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**CAPACITY BUILDING FOR THE AJLUN BUSINESSMEN
ASSOCIATION**

20th of September 2007

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Prepared by To- Excel Consulting Associates

STRENGTHENING JORDANIAN ORGANIZATIONS

**CAPACITY BUILDING FOR THE AJLUN BUSINESSMEN
ASSOCIATION**

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

CONTRACT NUMBER:

BEARINGPOINT, INC.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

20TH OF SEPTEMBER 2007

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TO- EXCEL CONSULTING ASSOCIATES

5A.1.1.3 TO BUILD THE LEADERSHIP SKILLS OF THE BOARD
MEMBERS OF AJLOUN BUSINESS ASSOCIATION AND COACH
THEM IN DEVELOPING THEIR POLICY FRAMEWORK AND
STRATEGIC 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.

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EXECUTIVE SUMMARY

BACKGROUND

The Ajlun Businessmen Association was established in 2006. The following is specified in the Association's mission statement:

- Assist in promoting investment in Ajlun
- Play a leading role in the economic development of Ajlun
- Assist in establishing a true partnership between the private and the public sectors.

The Association aims to achieve its mission through utilizing the available natural and human resources in Ajlun.

As a result of the meetings between SABEQ and the Board Members of the Association, SABEQ agreed to work on strengthening the Association through a capacity building assignment that would enable the Association to play their desired role in the economic development of Ajlun. This assignment aimed at building the leadership role of the Board Members through enhancing their organizational structure and improving their business planning skills.

To- Excel Consulting Associates worked as the sub-contractor on the design and implementation of two training programs to ensure the completion of this assignment.

This report provides key findings and recommendations for the two training programs implemented through this assignment.

THE MAIN OBJECTIVE OF THE ASSIGNMENT

The key objective of this assignment was to build the leadership capabilities of the Board Members of the newly established Ajlun Businessmen Association and other local leaders to enable them to play a leading role in Ajlun economic development.

The capacity building was implemented through training programs; workshops and follow up coaching were conducted to facilitate the process of identifying the main challenges facing Ajlun and solutions to address them.

THE TRAINING PROGRAMS

To achieve the main objective of this assignment, two training¹ programs based on the needs of the Board Members of the Association were designed and implemented:

1. **Leadership Skills Training Program:** Two days workshop² (May 8th - 9th, 2007) that covered the following topics: Strategic and Creative Thinking, Leadership and Networking Skills, Team Working and Leading Change.
2. **Business Planning Training Program:** The key findings of the first training program assisted the facilitators in identifying the technical needs of the Association. From these findings, the consulting team suggested modifying the second training program from Proposal Writing to Business Planning. The Business Planning training program was designed and implemented in a four day workshop (August 4th, 11th, 18th, 25th of 2007), and covered the following topics: Process and components of a Business Plan (the Executive Summary, the Marketing Plan, the Operational Plan, the Financial Plan), and Proposal Writing.

THE PARTICIPANTS

The assignment targeted the following participants (the total number of participants in the training programs were approximately 20):

- Board Members of the Businessmen Association.
- Members of the Businessmen Association.
- Youth Committees from Princess Basma Community Center in Ajlun.
- Representatives from the public sector (Ajlun Municipality and Governorate Development Unit).
- Representatives from Local Women's Associations.

THE MAIN OUTCOMES

The training programs assisted the Association in the following areas:

1. Identifying key social and economic challenges facing Ajlun,
2. Highlighting the necessity of having a clear strategic direction for the Association to achieve its mission statement,
3. Highlighting the technical skills required to enhance the role of the Association,
4. Developing two business plan drafts that the Association aspires to implement in Ajlun.

¹ Appendix (1) The Timetables of the training programs

² Appendix (2) The Training Material for the training programs

IN REFERENCE TO THE ABOVE,

- **THE FOLLOWING AREAS WERE IDENTIFIED AS THE MAIN CHALLENGES FACING AJLUN:**

- Poverty and Unemployment.
- Culture of shame among the youth.
- The reluctance of Ajlun residents to invest in Ajlun.
- The lack of infrastructure (roads, electricity and water facilities) in some areas in Ajlun.
- The lack of tourist infrastructure which is a major obstacle since tourism is one of the main economic sectors in Ajlun.
- The insufficient tourism promotion campaigns for the main attraction sights in Ajlun.
- The minor role played by the private sector in the economic development process.
- The complexity of Laws and Regulations.

- **THE DRAFTED BUSINESS PLANS:**

Two business plans³ were drafted and specified projects that would enhance and boost the economic development in Ajlun. Both projects targeted the tourism sector:

1. Panorama Ajlun: A non- profit tourism site fully equipped on one of Ajlun's main Mountains.
2. Children Village: A non – profit children playground fully equipped to provide a creative space to direct children and unleash their creativity in a constructive manner.

THE PARTICIPANTS EVALUATION

The participants evaluated⁴ the training programs and the following comprised the main results:

- Most of the participants agreed that both training programs achieved the expected goals.
- Most of the participants agreed that all delivered material was beneficial, especially material on leadership skills, leading the change, networking and the marketing plan.
- Most of the participants agreed that the logistics were satisfactory and convenient.

³ Appendix (3) The Two Drafts of the Business Plans

⁴ Appendix (4) The Participants Evaluation

KEY FINDINGS

The following comprise the key findings of the training programs;

- **Lack of Team Work Spirit:** Throughout the training programs it was obvious that the participants were lacking coordination among themselves as an association or as individuals. They could not arrange meetings after the workshops to work on tasks given by the Facilitators. Most of them were not involved in the process of developing the final business plans due to a number of reasons (i.e. prior engagements and the location and the timing of the meetings).
- **Unclear Vision and Mission for the Association:** The Association has Vision and Mission statements based on a wide perspective. This causes confusion on the role which the Association should be playing in Ajlun.
- **The lack of clear unified Strategic Direction:** It was clear to the Facilitators that the Board Members of the Association are highly motivated and keen to devote their time and the limited resources of the Association in the development process in Ajlun. Nevertheless, their efforts are not focused on a clear strategic direction for next steps and future plans.
- **Weak follow up on the given tasks:** After each workshop in the business planning training program, the participants in their workgroups were asked to complete a number of tasks to ensure that they are in fact benefiting from the program and training material. However, most of the follow up work was not seriously applied.
- **Under utilization of the Youth Committees:** One of the main goals of this program was to integrate the role of the youth committees into the process of developing the business plans. However, this particular goal was not fully achieved.

Overall, the delivered knowledge and know-how through the training programs assisted in enhancing the capacity of the Members of the Association. It further enlightened some of the Members who own their own businesses to rethink their organizational structures. The program also pointed the importance of the need to have a clear path for any business to flourish. The program also assisted the Members in identifying the following:

The requirements of local economic development

Time and effort required to reach satisfactory levels of performance for the Association.

How to re-position the Association to better take a lead in the economic development process in Ajlun.

RECOMMENDATIONS

Based on the evaluation and observations throughout the training programs, the Association still needs more technical assistance in number of key areas that are crucial for success. However, the Association needs to work on its structure and the composition of its members and to be more focused on what really it wants to achieve. Hence, SABEQ may wish to consider them in reorganizing the Association.

APPENDICES

APPENDIX (1): THE TIMETABLES FOR THE TRAINING PROGRAMS

APPENDIX (2): THE TRAINING MATERIAL

APPENDIX (3): THE DRAFTS OF THE BUSINESS PLANS

APPENDIX (4): THE PARTICIPANTS EVALUATION

APPENDIX (1): THE TIMETABLES FOR THE TRAINING PROGRAMS

THE TIMETABLES FOR THE LEADERSHIP TRAINING PROGRAM

The sessions of the first day of the Leadership Training Program covered the following:

- Leaderships concepts and qualities
- Communication
- Teamwork and team building

The sessions of the second day of the Leadership Training Program covered the following:

- Creative thinking
- Strategic planning concepts and definitions
- Networking as a business tool
- Leading the change

<p>الجدول الزمني لورشة المهارات القيادية</p> <p>فعاليات اليوم الأول 2007/5/8</p>		
المقدم	الموضوع	الوقت
- الميسرون	<p>ترحيب من رئيس مجلس إدارة الجمعية</p> <p>ترحيب من عطوفة محافظ عجلون</p> <p>عرض عن برنامج سابق</p> <p>استعراض أهداف الورشة والبرنامج</p>	10:45-10:00
استراحة وتبادل الآراء		11:00 - 10:45
- الميسرون	<p>تمرين جماعي</p> <p>مفهوم القيادة</p> <p>خصائص ومواصفات القيادي</p> <p>المهارات القيادية، مقومات القيادة الفعالة وأنماطها</p>	1:00 - 11:00
استراحة وتبادل الآراء		1:30 - 1:00
- الميسرون	<p>مفهوم الاتصال وعناصره</p> <p>مهارات ومعيقات الإصغاء</p>	2:45 - 1:30
استراحة وتبادل الآراء		3:00 - 2:45
- الميسرون	<p>مفهوم الفريق ومفهوم بنائه، أسباب تشكيل الفريق</p> <p>فرق العمل الفعالة، أسباب فشل فرق العمل</p>	4:30-3:00
استراحة وتبادل الآراء		5:15-4:30

اليوم الثاني 2007/5/9		
المقدم	الموضوع	الوقت
- الميسرون	مفهوم الإبداع، خصائص المبدع، معوقات الإبداع، الأساليب الإبداعية، التفكير الإبداعي في حل المشكلات	الجلسة الأولى 11:3-10:00
استراحة وتبادل الآراء		11:45-11:30
- الميسرون	مفهوم التخطيط الاستراتيجي وأهميته	الجلسة الثانية 1:00-11:45
استراحة وتبادل الآراء		1:30-1:00
- الميسرون	تحديد أهمية شبكة العلاقات في حياة المؤسسة	الجلسة الثالثة 2:15-1:30
استراحة وتبادل الآراء		2:30-2:15
- الميسرون	مفهوم إدارة التغيير ومستلزماته الدروس المستفادة تقييم الورشة	الجلسة الرابعة 4:30-2:30

THE TIMETABLES FOR THE BUSINESS PLANNING TRAINING PROGRAM

The sessions of the first day of the business planning training program covered the following:

- Strategic planning: The definition of Strategic Planning, the cycle of planning and the business plan as a result of the cycle
- Business Planning: The definition of the business plan, the purpose of using the business plan and the main components of the business plan
- Generating ideas: The definition of creative thinking, introducing three approaches for unlocking creative ideas.
- The Executive Summary: The definition of the Executive Summary as the first components of the business plan, writing the Executive summary and its main components

The sessions of the second day of the business planning training program covered the following:

- The Marketing Plan: The definitions of the Marketing plan, the main components of the plan: the Market, the Market Share, the Customers, The Competition, the Price and Marketing techniques
- The Market Research: The definition of Market Research and explaining the two main approaches to conducting a Market Research: Desk Research and Field Research

The sessions of the third day of the business planning training program covered the following:

- The Operational Plan: The definition the Operational plan, the main components of the plan: the management, the personal schema and the location of the project
- The Financial Plan: The definition of the financial plan, the main components of the plan and the basic needed calculations: budgeting through calculating the fixed and variable costs, calculating the profit, calculating the breakeven point

The sessions of the fourth day of the business planning training program covered the following:

- Proposal Writing: The definition proposals, the difference between a proposal and a business plan, the main components to be integrated in the proposal, a list of local regional and international donors working on the areas of local development

THE TIMETABLES FOR THE BUSINESS PLANNING TRAINING PROGRAM

الجدول الزمني لورشة كتابة خطط العمل		
عدد المشاركين: 18		اليوم الأول السبت 2007/8/4
المقدم	الموضوع	الوقت
<ul style="list-style-type: none"> - رئيس مجلس إدارة الجمعية - برنامج سابق: سحر اليوسف - الميسرون 	<ul style="list-style-type: none"> - ترحيب من رئيس مجلس الجمعية - مقدمة من برنامج سابق - تعارف بين المشاركين - رصد توقعات المشاركين - لمحة عامة عن الورشة - الإطار العام للورشة - الجدول الزمني 	<p>الجلسة الأولى</p> <p>10:45 – 10:00</p>
استراحة وتبادل الآراء		11:15 – 10:45
<ul style="list-style-type: none"> - الميسرون 	<ul style="list-style-type: none"> - التخطيط خطواته وأهدافه، خطة العمل وأهدافها وأجزائها الرئيسية 	<p>الجلسة الثانية</p> <p>12:30 – 11:15</p>
<ul style="list-style-type: none"> - الميسرون 	<ul style="list-style-type: none"> - آليات توليد أفكار جديدة 	<p>الجلسة الثالثة</p> <p>2:00 – 12:30</p>
استراحة الغداء		3:00 – 02:00
<ul style="list-style-type: none"> - الميسرون 	<ul style="list-style-type: none"> - الملخص التنفيذي للمشروع: - صياغة رؤية ورسالة وأهداف المشاريع - كتابة ملخص عن فكرة المشروع - كتابة ملخص عن المنتج/الخدمة التي يقدمها المشروع 	<p>الجلسة الرابعة</p> <p>5:00 – 3:00</p>

عدد المشاركين: 18			اليوم الثاني السبت 07/08/11		
المقدم	الموضوع	الوقت			
- الميسرون	<ul style="list-style-type: none"> - رصد توقعات المشاركين - مراجعة سريعة لليوم الأول - استعراض الجدول الزمني لليوم الثاني 	الجلسة الأولى 10:00 - 10:30			
استراحة وتبادل الآراء			10:30-10:45		
- الميسرون	الملخص التنفيذي للمشروع: <ul style="list-style-type: none"> - صياغة رؤية ورسالة وأهداف المشاريع - كتابة ملخص عن فكرة المشروع - كتابة ملخص عن المنتج/الخدمة التي يقدمها المشروع 	الجلسة الثانية 10:45 - 12:00			
استراحة وتبادل الآراء			12:00-12:15		
- الميسرون	الخطة التسويقية: <ul style="list-style-type: none"> - الجزء الأول: دراسة وتحليل السوق 	الجلسة الثالثة 12:15 - 2:00			
استراحة وتبادل الآراء			2:00-2:10		
- الميسرون	الخطة التسويقية: <ul style="list-style-type: none"> - الجزء الثاني: التسويق والترويج 	الجلسة الرابعة 2:10 - 3:30			
استراحة الغداء					

اليوم الثالث السبت 07/08/18			عدد المشاركين: 18
الوقت	الموضوع	المقدم	
الجلسة الأولى 12:30 – 10:15	<ul style="list-style-type: none"> - عرض من برنامج التجارة العادلة (Fair Trade Jordan) - عرض ومناقشة مخرجات عمل الفرق الثلاث للملخص التنفيذي ودراسة السوق لمشاريعهم 	<ul style="list-style-type: none"> - فريق Fair Trade Jordan - المشاركون - الميسرون 	
12:45–12:30	استراحة وتبادل الآراء		
الجلسة الثانية 1:30–12:45	<ul style="list-style-type: none"> - التسويق الجزء الثاني: التسويق والترويج للمشاريع 	<ul style="list-style-type: none"> - الميسرون 	
الجلسة الثالثة 2:15–1:30	<ul style="list-style-type: none"> - الخطة التنفيذية: التنظيم الإداري للمشروع والإنتاج 	<ul style="list-style-type: none"> - الميسرون 	
2:30–2:15	استراحة وتبادل الآراء		
الجلسة الرابعة 3:30–2:30	<ul style="list-style-type: none"> - الخطة المالية: الناحية المالية لخطة العمل وطرق الحصول على التمويل 	<ul style="list-style-type: none"> - الميسرون 	
30–3:30	استراحة الغداء		

عدد المشاركين: 18			اليوم الرابع السبت 07/08/25		
المقدم		الموضوع	الوقت		
- الميسرون		- كيف تقدم مقترح مشروع يلائم متطلبات الجهات المانحة	الجلسة الأولى 11:15 - 10:15		
- ميسر المشروع: السيد أمين المومني - المشاركون - الميسرون		- عرض لفكرة المشروع الأول: بانوراما عجلون - النقاش والعمل الجماعي على المشاريع	الجلسة الثانية 12:15-11:15		
استراحة وتبادل الآراء			12:30-12:15		
- ميسر المشروع: السيدة سلمى - المشاركون - الميسرون		- عرض لفكرة المشروع الثاني: قرية الأطفال الترفيهية - النقاش والعمل الجماعي على المشاريع	الجلسة الثالثة 1:30-12:30		
- ميسر المشروع: د.إياد المومني - المشاركون - الميسرون		- عرض لفكرة المشروع الثالث: تحديث وتحسين المنطقة الشمالية لقلعة عجلون - النقاش والعمل الجماعي على المشاريع	الجلسة الرابعة 3:00-1:30		
استراحة الغداء			4:00-3:00		

APPENDIX (2): THE TRAINING MATERIAL

TRAINING MATERIAL FOR THE LEADERSHIP TRAINING PROGRAM

The full training material in the form of PPP is attached separately with this report to include the full two days training material. The training material of the first training program covered: Strategic and Creative Thinking, Leadership and Networking Skills, Team Working and Leading the Change.

TRAINING MATERIAL FOR THE BUSINESS PLANNING TRAINING PROGRAM

The full training material in the form of PPP is attached separately with this report to include the full four days training material. The training material of the second training program covered: Process and components of a Business Plan (the Executive Summary, the Marketing Plan, the Operational Plan, the Financial Plan), and Proposal Writing.

APPENDIX (3): THE DRAFTS OF THE BUSINESS PLANS

The Following are the main objectives of the drafted business plans:

1. Panorama Ajlun: A non- profit tourism site fully equipped on one of Ajlun's main Mountains.
2. Children Village: A non – profit children playground fully equipped to provide a creative space to direct children and unleash their creativity in a constructive manner.

APPENDIX (4): THE PARTICIPANTS EVALUATION

THE EVALUATION OF THE LEADERSHIP TRAINING PROGRAM

The following were the key outcomes of the evaluation:

- Important topics - leadership and communication
- Diversity in the training material and methods of delivery
- Team work
- Dialogue and communication among different segments of the society in Ajlun
- Optimism and better understanding to the current situation in Ajlun
- Encourage the participants to play a significant role in the change bad development process in Ajlun
- Breaking the routine cycle and think outside of the box
- Self-expression
- The exchange of views and experiences.
- More interaction from all participants
- Identify the main challenges facing Ajlun
- Identifying means and projects that can elevate the current situation in Ajlun and assists the development process

THE EVALUATION OF THE BUSINESS PLANNING TRAINING PROGRAM

The following were the key outcomes of the evaluation:

- **The training material:** 10 out of the 18 participant who attended and evaluated the workshop thought that the training material was excellent, 8 thought it was very good and 1 thought it was good
- **The facilitator:** 12 out of the 18 participant who attended and evaluated the workshop thought that the facilitator of the training program was excellent
- **The training program in total:** 9 out of the 18 participant who attended and evaluated the workshop thought that the training program in total was excellent, 5 thought it was very good, 1 thought it was good and 2 thought it was average

	The training Material	The Facilitator	The Organization of the training	The practicable application	The location	the training program in total
Excellent	10	12	12	13	10	9
Very good	8	4	6	4	5	5
Good	1	2		1	3	1
Average			1	1	1	2
Poor						
Total Number of Participants who didn't answer the question	0	1	0	0	0	2

- مواضيع مهمة - القيادة والاتصال.
- تنوع أساليب التدريب.
- العمل الجماعي.
- الحوار.
- ارتباط أكثر بعجلون.
- النقاؤل.
- تشكيل الحافز لدى المشاركين.
- الخروج عن الروتين (الأساليب).
- التعبير عن الذات (عن طريق الحوار).
- تبادل المشاعر.
- تبادل الآراء والخبرات.
- تفاعل أكثر من كافة المشاركين

THE EVALUATION OF THE BUSINESS PLANNING TRAINING PROGRAM

نموذج تقييم

Ajlun- Business Planning Workshop

4 August 2007

المؤسسة: _____
الاسم: _____
البريد الالكتروني: _____
الهاتف: _____

1. يرجى تحديد التصنيف المناسب لهذه الدورة التدريبية:

مواد التدريب	المتحدث/ ميسر الجلسات	التطبيق العملي	تنظيم الفعاليات	المكان	التدريب الإجمالي
ممتاز	10	12	13	10	9
جيد جداً	8	4	4	5	5
جيد	1	2	1	3	1
متوسط			1	1	2
ضعيف					
عدد الأشخاص الذين لم يجيبوا	0	1	0	0	2

2. أي الموضوعات في اعتقادك كان الأكثر إفادة؟

1	خطة العمل
2	
6	جميعها مفيدة
2	كيفية عمل مشروع استثماري لأسلوب علمي مدروس وكيفية الحصول على تمويل اللازم لإقامة هذا المشروع
8	موضوعات التسويق

3. أي الموضوعات باعتقادك كان الأقل إفادة؟

9	
6	لا شيء
2	الموضوعات المالية
1	التسويق
1	موضوع التجارة المنصفة

4. هل حققت هذه الدورة التدريبية أهدافها؟ إذا كانت الإجابة "لا" يرجى التوضيح؟

1	لا بأس
2	
4	لا
12	نعم

ملاحظات:

16	
2	لا شيء
1	استخدام الدورات التدريبية والمحاضرات لتوجيه المجتمع المحلي حول استخدام أفضل الأسس لإدارة المشاريع و وضع جدوى اقتصادية والتمويل

Sustainable Achievement of Business Expansion and Quality (SABEQ)

BearingPoint, Inc.

Salem Center, Sequleyah Street, Al-Rabiyeh

Amman, 11194 Jordan

Phone: + 962-6 550-3050

Web address: <http://www.SABEQ-Jordan.org>