and local stakeholders in order to engage them in the challenges and opportunities facing the organization in the implementation of the local economic development strategic plan.

The purpose of submitting a paper to a potential donor:

- Assist the donor in assessing the project to determine whether to support the program.
- Facilitate information dissemination and requests from the DZC Local Economic Development Unit to potential donors.
- The concept paper may be used as a way to get feedback from potential donors before providing a full grant proposal if required by the donor.

Different donors may have specific guidelines to submit a concept paper, but the basic components remain the same and include:

- Cover letter with organization information
- Detailed project description
- Estimated budget for funding request

Basic Guidelines for Writing a Concept Paper Using the Template:

1. Follow Template Structure as much as possible; but be flexible and modify as necessary according to specific donor requests
2. Limit to 3-4 pages and budget appendix
3. Use follow up templates in fundraising toolkit to ensure proper follow up for the donor.

Additional assistance on writing a Concept Paper:

<http://www.fundsforngos.org/concept-note/how-to-write-a-concept-note/#axzz0tYEa8KEc>

A sample of some organizations basic guidelines are provided here:

***USAID***

<http://www.usaid.gov/policy/ads/300/30354s1.pdf>

***World Bank***

[http://siteresources.worldbank.org/WBI/Resources/Partnerships/Partnership\\_Principles\\_ext.pdf](http://siteresources.worldbank.org/WBI/Resources/Partnerships/Partnership_Principles_ext.pdf)

***Millennium Challenge Corporation***

<http://www.mcc.gov/mcc/bm.doc/guidance-2010001005401-projectconceptpapertemplateandguidance.pdf>

## CONCEPT PAPER TEMPLATE STRUCTURE

### Contents

- I. Cover Letter with contact Organization Information, Signature, and Project Information
- II. Program Description: Identifies the background and the purpose of the project
- III. Outline of Program Objectives
  - a. Concept Paper Objectives: Outlines why funding is required from donor
  - b. Proposed Activities and Projected Impact: What activity identified in the LED Strategic Plan is funding being requested for
  - c. Stakeholders and Participants: List the main stakeholders involved as identified in the LED Strategic Plan
  - d. Beneficiaries: What group of the Sweimeh community will benefit from requested activity
  - e. Location: Where the work will take place in Sweimeh
  - f. Duration of Proposed Work: Identify duration using LED Strategic Plan
  - g. How Objectives will be met through Funding: Should identify how the Sweimeh NGO will manage, implement and monitor funded activities.
- IV. An Estimated Budget - An illustrative budget template is below to be assigned according to activity. This sample budget format can be used if the potential donor does not provide a specific budget template or general requirements.
- V.

### Sample Budget

<b>Project / Grant Title :</b>	<b>Sweimeh LED Strategy, Activity:</b>
<b>Requestor :</b>	<b>Development Zones Commission</b>
<b>Project Period :</b>	
<b>Beneficiary:</b>	
<b>Stakeholders Involved:</b>	
<b>Budget Period :</b>	
<b>Secured funding:</b>	
<b>Expected funding:</b>	

#### I. Expenses:

	TOTAL EXPENSES	OTHER FUNDING	Requested FUNDING
1. Personnel	\$0	\$0	\$0
2. Equipment and Capital	\$0	\$0	\$0
3. Administration	\$0	\$0	\$0
4. Educational Supplies	\$0	\$0	\$0
5. Contracts, Consultants, etc.	\$0	\$0	\$0

6. Travel	\$0	\$0	\$0
7. Other	\$0	\$0	\$0
<b>TOTAL USD :</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## II. Sources of Funding:

			EXPECTED
SOURCES (Cost Sharing/Third Party)	USD REQUEST	USD GRANTED	DECISION DATE
<b>TOTAL USD :</b>	<b>\$0</b>	<b>\$0</b>	

\* Add/Delete Additional Rows as necessary.

I, the undersigned, hereby confirm that the above figures are accurate and correct to the best of my knowledge.

.....

Signature of the requestor

## CONCEPT PAPER SAMPLE

H.E. Omar Hourani  
Development Zones Commission  
Amman, Jordan 11814  
Date [Day Month Year Format]

[Recipient Name]  
[Title]  
[Donor Organization Name]  
[Street Address]  
[City, Country, Zip]

Dear [Recipient Name at Donor Organization]:

The Development Zones Commission is currently working to carry out the planned activities of the local economic development strategy for the Sweimeh community, located in the Dead Sea Development Area. The strategy envisions that the increase in investment has the ability to empower the local community by leveraging the resources from investment occurring in the Dead Sea Development Zone. This strategy will be implemented along with the [insert name of local NGO], the local NGO working with the local economic development initiative of the Sweimeh community.

The Development Zones Commission was established by the Government of Jordan in 2008 to oversee the established development zones in Jordan to promote job creation and local economic development. Through the support of donors, like the [Insert Organization Name] the Development Zones Commission will be able to achieve the objectives set forth in the Sweimeh Local Economic Development Strategy. Donor support is needed to compliment support that the Development Zones Commission will provide.

With donor funding secured, the **Sweimeh Community NGO** will manage the funding and program activities with oversight from the Commission. As a partner with the [insert name of NGO], the [insert funding organization here] will work in coordination with community stakeholders to ensure job and economic development improvement.

We look forward to receiving your feedback of our proposal. Included you will find a detailed outline of program objectives, activities, duration and required funding. We request that you kindly respond to us with any questions that you have regarding the proposal.

Sincerely,

H.E. Omar Hourani  
**Title**

## II. Program Description

The expansion and development of the hotel and tourism industry along the Dead Sea has seen a rapid increase. In 2008 the Dead Sea Development Area was designated as a zone in which the Development Zones Commission regulated. The Sweimeh community, the beneficiary of proposed funding lies within the designated Dead Sea Development Area.

Several studies have been completed to provide investors with the economic and social landscape of the community. In 2010, the Local Economic Development Strategic Plan for Sweimeh was developed by the USAID Jordan Economic Development Program to identify the two key pillars of employability and income generation. The primary goal of the LED Strategic Plan in Sweimeh is to ensure social and economic development, including the creation of jobs and increased income for the residents of the community. The plan will bring together local and regional stakeholders, to enable and empower the local community. This will translate into the residents of Sweimeh being able to participate in the area's development and allow them to maximize gains from investment in the development zone.

Implementation of various initiatives in line with the Strategic Plan will be completed by a partnership between the investors and the Sweimeh community. The village of Sweimeh, a community of approximately 5,000 people, falls within the development zone. The Sweimeh community perceives itself as open and tolerant, and is supportive of tourism and commercial projects in the area and employment within such establishments. However, Sweimeh residents do not frequent hotels in the area for lack of interest in the touristic activity as well as for financial reasons. To close this gap, a partnership between investors and the Sweimeh community will ideally allow residents to benefit from increased employability and income generating activities.

A Labor Force Profile study for the Dead Sea Development Area was also completed by the USAID Jordan Economic Development Program, which assessed the supply and demand in the Dead Sea. Tools such as the labor demand profile is essential for determining the need and availability for employment in the area. Results of the survey indicated a mismatch between employability of Sweimeh residents and potential employers, primarily the hotels in the Dead Sea Development Area. Challenges facing by investors are filling demand for employable residents, particularly in Sweimeh. Due to the labor intensive nature of the hotel and tourism business, emphasis is therefore placed on job training and basic skills to assist Sweimeh residents to enter the labor force in that area.

Through the strategic plan, the DZC hopes to overcome the challenges that are currently being faced in the community, primarily focusing on employability of residents and income generating activities.

## III. Outline of Program Objectives

The Sweimeh Local Economic Development Strategy covers a variety of activities over the course of several years that will promote local economic development in the Sweimeh community and will help the DZC in achieving its mandate [need specific LED mandate]. This concept paper presents the activities that have been prioritized as necessary activities identified as part of the initial strategic plan.

### a. Concept Paper Objectives

The objective of this concept paper is to disseminate information and identify certain areas and activities in which the DZC requires funding assistance. Each activity for which funding is requested is associated with a beneficiary and stakeholder responsible is also identified in the attached estimated budget.

b. Proposed Activities and Projected Impact **[Choose activities depending on donor]**

Employability Activities: Activities focused on developing assets, deployment and presentation for employment.

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- Establish a Community Center – to increase access to necessary training and training centers
- Implement the Zikra Initiative – to increase interaction between tourists and Sweimeh residents
- Hold Community Awareness Campaign
- Administer Basic Skills Employment Training
- Provide Technical Assistance to build capacity for a sustainable, functioning NGO
- Increased Vocational Training Center Support (VTC)
- Outreach Counseling Program
- Improved education
- Capacity Building
- Job Fairs

Income Generating Activities

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- Establish a revolving microfinance fund
- Bring in the mobile microfinance unit of the department of employment
- Administer training on financial planning and microfinance
- Administer handicraft production program/home food production program/linkage to markets

c. Stakeholders and Participants

The following Stakeholders and NGO Partners were identified as part of the initial strategy. This list also includes investors with a current investment or interest in the Development area.

**[Insert Main Stakeholders from LED Strategic Plan Program depending on activity].**

Other local groups with which donors will potentially partnering include the DSDC, INJAZ, Madrasati, and Investor Groups among others. Several of these stakeholders took part in an initial stakeholder meeting which prioritized objectives as part of the Strategic Plan.

d. Beneficiaries

The direct beneficiaries of the funding will be the residents of the Sweimeh Community, who will be more employable as well as have the ability to benefit directly from income generating activities that they are participating in.

**[Insert Main Beneficiary from LED Strategic Plan Program depending on activity].**

Investors with investments in the Dead Sea Development Area, primarily the hotels, will also indirectly benefit as a result of having a cadre of local employees that are well

trained. This saves costs on transportation as well as security clearance costs, which are a time and costly process when bringing employees in from outside the Dead Sea Development Zone.

Moreover, these initiatives offer investors the opportunity to achieve their Corporate Social Responsibility (CSR) objectives, by investing directly in the local community.

e. Location

All initiatives will take place at the municipality of the Sweimeh Community, located within the Dead Sea Development Area.

f. Duration of Proposed Work

Priority activities as identified in the LED strategic plan are expected to be carried out immediately according to a work plan identified through the plan. Most activities are intended to be ongoing, as they are designed to be self-sustaining activities continuing to operate within the community once funding has ceased.

[Insert Timeline from LED Strategic Plan Program depending on activity].

g. How Objectives will be met through Funding

Proposed activities are assigned an estimated budget with targeted performance indicators which donors can assess the funding requested of them. Donor support is needed to be able to implement the activities as outlined in the strategic plan. Without funding, the DZC will be unable to carry out the activities identified.

Once funding is secured, the Sweimeh NGO, will be empowered and responsible for overseeing the funding, maintaining the impacts of the activity funded and reporting on results on a [identify time period] basis to the [insert donor].

#### IV. Estimated Budget

A line item budget has been assigned according to the requested activity.

#### Illustrative Estimated Budget

<b>Project / Grant Title :</b>	Sweimeh LED Strategy, Activity: "Increase Access to Necessary Training and Training Centers"
<b>Requestor :</b>	Development Zones Commission
<b>Project Period :</b>	2010 - 2011
<b>Beneficiary:</b>	Sweimeh Youth (Boys, Age 15 – 20)
<b>Stakeholders Involved:</b>	INJAZ, DZC, DSDC
<b>Budget Period :</b>	August 2010 – August 2011
<b>Secured funding:</b>	\$0
<b>Expected funding:</b>	\$10,000

#### I. Expenses:

	TOTAL EXPENSES	OTHER FUNDING	Requested FUNDING
1. Personnel	\$0	\$0	\$0
2. Equipment and Capital	\$0	\$0	\$0
3. Administration	\$0	\$0	\$0
4. Educational Supplies	\$0	\$0	\$0
5. Contracts, Consultants, etc.	\$0	\$0	\$0
6. Travel	\$0	\$0	\$0
7. Other	\$0	\$0	\$0
<b>TOTAL USD :</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

#### II. Sources of Funding:

SOURCES	USD REQUEST	USD GRANTED	Expected DECISION DATE
<b>TOTAL USD :</b>	<b>\$0</b>	<b>\$0</b>	

I, the undersigned, hereby confirm that the above figures are accurate and correct to the best of my knowledge.

.....

Signature of the requestor

## FOLLOW-UP

Once feedback has been received on the introduction e-mail, meeting request or concept paper, it is important to follow up with the potential donor regardless of whether the donor is able to provide financial support. If the donor is unable to provide support, it is recommended that a follow-up meeting be held in order to get feedback in person as to why funding was not provided.

If the donor is **able** to provide support, the first template should be used, but modified per the contractual requirements of the donor and of the Development Zones Commission:

Dear [Insert name and appropriate title if necessary],

Thank you for providing us with the opportunity to complete this exciting project in the implementation of the Sweimeh Local Economic Development Strategic Plan. We would like to arrange a meeting to discuss next steps in order to move forward and begin work with the Sweimeh Community in activity implementation.

Again, we look forward to working on this important initiative with you and are grateful for your support.

Sincerely,  
[Insert Name]

Local Economic Development Unit  
Development Zones Commission

[Insert Contact Details]

If the donor is **un-able** to provide support, the following template should be used:

Dear [Insert name and appropriate title if necessary],

Thank you for your consideration in the Sweimeh Local Economic Development Strategic Plan. We recognize that you are unable to provide support at this time, but would like to have your feedback on the proposal as well as the process. We would like to arrange a meeting with you in order to further discuss and to find an alternative for your organization to be able to work with the Sweimeh Community in the implementation of future activities.

We look forward to discussing our proposal with you in the near future.

Sincerely,  
[Insert Name]

Local Economic Development Unit  
Development Zones Commission

[Insert Contact Details]

## MAINTAINING A DONOR DATABASE

To maintain contact with potential donors, the donor database should be updated as soon as contact has been made with a potential donor. A list of potential donors should also be created and monitored to ensure that new sources of funding are being identified, through the sample database below. This can be created and updated in a very simple Microsoft Excel or Microsoft Word document that is maintained by the LED Unit.

### Sweimeh LED Activities Donor Database

Donor/Org	Point of Contact	Contact Details Address, Telephone, Email	Date of Last Contact	Comments
Table Text	Table Text	Table Text		Table Text
Table Text	Table Text	Table Text		Table Text
Table Text	Table Text	Table Text		Table Text
Table Text	Table Text	Table Text		Table Text
Table Text	Table Text	Table Text		Table Text
<b>Example</b> Australian Embassy	Ms. Abeer Ziadeh	Salem Center, Rabiye 079-700-7900 aziadeh@sabeq-jordan.org	13 August 2010	Sent e-mail to confirm that organization received concept paper. Concept paper received. Waiting for response.

**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>**