

Karbala Business Development Center

Strategic Plan Outline 2012

1.0 Executive Summary

1.1 Organizational History and Structure

- Overview:

Karbala Business Development Center was established in October 2009 as an independent, nonprofit organization focused on business & economic development. KBDC is located in Karbala which is located approximately 100 KM southwest of Baghdad. Its focus is on developing the small to medium business sector and to foster larger development projects in cooperation with the local government and business leaders in Karbala. The center offers training and assistance in development of business plans for the SME sector.

Organizational Structure :

- Executive Director.
- Three YEAF Trainers.
- Accountant & Reporter.
- Computer Trainer& IT Specialist .
- YEP Trainer & Marketing Officer.
- Officer Maintenance.
- Receptionist.

1.2 Vision, Mission, and Core Values

1. Vision :

To provide training, coaching and consulting services which will help enable business owners, their employees, and entrepreneurs in the SME sector to establish and grow successful businesses which result in the improvement of the economy and creation of jobs in Karbala and Iraq. In cooperation with other business organizations and government entities, develop or assist in the coordination of trade fairs and conferences to foster economic growth.

2. Mission :

We endeavor KBDC to be a pioneer to develop the economy of Karbala province especially the private sector for all fields. The difficult conditions that Iraq has witnessed since 2003 have made the process of conducting economic activity very difficult. So, the primary aim is to contribute to economic growth, especially in the private sector by enabling local business people to be successful. KBDC also seeks to be self-sustaining on a long term basis.

3- Core Values:

- Maintenance of the highest ethical standards and integrity.
- Excellence in the formulation of policy and program management with room for creative dissent.
- Implementation of policy and management practices, regardless of personal views.
- Responsibility for meeting the highest performance standards.
- Dedication to teamwork, professionalism, diversity, and the customer perspective.

2.0 Situation Analysis

2.1. The External Environment

1. **Industry trends** :- Tourism and construction are the largest sectors of the Karbala economy, and the sectors holding most potential for growth. Agriculture is also important as there are 2500 greenhouses in Karbala and the province produces one quarter of all dates grown in Iraq. Manufacturing is limited, but there are large factories for food processing, cement, bricks, limestone, and pre-cast concrete.
2. **Competitive environment** :- Other local training organizations include Al Kafeel institute for training, the Iraqi institute for English language, and the Iraqi Center for Media.
3. **Society Trends & Economic Environment** :- Karbala is an active commercial province , the most important sector is Tourism which contribute 31 % at the Gross National Product then there are another sectors which contribute less than Tourism like Communication , Agriculture and Industry
4. **Technological Environment**
5. According to technological development and requirements in Iraq to develop themselves, the KBDC focused on that side and it's has been opening the other kinds of the computer programs like as; -Basic computer course, Office programs, IT maintenance, Internet, network, Adobe Photoshop and In Design CS3.
6. **Legal & Political Environment**
7. Iraq has lived an economic transformation over the past years from Totalitarian economic system to Free economy, this change has coincided with the political transition

towards democracy, which meant that we must have requirements for the success of this experiment depend primarily on the development of the Iraqi private sector to replace with the public sector and the state in the leadership of development in all sectors of the economy. Development of the private economy and the process of private sector development require the provision of support and one of the most important aspects of support is training the private sector to establish and develop small and medium enterprises. These will form the core of the growth in the national economy. Therefore, this project is to establish the Karbala Business Development Center (KBDC), which will be to foster growth of small and medium enterprises in Karbala. This will help promote an improved civil society. The KBDC will focus on developing projects of all types and specialties in all sectors and will serve as a base for the advancement of the realities of these projects in the local economy in the province of Karbala and all over Iraq.

8. Summary of Opportunities and Threats

1.Opportunities:

9. There are many opportunities in Karbala such as new investments like Lafarge Co. project , Bloom Co. project in addition to other foreign companies “ Noorsoi Turkish Co. , Iraq Can Canadian Co. , Manazel Iranian Co. and other investors “ which got investment licenses in Karbala so we can get benefit from training of their employees , also we can get funds from implementing training proposals of some international organizations like UN and others

2. Threats:

10. Regarding threats we can classify it as following:
11. Lack of fund , security situations , other active training organizations , religion ceremonies

2.2. The Organization’s Internal Environment

1. Scope of Activities and Services

- **Basic Course “How to Start and Improve a Business”:** This course is a continuation of the basic course which has been offered, but with improvements. The targeted beneficiaries are the individuals who would like to start their own business and small business owners who desire to expand and/or better manage their businesses.

- **Computer Training Courses:** How to use computers and basic businesses software – Excel applications in managing financial and administrative issues related to business. Hardware and software maintenance, Internet and network, web design, MS Office programs, software graphic training, Adobe Photoshop, In Design and MS Project.

- English language training
- How to improve businesses
- IYI Program

2. Program Operating Model – The good experience in project management and good plan into make projects.
3. Management -- The management team works closely with the PRT to plan and implement programs.
4. Governance -- Major decisions are reviewed with the PRT and agreed.
5. Finances -- Finances are reviewed monthly and a new bank account was opened in Oct. 2010.
6. Summary of Strengths and Weaknesses

Strengths:

- Good relationships with the local Government officials.
- Good relationships with business organizations , local NGOs and the community .
- Professional trainers and administration staff.
- Good location and nice building.
- Support from the Tijara.

Weaknesses:

- lack of specialists trainers (English, tourism)
- lack of long term funding

3.0 Goals and Objectives

Goals:

- Increase and develop small and medium of the project management .
- Developing the skills of the businessmen to manage projects management .
- Persist the KBDC and rise more income to the center.
- Developing the skills of the KBDC staff .
- Make new jobs and income opportunities created for local residents through IYI and the micro-grant program from PRT.

Objectives:

- Open a new training courses and developing conference in business plan.

- Searching for grants sources and make micro-grants to decrease the jobless in Iraq and develop the projects.
- Make new projects for the KBDC persist for a long time.
- Send most of the KBDC staff to train them with international organization.

STRATEGIC OBJECTIVES:

- *Develop improved procedures for recruiting, screening, and evaluating candidates to identify candidates that have the requisite capabilities to launch and successfully develop new business ventures
- *Develop effective procedures for combining training with follow-on business counseling
- *Develop roster of experienced entrepreneurs who are willing to serve as mentors or advisors for young entrepreneurs
- *Assist local companies in their efforts to attract capital for larger projects
- *Increase revenue stream to become self-sustainable
 - Increase revenues from training programs
 - Develop plan for new business services
 - Improve fund raising capabilities and reputation and establish relationships with additional donors
 - Improve ability to prepare high quality grant proposals
- *Implement effective cost accounting system and improve financial reporting