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EXECUTIVE SUMMARY

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program addresses the need for comprehensive support for female entrepreneurs in Jordan, particularly in the arena of business skills training. The foundation of WAEDAT entrepreneurial training is the Core Business Skills (CBS) training curriculum. Additional entrepreneurship capacity-building includes cross cutting and sector specific training, consulting services, market access information and follow-up support.

Follow-up support for WAEDAT clients is offered through its Certified Advisors' program. It is a unique and successful demonstration of capacity building, through which WAEDAT fields a core team of trained Advisors who establish on-going relationships with WAEDAT entrepreneurs.

WAEDAT Advisors became certified by taking a pilot Training of Advisors (TOA) workshop offered in September, 2004 in Amman, Jordan, reported on previously. The key learning points covered during the TOA can be summarized in two main outcomes. The first outcome was to build a common base of knowledge among the participants by providing an overview of WAEDAT and its partners; reinforcing core business skills; exploring gender-based challenges; and identifying resources. The second outcome of the TOA was to create a skill-set based on self-knowledge and experiential learning. Participants conducted a self assessment, built negotiating and interviewing skills, and applied those skills during informal Advisory sessions.

The TOA was conducted in an informal atmosphere with few written materials. The experiential methodology gave a framework within which specific answers developed from the interactive learning taking place between the participants and Facilitator. Guided discussion was the primary teaching technique. WAEDAT Advisors found the approach refreshing and inspiring, and it has carried over very well into actual practice.

This report presents a WAEDAT Advisors Workshop Handbook. It is designed to make available to the Advisors the documented outcomes of the key topics discussed during the TOA. Its purpose is also to reinforce the skills, techniques and key learning points developed during the training.

The expectation is that Advisors will use the handbook to refresh the techniques and skills developed during the TOA, and fulfill their role assisting the capacity building of Jordan's women entrepreneurs.



WAEDAT

WOMEN'S ACCESS TO ENTREPRENEURSHIP DEVELOPMENT AND TRAINING PROGRAM

Training of Advisors Handbook
DRAFT



TRAINING OF ADVISORS HANDBOOK

INTRODUCTION

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) Program is being implemented to address the need for comprehensive support for female entrepreneurs in Jordan. The creation or awakening of an entrepreneurial class in Jordan's rural areas and particularly among women will take some time, but will have a dramatic affect on these communities. The WAEDAT program builds on numerous initiatives taken by the AMIR Program. The micro enterprise initiative, MEI has provided Jordanian micro enterprises, particularly women and the working poor, with greater and more reliable access to sustainable financial and business development services leading to stronger, more competitive, empowered entrepreneurs. The program pays attention to the needs of business women and aspiring entrepreneurs in both urban and rural areas. The task of attracting women into Jordan's private business sector and creating support services that will ensure their success presents a unique set of challenges.

The WAEDAT Program is a collaborative effort between a US Subcontractor and a local Jordanian Partner; it manages a women's entrepreneurship training and support program. The primary objective of this program is to attract Jordanian women entrepreneurs into the private sector, provide them with the tools that will help them succeed in developing their own business, and thereby encourage others to do the same. The foundation of WAEDAT entrepreneurial training is the Core Business Skills (CBS) training curriculum. Additional entrepreneurship capacity-building includes cross cutting and sector specific training, consulting services, market access information and follow-up support.

The WAEDAT Advisors' program is a unique and successful demonstration of follow-up support for WAEDAT clients. This element fields a core team of trained Advisors who establish on-going relationships with WAEDAT entrepreneurs. These men and women provide practical business advice, sympathetic support toward the achievement of business goals, and linkages to educational resources in the larger business community.

The role of WAEDAT Advisors is to contribute to the capacity building of women entrepreneurs. Advisors are not expected to fix a business owner's problems. Advisors assist the business owner as she identifies situations affecting her business, develops possible solutions to address those situations, and lays out the actions she needs to take to

accomplish her goals. Advisors assist through their own expertise, and by referring the business owner to other resources. By taking this approach, Advisors help the business woman build her own knowledge and confidence. Successful business advising demands the active participation of the business owner. If she has no authorship in creating solutions, she has little incentive to implement them.

The WAEDAT Training of Advisors (TOA) took place in September, 2004. It was designed to build expertise among a core group of individuals, who agreed to participate in this specialized training. At the conclusion, Advisors made a one year commitment during which time they are expected to conduct two to three business Advisory sessions with several WAEDAT entrepreneurs.

Candidates for the TOA were selected through a competitive process using criteria developed by the WAEDAT Core Team. Criteria were designed to identify business knowledge, experience and personal qualities. The careful and informed selection of TOA participants by WAEDAT Core Team was instrumental in the successful outcome of the training. The TOA created **compassionate listeners**, well trained in **business skills**, who whole-heartedly **support** the financial empowerment of Jordanian women business owners and **commit** to an ongoing relationship with their advisees.

<u>Selection Criteria</u>
1-Strong business background, preferably with micro and small business SME
2- Experienced in participatory training methodology
3- Minimum three years experience in training
4-Minimum BS degree in related field.
5-Excellent communication skills.
6- Has experience in working with women
7- Has strong facilitation skills
8- Experience in adult learning and training environment
9- Commitment to be available

The first challenge of the TOA was to **build a common base of knowledge** among the participants. Advisors need to

- Have a broad overview of the context in which WAEDAT operates;
- Know business terminology and applications;
- Appreciate the difficulties facing women business owners in Jordan;
- Use the resources available to them through their fellow Advisors, WAEDAT, and other institutions and organizations in Jordan.

The key learning points addressing this area introduced Advisors to WAEDAT and its affiliates; reinforced core business skills; explored intellectually and practically the experience of being a female entrepreneur; and informed the Advisors of resources available to them throughout Jordan.

The second challenge of the TOA was to create a skill-set based on

- Deep self-understanding within each Advisor of his or her advisory capabilities;
- Use of the core components of advising;
- Comprehension of WAEDAT expectations.

Each Advisor looked carefully at intrinsic knowledge and interests, through self assessment, and began to strengthen weak areas. Building flexibility and ongoing learning into the Advisory role is fundamental to maintaining up-to-date knowledge and competency. Advisors learned, absorbed and applied listening skills and Advisory techniques. The key learning points concerning capabilities were to conduct a self assessment, build negotiating and interviewing skills through the multiple occasions working with a partner or in small groups, and apply those skills during experiential and informal advisory sessions. Advisors and WAEDAT Core Team worked to develop appropriate reporting formats.

Through the use of this handbook, Advisors will be able to remind themselves of the key learning points, and reinforce the skills and techniques developed during the training.

WAEDAT Advisors provide professional, knowledgeable and compassionate guidance to their advisees.

As Advisors step into their roles, they will find situations in which the only capital available to an entrepreneur consists of a deep interest in educating herself, a willingness to work hard, and a sincere belief in the success of her business. As representatives of WAEDAT, Advisors build links between the WAEDAT Core Team, the WAEDAT client and the larger business community.

OUTCOME # 1- BUILDING A COMMON BASE OF KNOWLEDGE

WAEDAT OVERVIEW

Organizational Overview

WAEDAT Advisors understand the relationship between the partner organizations dedicated to the WAEDAT mission and their commitment to cooperation as a value fundamental to WAEDAT's success.

WAEDAT was established with an underlying operating premise of cooperation and partnership. Each party involved in its creation subscribes to that core value. How is this core value demonstrated in fact?

WAEDAT is one program funded by USAID through its AMIR project, a multi-year economic development effort to improve the financial well-being of Jordanians.

USAID's strength is its collaborative style. In Jordan, USAID demonstrates this style by working in close partnership with voluntary organizations, universities, Jordanian and American businesses, international agencies, and other U.S. government agencies.

AMIR is an example of a partnership which produces tangible benefits to all participants by bringing together skills, knowledge, best practices and funding from Jordan and USAID. Demonstrating its commitment to this cooperative model, AMIR created WAEDAT through joint efforts of Jordanian and US expertise.

WAEDAT's Jordanian partner is a collaboration between JOHUD (The Jordanian Hashemite Fund for Human Development), the Small Business Development Center (SBDC) and Integrated Management and Information Consultants (IMI). WAEDAT's US expertise is provided cooperatively by Making Cents, International, ShoreBank and others.

- Advisors and WAEDAT Core Team are partners. They must share information between each party. Advisors inform WAEDAT Core Team about the educational needs of the entrepreneurs. WAEDAT Core Team informs Advisors about classes, training opportunities, and resources available to entrepreneurs. A spirit of cooperation creates a mutually supportive, and educational, environment.
- Advisors and WAEDAT advisees are partners. Advisors provide expertise; entrepreneurs ask for specific information. Advisors determine what information is most useful to the entrepreneur and make sure she gets it. Active cooperation on the part of Advisor and WAEDAT advisee creates a team dedicated to financial success.
- Advisors and the greater business community are partners. Each Advisor has particular knowledge and skill. Similarly, each business organization, WAEDAT included, has its specific focus. Advisors understand the strengths and focus of business organizations to use them efficiently on behalf of the WAEDAT advisee. Advisors make other organizations aware of WAEDAT's expertise, as well as the

services and products offered through WAEDAT clients. Cooperative use of talents increases the size of the resources network available to all.

In summary, each entity dedicated to WAEDAT's mission brings active commitment to mutual support, trust and cooperation to the fulfillment of its role.

Client Overview

WAEDAT Advisors are aware of the individuality of WAEDAT entrepreneurs.

WAEDAT Advisors have a complex role. To understand these complexities it is helpful to have some insight into their potential advisees. Participants in the first CBS training were representative of the breadth of skills which the Advisors will be confronting. These CBS entrepreneurs had very different backgrounds, business experience, age, education and family structure, as is shown by the following descriptions of three CBS participants

- mid 30's; single; moderately traditional household; excellent English; Master's degree in Engineering; previous business experience; new business providing water treatment facilities. Wants manufacturing and sources of capital advice.
- 19; married; very traditional household; no English; limited education; no previous business experience; new business using olives from her family's olive groves; needs agricultural, health, and business advice.
- 30's, married; good English; college education; owns successful, ongoing restaurant with several employees; wants specific marketing advice.

The variety of clients also presents challenges to the WAEDAT Core Team as it tries to link Advisors to business owners. For example, more experienced Advisors may find the needs of a one-woman start-up less engaging than those presented by an existing successful business with several employees. Yet it may not always be possible to exactly match the interests or skills of an Advisor to the needs of an entrepreneur. Each expects her Advisor to be compassionate, knowledgeable, and provide guidance in a way that is truly applicable to her unique situation.

BUSINESS SKILLS, CHALLENGES & RESOURCES

Business Applications and Terminology

WAEDAT Advisors understand the core business skills required of any entrepreneur and are familiar with the CBS curriculum in order to participate fully in WAEDAT's mission to bring business skills knowledge to women entrepreneurs.

Core Business Skills

Core business skills include an understanding of cash flow, accounting terminology and successful management practices.

WAEDAT Advisors know the importance of realistic cash flow planning, including the sources and uses of cash, and use this knowledge to help their advisees manage cash.

Cash flow is the financial life blood of a small business. Most WAEDAT advisees operate primarily cash-based businesses. A surplus of cash flow creates working capital. Working capital creates freedom to choose, and allows greater risk taking. A shortage of cash flow impedes business expansion, limits inventory, and can threaten the very existence of a business. Cash flow planning is critical to any business, but it is especially important for the typical WAEDAT entrepreneur starting or building a business. Simple calendars, such as the example presented below, can be useful tools for Advisors assisting WAEDAT advisees to plan cash flow. In this example, the WAEDAT Advisor and advisee would see that based upon the assumptions made, the business would need working capital between February and June. Every business operates on a cash flow cycle. Planning for that cycle and anticipating cash flow needs in advance can determine whether a business succeeds, or not.



Cash Flow Planning Calendar

[Year]	January	February	March	1 st Qtr Total	April	May	June	2 nd Qtr. Total	Year To Date Total
Profit /(Loss) carried forward	100 JD (from previous year)	250 JD	(100) JD	100 (from beginning of qtr.)	(425) JD	(475) JD	(175) JD	Format same as 1 st qtr.	100 JD (from beginning of year)
Estimated Income	350 JD	50 JD	25 JD	425 JD	150 JD	500 JD	600 JD		Format carries forward.
Estimated Expense	200 JD	400 JD	350 JD	950 JD	200 JD	200 JD	300 JD		
Estimated Profit/(Loss)	250 JD (100+350-200)	(100) JD (250+50-400)	(425) JD ((100)+25-350)	(425) JD	(475) JD ((425)+150-200)	(175) JD ((475)+500-200)	125 JD ((175)+600-300)		
	July	August	September	3 rd Qtr Total	October	November	December	4 th Qtr Total	Year Total
Profit /(Loss) carried forward	Format is the same as above.								
Estimated Income									
Estimated Expense									
Estimated Profit/(Loss)									

Business Terminology

WAEDAT Advisors use core accounting terms.

Accounting terminology is standard business vocabulary. An Advisor who teaches this vocabulary to the WAEDAT advisee establishes common words with universally agreed to definitions, easing communication between Advisor and advisee. Additionally, this terminology gives the WAEDAT advisee additional tools to use in other business settings as her business grows. A basic sample core vocabulary is show below; Advisors are encouraged to add terminology appropriate to an entrepreneur’s sophistication and situation.



Core Accounting Terminology

Income	Money flowing into the business from the sale of goods and/or services
Expenses:	Money flowing out of the business to purchase inventory, supplies, labor, overhead, etc.
Accounts receivable (A/R)	Money owed to the business by customers, invoices which need to be collected.
Accounts Payable (A/P)	Money the business owes to vendors, bills which need to be paid.
Assets	Tangible items owned by the business, such as cash, A/R, inventory, property, equipment, contracts, customer lists, etc. Intangible items owned by the business: goodwill.
Liabilities	Tangible items, contributed to the business, which have to be paid back. Examples are equipment, A/P, or money advanced to the business by the owner or an investor for working capital.
Income Statement, Profit & Loss Statement (P&L);	A report which shows the flow of money into and out of a business over a period of time. Profit: the business takes in more money than it spends. Loss: the business takes in less money than it spends
Balance Sheet	A report showing the financial position of the business as of a specific date. The Asset side shows the resources of the business (what it has available to make money). The Liability side shows what the business owes. The Assets and Liabilities must balance.

WAEDAT Entrepreneur Core Business Skills Training

WAEDAT Advisors are familiar with the knowledge conveyed and the methodology used during the Core Business Skills Training (CBS) training.

Most WAEDAT candidates take the Core Business Skills Training (CBS) as the first step in becoming a WAEDAT client. It is beyond the scope of this handbook to replicate the curriculum of the CBS training. Advisors were given an outline during the TOA. Using a series of modules, participants in the CBS training

- Are introduced to key business concepts: basic business cycle, buying, adding value, risk management, bookkeeping, pricing, market assessment, production techniques;

- Simulate at increasing levels of complexity the planning, decision-making and consequences of business activities;
- Develop business plans based upon the simulation and their own business.

To demonstrate the depth of education received by the WAEDAT client, consider activities included in CBS training related to one single business topic: Value. During a variety of exercises, entrepreneurs

- Examine the concept of value (economic, sentimental, qualitative);
- Investigate techniques to add value (quality, style, packaging);
- Consider types of value (function, aesthetic and cost).

In addition to its educational component, the CBS training introduces the WAEDAT entrepreneur to successful management methodologies, and helps the client build good business habits. WAEDAT clients use an experiential and outcomes-based approach called **active learning**. Through cooperative group interaction, WAEDAT clients engage in an active process which replicates many practical components of starting and running a business. Successfully starting and running a business requires continuous involvement by the owner; she must actively participate in every aspect of the business from Day One.

Advisors also participate in active learning. While working with a WAEDAT entrepreneur, an Advisor will:

- LEARN what challenges face the WAEDAT advisee;
- PLAN with WAEDAT Core Team and the advisee ways to address those challenges;
- ACT in cooperation with the advisee, WAEDAT Core Team and other resources, to help her address the challenges;
- REFLECT with the advisee the success of her actions, and, based on these reflections.....
- Continuously LEARN, PLAN, ACT and REFLECT as challenges emerge throughout the life of the business.

Advisors are encouraged to understand the principals of active learning and apply them to their Advisory sessions with WAEDAT advisees

WAEDAT Advisors use their experiences and knowledge to reinforce what advisees learn in CBS or subsequent topic or sector specific training.

Advisory visits will give the Advisors the opportunity to determine how well the advisee has retained what she learned in the CBS reinforce areas which may be weak, and provide guidance for future efforts. As mentioned previously, Advisors are selected by WAEDAT Core Team based upon their considerable knowledge of sophisticated business techniques and practical applications thereof in their own businesses, on the job, or in consulting positions. These skills are to be contributed to the advisee's entrepreneurial growth.

It is always challenging for an experienced business Advisor to refrain from simple fixing problems. The point of the CBS is to build capacity within the entrepreneur herself. Advisors can supplement the business owner's knowledge, but must remember that it's the business owner's responsibility to learn and use the skills she needs to analyze, understand and make informed decisions about her own business, as ultimately, she lives with the consequences of her decisions.

Challenges Facing WAEDAT Entrepreneurs

WAEDAT Advisors appreciate the business challenges facing women business owners participating in the WAEDAT program.

These challenges fall in two general realms:

- The overall economic climate for micro/small Jordanian businesses;
- The woman's own capacities and circumstances;

As noted earlier, WAEDAT's mission is to improve financial opportunities for women entrepreneurs in Jordan. An in depth discussion of the overall economic climate in Jordan is inappropriate for this handbook, but as Advisors work with WAEDAT advisees, they need to differentiate between business challenges which

- Arise as result of factors over which the entrepreneur has no control (a disruption of raw materials supply due to trade interruptions); or
- Relate directly to the specific industry in which the business operates (a WAEDAT cosmetics business benefits from increased demand for naturally based products).

Banking and tax compliance are two areas in which all micro enterprises face challenges. WAEDAT Advisors can't solve these problems, but can be aware of the impact on WAEDAT advisees.

- Banking should be easy for the entrepreneur. Centralized banking has been the norm in the Middle East, and only recently has the concept of branch banking been embraced. Jordan has one bank branch per 226,000 of population. In comparison, Lebanon has 1 branch per 12,000 of population. Safely managing cash can be extraordinarily difficult for an entrepreneur without access to branch banking. Lack of availability to convenient banking facilities can discourage an entrepreneur from moving her informal business into the formal economy. Lack of female tellers and officers may present challenges to some more traditional women entrepreneurs or their family members. A WAEDAT Advisor can assist the entrepreneur through either direct contact with finance entities, or linking her to the greater WAEDAT network and financial institutions such as the Cairo Amman Bank.
- Tax compliance is a requirement as a business formalizes its operations. In Jordan, registration for sales tax is difficult. Until recently, registration could only be done at one office in Amman. Movement is underway to create registration facilities outside of Amman. Until that is in place, a WAEDAT Advisor can assist the entrepreneur navigate the registration process by networking with individuals in the tax department, either directly or through WAEDAT Core Team partners such as SBDC.

In a similar way, Advisors must be aware of both the broad gender-based challenges facing Jordanian women entrepreneurs, and at what level those challenges apply to particular WAEDAT advisees. Gender -based challenges include:

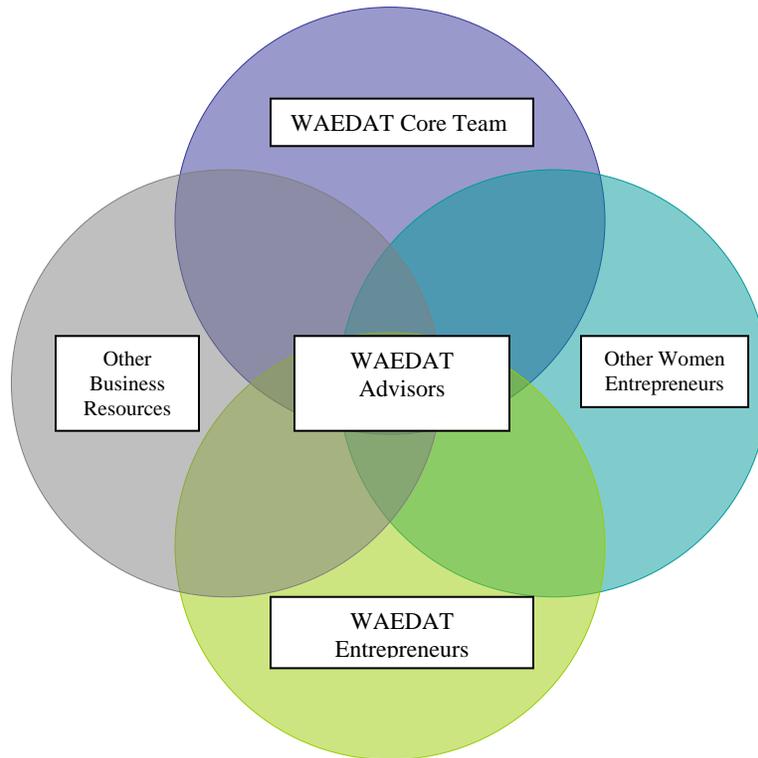
- Lack of experience in business and/or outside the home environment
- Lack of exposure to education, including business training
- Inadequate knowledge of where to access information about capital, regulations, business training
- Limited negotiating skills or business size affect costs of services, materials
- Lack of personal mobility; limited public transportation; high cost of owning or operating a car; traditional expectations regarding independent or unaccompanied travel
- Inadequate technical skills needed for entrepreneurship or particular enterprise
- Traditional thinking , conventional enterprises
- Lack of self confidence
- Limited access to financing due to lack of collateral and guarantees
- Limited time available to business due to family requirements and expectations
- Lack of support from the family
- Diversion of business finances due to family demands

Advisors must be creative in analyzing a business and its owner in the context of these challenges. Not every challenge can be met completely. However, Advisors can educate WAEDAT entrepreneurs about a fresh or different way of approaching challenges and creative possibilities to address them. The Jordanian saying, “She who educates me, I will be her slave forever” recognizes the importance of education, and Advisors fill a crucial role in the WAEDAT educational process.

Available Resources

WAEDAT Advisors are conduits of information.

As shown in the diagram below, Advisors play a pivotal role, linking people and knowledge, especially the WAEDAT Core Team, the WAEDAT trainee, the greater business community in Jordan, and other entrepreneurs who are prospective WAEDAT clients.



WAEDAT Core Team developed an extensive directory of business resources available to Jordanian entrepreneurs. This directory is updated frequently. Due to its size and constantly changing content, it is appended here only by reference. Advisors are expected to be familiar with the directory, use it as appropriate for their advisees, and contribute to it.

Advisors make their skills available as a resource to the WAEDAT entrepreneur. The advisee takes responsibility for asking questions, and, with the assistance of the Advisor, developing solutions. Advisors draw on each other, WAEDAT Core Team, and other business resources to guide the WAEDAT advisee to those solutions. Advisors promote WAEDAT to other women entrepreneurs who may be prospective WAEDAT advisees.

Advisors are not trainers. Whereas they may use their knowledge to solidify the business skills of the WAEDAT entrepreneur, the entrepreneur herself is expected to take any

training which she requires (including industry or topic specific training recommended by her Advisor).

Advisors may bring an element of mentoring to their role. Much of being successful in business depends on the owner's attitude. A willingness to work long hours, take risks, and do so cheerfully, consistently and with courage are key components to entrepreneurial accomplishment. Through understanding the challenges facing women entrepreneurs, careful listening and compassionate coaching, Advisors can reinforce the self-confidence of WAEDAT advisees.

Situations may occur in which Advisors may be tempted to provide all the answers. For example, an entrepreneur may ask an Advisor to design an accounting system, register a business with the tax authorities, design a marketing system or write a business plan. It may be easier and quicker for Advisors to do the work themselves. However, this is contrary to WAEDAT's fundamental goal of building capacity amongst its clients and is a disservice to the entrepreneur. An entrepreneur who, with the help of an Advisor, builds an accounting system which suits her informational needs, or creates a marketing plan designed to attract the clients she wants, or writes a business plan which reflects her goals and aspirations will have ownership in the outcome. She will also have a knowledge base from which to draw in the future.

OUTCOME #2 - CREATING A SKILL SET**ADVISORY STRENGTHS**

WAEDAT Advisors know their professional strengths, understand the role their interests and abilities play in Advisory sessions, and take into consideration those abilities in which they could use additional training or assistance.

As discussed previously, WAEDAT Core Team selects Advisors based on their technical business knowledge, management capabilities and experience. An additional important skill which the WAEDAT team looks for is an Advisor's ability to honestly self-assess his or her capabilities.

Rigorous self assessment improves an Advisor's efficacy. Advisors are asked to evaluate their comfort level with regard to their ability to perform certain business related tasks, as well their interests. A brief, partial, example of a self-assessment tool is shown below.



Self Assessment

BUSINESS CONCEPT	I FEEL COMFORTABLE WITH MY ABILITY TO:	Strongly Agree – I'm completely comfortable	Agree Somewhat- I'm mostly comfortable but have a few questions	Disagree Somewhat-I understand some things but have several questions	Strongly Disagree-I still have lots of questions	In any case I'd like to get more training on this subject
Costing a product	Determine fixed and variable costs					
	Determine the effect of differing volumes of production on cost					
Networking	Understand how to plan and organize a good networking strategy					
INTERESTS						
Sector: agriculture, manufacturing, finance, health care.	Apply sector specific knowledge to business concepts					
Business stages: start-up, growing, mature	Work easily in each business stage.					

As a group Advisors have technical competency. Each individual Advisor's skill may have been developed in a broad-based setting, or primarily in a specific industry sector such as agriculture or microfinance. In a similar fashion, Advisors have management and business experience, yet may have limited experience working in a particular business stage. As a practical matter, an Advisor who prefers working with mature businesses may have little patience for a WAEDAT entrepreneur starting up a business; an Advisor with in-depth knowledge of hard manufacturing may bring limited applicable experience to a service business. The network of WAEDAT Advisors is made up of individuals who bring different experiences to their position. The cooperating model of this network creates an atmosphere in which Advisors learn from each other.

WAEDAT Advisors conduct regular, thorough self assessments.

Self assessments help Advisors distinguish their capabilities. As Advisors gain in knowledge through experience and educational opportunities, they can monitor their own growth by frequent self-assessments.

CORE COMPONENTS OF ADVISING

As cash flow is the financial life blood of a small business, conversation is the social life blood of human relationship. Business advising is one manner of conversation. To conduct effective advising, WAEDAT Advisors use the two core components of meaningful conversation: compassionate listening and invitational inquiry.

Listening

WAEDAT Advisors make distinctions between

- **Effective and non-effective listening;**
- **Active and passive listening;**
- **Listening and hearing;**
- **Compassionate and judgmental listening.**

Compassionate listening is possible when Advisors pay attention to how they listen to their WAEDAT entrepreneur. Listening is not a skill normally taught in business school. It is unusual, and sometimes difficult to think about an act done automatically. Yet active, compassionate listening is essential to effective advising, indeed to all interpersonal relationships. A WAEDAT advisee may ask an Advisor specific business questions (Where do I get my brochure printed; how do I get my product to market?). Underlying these are deeper questions: Are you listening to me? Do you hear me? Do you care?

Effective listening is active and involves

- The mind,
- The heart,
- The hand,
- The eyes and,
- Lastly, the ears.

Effective Advisors listen to WAEDAT entrepreneurs with a clear and quiet mind.

The mind is the most important organ used in listening. When Advisors meet with advisees, they need to quiet the internal conversation (did I remember to turn off the lights at home? / I forgot to call Amed yesterday/ I wish my daughter would visit me more often/the car needs gas). These internal conversations never go away; Advisors just need to be aware, turn down the volume, so they can really hear their advisees.

Effective Advisors listen to the WAEDAT entrepreneur's heart, which holds her hopes and dreams.

The heart is an organ, but it is also a vessel which, with the mind, holds hopes and dreams. WAEDAT advisees also have hopes and dreams and it takes compassion to hear them.

Effective Advisors listen to WAEDAT entrepreneurs with an open hand: literally and figuratively. As Advisors meet with entrepreneurs they must be conscious of how they hold their hands. A closed or clenched hand closes the mind, without one even being aware of the mind –body connection. It also presents the entrepreneur with a threatening, rigid impression. By holding their hands in an open position, Advisors display a spirit of generosity, helping and giving. In figurative terms, Advisors can best serve their WAEDAT advisees by being generous with information and resources.

Effective Advisors listen to WAEDAT entrepreneur with open, attentive eyes. Advisors can learn a great deal about a business, and its owner, by observation of physical surroundings, interaction between an owner and employees and how the entrepreneur presents herself. Attentive eyes convey information to the Advisor. Open and focused eyes demonstrate to the advisee that the Advisor is paying attention, cares about the advisee's situation and is prepared to respond constructively.

Effective Advisors listen to WAEDAT entrepreneurs with both ears: one to let information in, the other to let it out! Advisors are in a position of trust with respect to their advisee's business. Trust is fragile, and easily lost. To hold the trust of the WAEDAT entrepreneur, Advisors must **respect confidentiality**. Occasions may arise in which advisees tell Advisors some things which, in order for the Advisor to avoid conflict or difficult situations, just have to go in one ear and out the other.

These are the 5 components of compassionate listening:

Effective Advisors listen with a quiet mind, an awareness of heart, an open hand, attentive eyes, and both ears.

Invitational Inquiry

WAEDAT Advisors relay information FROM the advisee as well as TO the advisee.

Effective Advisors must listen with a closed mouth. Advisors obviously have to ask questions; Questions can only be answered if the Advisor is quiet. Advisors will have greater success gathering pertinent information from their WAEDAT advisees by using the technique of asking questions which invite in-depth response. Invitational questions may be simple or complex. At heart they ask the who/what/when/where/how or why of a given situation. They are designed to encourage a conversation in which the WAEDAT advisee does most of the talking. A review of the examples shown in the chart below remind Advisors how to pose questions in such a way that the information flow in both directions is relevant to WAEDAT, the Advisor and the advisee.

Examples of Closed and Invitational Questions

Advisor asks Closed Question	WAEDAT advisee will tend to answer:	Advisor asks Invitational Question	WAEDAT advisee might respond:
Did you balance your checkbook?	Yes/No	Tell me what you discovered when you balanced your checkbook?	I discovered my records were not as complete as they should be.
Are you making a profit?	Yes/No	How much were your income and expenses this month?	My income was ____ JD, expenses were ____ JD. My profit (loss) was ____ JD.

Every interpersonal interaction is an opportunity for Advisors to practice their listening skills. In Advisory sessions, Advisors need to quiet their minds, open their hearts, hands and eyes. Ask questions designed to generate conversation. If the conversation stops or feel awkward, analyze which of the six components of active listening is missing.

WAEDAT EXPECTATIONS

WAEDAT Advisors are expected to

- **Conduct themselves in a professional manner;**
- **Treat colleagues and WAEDAT advisees in a courteous way;**
- **Maintain confidentiality about the advisee's personal and business information;**
- **Make and keep appointments with advisees;**
- **Help advisees develop solutions to their business problems;**
- **Report back to WAEDAT on advising activities.**

The WAEDAT Core Team is available to give Advisors assistance needed to meet these expectations. WAEDAT and Advisors negotiate contracts confirming expectations, and commit WAEDAT and Advisors to fulfilling the Advisory component of the WAEDAT mission.

WAEDAT Advisors must be skilled communicators. When working with entrepreneurs, they must listen carefully; respond thoughtfully, accurately and informatively. They must also report to WAEDAT regularly, concisely, and accurately about their Advisory sessions.

Advisory Sessions

WAEDAT Advisors commit to two to three visits with each of their entrepreneurs. Typically, each visit will take two to three hours. Advisors and advisees are matched by WAEDAT Core Team based on the skills of the Advisor and the needs of the advisee. During the first visit, Advisors will learn about the business and its owner. Business structure, financial data, family situation, and areas of particular concern to the business owner are topics typically covered in the first meeting. The Advisor and entrepreneur will jointly develop a list of problems encountered or areas of concern, consider steps which might be taken to address these areas, and assign responsibility for taking action. During the second visit, an Advisor might typically update financial records, and follow up on action items identified in the first visit. It is the business owner's responsibility to take whatever action is given to her to do. Advisors take responsibility for items assigned to them for action, such as obtaining referral information for the business owner. Subsequent visits are arranged as needed. WAEDAT Core Team can reassign Advisors if an advisee's needs are not within the original Advisor's area of expertise

WAEDAT Advisors collect significant, relevant information.

In the course of their Advisory sessions Advisors gather detailed information including:

- financial (income, expenses, profit, loss, sources and uses of cash, fixed and variable costs, overhead)
- human resources (# employees, payroll data)
- marketing (techniques, examples, market assessment)
- production (inventory, works in progress, raw materials, costing, pricing)
- use of CBS training skills

In most business situations, an additional critical factor is:

- The Hidden Problem, something which seriously (and usually negatively) affects the advisee's business but which she is very reluctant to discuss. Examples might be a family member who drains money from the business, unpaid taxes, or illegal activities.

WAEDAT Advisors create an atmosphere of respect, cordiality and confidentiality.

WAEDAT advisees may be reluctant at first to reveal details about their businesses. To overcome the advisee's reservations, Advisors can take several steps:

- **Before the meeting:** Advisors create an atmosphere of respect, cordiality and confidentiality by **honoring their commitment** to their WAEDAT advisees
 - Making and keeping appointments.
 - Being on time.
 - Bringing requested information to the meeting.
 - Not talking about other WAEDAT advisees.
 - Considering the appointment from the WAEDAT advisee's perspective: what challenges might she face (travel considerations, cost, time commitment, facilities, family dynamics) in making and keeping the appointment.

Simple courtesy prior to Advisory sessions will lay a foundation for effective advising throughout the Advisor/advisee relationship.

- During the meeting: Advisors create an atmosphere of respect, cordiality and confidentiality by
 - Setting a context in which goals and expectations for the meeting are mutually clear. One technique is demonstrated below.
 - Establishing personal connections : where do you live, work, family, what's important to you (being respected, telling the truth, making time for fun, taking my kids to the Dead Sea), what do you do for recreation?
 - Using effective listening techniques, as discussed above.
 - Asking invitational questions, as shown above.
 - Ensuring the quality, completeness and transparency of the information collected, including any hidden problem, and determining the advisee's needs (the LEARNING component of active learning). Sample checklist is shown below.
 - Reaching consensus on a plan to meet those needs by identifying actions suitable to the advisee, including timeframe and responsibility for follow-through (the PLANNING component of active learning). Sample action plan is shown below.
 - Reflecting back to and confirming with the advisee the information, actions, timing and responsible party agreed to during the Advisory session.
 - Acknowledging what the Advisor knows, and doesn't know.

At the start of an Advisory session, Advisors can begin to strengthen mutual cooperation by taking a few minutes with the advisee to answer the following questions about Goals and Expectations. The greatest benefit will accrue if both Advisor and advisee participate in this exercise.



<u>Goals & Expectations</u>
<p><u>1. What are my goals and expectations for this Advisory session?</u> [Answer at the <u>start</u> of the Advisory session]</p> <p><u>2. Which of my goals and expectations have been met?</u> [Answer at the <u>end</u> of the Advisory session]</p> <p><u>3. Which of my goals and expectations have NOT been met and why?</u> [Answer at the <u>end</u> of the Advisory session; used by the Advisor for follow-up]</p>

WAEDAT Advisors may use a checklist during an Advisory session. The exact format may vary but in general the topics to be covered are show in the chart below. The format currently being used by Advisors is shown in Appendix A.

Sample Checklist

Main Topic	Details	Questions Advisors need to answer for themselves
Budget:		Does the advisee have a budget? Is it realistic? Does she use it?
Profit and Loss Statement	General Ledger Checks and cash receipts Deposit slips Invoices sent to the customer Bills Paid to vendors Cash control records: petty cash journal, cash register, bank statements Cash flow management Owner Withdrawals	
Balance Sheet	Assets: Cash balances Accounts Receivable (Aged) Orders In Hand Inventory Finished goods Works in progress Raw Materials Office Supplies on Hand Furniture, Fixtures & Equipment Buildings, Vehicles	New purchases? Anything disposed of?
	Liabilities: Accounts Payable (Aged) Vendors Taxes Money Owed Owner's Capital Account	
Net Worth	Assets minus liabilities	Increasing or decreasing?
Employees	#, status (full-time, part-time, family/unrelated)	Increase or decrease? Market wage?
Marketing	Promotional materials – Placement – Customers –	How is the business being advertised? Where is the advertising taking place? Newspapers? Radio? TV? Word of Mouth? Who is the customer?

Pricing	Cost and price of product or service, overhead.	– is it accurate?
Use of Core Business Skills	Record keeping, Finances, Costing, Marketing, etc.	What CBS does advisee use? Which does she not use? Are records clean, neat, easy to read, close at hand and complete? Are the finances being managed properly? Does she have the necessary math skills?
Overall Atmosphere	The business owner's attitude.	Is the owner an enthusiastic or reluctant entrepreneur? What if any are the hidden problems? Is her family supportive? Does she seem overwhelmed or is she growing in confidence and competence?

WAEDAT Advisors work in partnership with WAEDAT Core Team to design and modify data collection forms and diagnostic tools to produce high quality, complete and transparent data.

Collection of information can be daunting during a time-limited Advisory session. WAEDAT entrepreneurs will present an array of management styles, record keeping techniques and accuracy of documentation. In addition, data will vary depending on the stage and nature of the business as in the case, for example, of start-ups and mature businesses, those with or without employees, sole proprietorships or corporations, manufacturing or service. Each Advisor's experience with an entrepreneur is an opportunity to share information, and to test and investigate best practices for reporting purposes and service delivery.

WAEDAT Core Team has designed the Advisors' reporting requirements to ensure a steady flow of valid information about advisees. The forms currently being used as of the date of this handbook are shown in the Appendix. An Advisor signs a contract before he or she is assigned to an advisee. The contract spells out the obligations of both parties. Advisors and Core Team members agree on the number and schedule of visits to WAEDAT advisees. Prior to the first visit the Advisor reads the advisee's WAEDAT file, in order to understand the business owner's experience, knowledge and expectations. These will be confirmed during the first meeting. Advisors take the WAEDAT Advisors First Visit Form to the initial meeting with advisees and complete the necessary information, to the extent possible. Informal businesses may have less data than a formal, mature business, so Advisors collect what information they can, and note what information is missing.

During the second visit, Advisors complete a form similar to the first visit report, adding information about follow up on actions suggested in the first report. This way, WAEDAT Core Team, Advisors and business owners have a clear record of accomplishments and data collected.

Information collected during subsequent visits is dependent on pending action items.

Prompt, accurate and timely reporting from the Advisors to WAEDAT Core Team about their Advisory visits is crucial for the planning and scheduling of additional training opportunities. WAEDAT Core Team must also be aware of any follow up actions to be undertaken by Advisors and entrepreneurs. While the contract will spell out the requirements, Advisors must be keenly aware of deadlines for reporting. Taking into consideration the nature of the information conveyed by the business owner, reports must be as complete as possible; the data must be accurate (to the best of the Advisor's knowledge), and the reports must be submitted to WAEDAT as soon as possible after each Advisory visit. Empowering Jordanian women entrepreneurs is a team effort; the smooth and timely flow of information about the entrepreneur from the Advisor to WAEDAT will enhance the capabilities of the entire team.

- After the meeting, Advisors create an atmosphere of respect, cordiality and confidentiality by
 - Following through in a timely fashion on planned action items assigned to the Advisor (the ACTION component of active learning)
 - Contacting the Advisory promptly with answers to inquiries
 - Completing the transfer of data, action plans and recommendations to WAEDAT Core Team, as required.
 - Scheduling a follow-up appointment with the advisee.
 - Not talking about the advisee with other WAEDAT clients.

Comprehensive follow-up and monitoring is a unique and crucial aspect of WAEDAT program. Through the WAEDAT network, Advisors provide WAEDAT advisees with on-going technical support and access to a variety of consulting services. (For its part WAEDAT Core Team creates a peer network for sharing ideas and experiences between clients). Advisors are the field eyes-and-ears of WAEDAT, and observe closely the progress of WAEDAT advisees through on-site visits to business locations. As particular needs or issues are uncovered during Advisory sessions, WAEDAT Core Team, Advisors and advisees will work together to identify resources to address them. In some cases, outside resources may be necessary, and will be provided through the WAEDAT program. If needed WAEDAT advisees may engage an Advisor through private Advisory and consulting arrangements, if the Advisory sessions provided through WAEDAT prove insufficient.

WAEDAT Advisors constantly keep in mind their position as key players in a network dedicated to the financial empowerment of women entrepreneurs.

The Advisor/advisee/Core Team partnership is supported through mutual referral. A critical aspect of follow-through on the part of the Advisor is conveying to WAEDAT Core Team additional or complementary training which would benefit the advisee, and provide promotional and educational opportunities for the WAEDAT program. What are the soft areas in the advisee's skill set? Can those skills be enhanced through WAEDAT? Action plans which include recommendations for networking within the WAEDAT program will serve everyone; for example, if one client produces business forms, and

another client needs business forms, the Advisors and WAEDAT Core Team can make mutually advantageous connections. An Advisor whose advisee needs specialized expertise beyond that Advisor's skill level can bring in another WAEDAT Advisor who has that knowledge.

Special Situation Advising

WAEDAT Advisors do not know everything!

In the course of an Advisory relationship, an Advisor will encounter special situations which require **specialized knowledge**. An Advisor may not have that knowledge. It may benefit the entrepreneur if the Advisor refers her to additional training opportunities within WAEDAT or to other resources. For example, a WAEDAT advisee moving from the informal to formal business sector may need to open a checking account and obtain a tax number. The Advisor can recommend a financial institution affiliated with WAEDAT, give the entrepreneur suggestions on navigating the tax department, and recommend WAEDAT topic or sector specific training through WAEDAT which will teach her what she needs to know as her business assumes its formal structure.

Some typical special knowledge situations in the targeted sectors of business-to-business, health care, cosmetics and food production include those shown in the chart below.

Special Situation	Examples
Regulations	Restaurant sanitation standards Professional licensing of medical transcribers. Labeling requirements of cosmetics.
Finance	Finding Investors Selling a plumbing supply business
Marketing	Market analysis for home-based nursing care.
Food Production	Crop cultivation Fruit Storage Refrigerated Shipment to market
Human Resources	IT Staff recruitment, training
Quality Control	Laboratory testing for overseas markets
Import/Export	ISO 9000, HACCP, GAP certifications Global marketing affiliations

As stated before, Advisors are part of a larger business community, and are expected to bring the resources of that community in service to WAEDAT. Jordan is fortunate to have available numerous private, governmental, educational and NGO institutions with expertise in every aspect of business, and many industry sectors. Advisors may be faced with the enviable task of referring an advisee to too many, as opposed to too few, organizations.

WAEDAT Advisors are stewards of good governance.

As WAEDAT representative, Advisors have the responsibility to engage in good business practices, and encourage WAEDAT advisees to follow those practices.

Advisors may find themselves in special Advisory situations in which the reputation and standing of either WAEDAT or the Advisor are in jeopardy. Some examples might be:

Special Situation	Examples
Taxes	Deliberate non-payment
Business ethics	Paying kickbacks or overpricing
Health	Unsanitary conditions
Safety	Dangerous workplace, poorly trained employees
Illegal activities	Laundering money; engaging in trade subject to Jordanian sanctions.

WAEDAT Advisors guide entrepreneurs to the trustworthy, responsible and legal path, to the extent possible. Advisors have a responsibility to themselves and the greater WAEDAT community to make WAEDAT Core Team aware of activities which contravene standards of good governance, or which have the potential to negatively impact the WAEDAT program.

SUMMARY

WAEDAT Certified Advisors have an interesting, challenging and rewarding role.

As one Advisor puts it, they deal with interesting businesses ranging from selling Holy Water to wedding arranging; they are challenged by inexperienced owners who expect to make a profit; and they are rewarded by helping each advisee make a success out of her business. Advisors put a personal face to financial empowerment in action. The WAEDAT handbook will help WAEDAT Advisors be aware of, and keep fresh the special energy and skills they acquired during the TOA, and which they are contributing to benefit Jordanian women entrepreneurs.

ACKNOWLEDGMENTS

The Consultant wishes to acknowledge and thank the members of AMIR and the WAEDAT Core Team for their valuable help in the preparation of this document. In particular, Wejdan Abu Lail, WAEDAT Program Coordinator, provided documents and facilitated communication between the Consultant and Advisors. Salwa Al Sukhon, Advisory Visits Coordinator, coordinated the records and information from the Advisors. The WAEDAT Advisors contributed valuable observations.

APPENDICES

A. WAEDAT Advisors Reporting forms

The documents contained in this section were originally drafted by the Advisors during the TOA, with the assistance of the Facilitator and the WAEDAT Core Team. As presented herein, they reflect the thoughtful revisions incorporated as a result of field experience. Advisors and WAEDAT Core Team will continue to adjust the wording and format; Advisors and readers of this report are encouraged to contact WAEDAT for the latest version.

WAEDAT Advisor's First Visit Report

WAEDAT Advisor's Second Visit Report (abbreviated)

WAEDAT Advisor's Visit Reports and Time Sheets

WAEDAT Advisor Contract Cover Sheet



WAEDAT Advisor's First Report

Advisor's Name: _____
 Business Owner's Name _____ WAEDAT No: _____
 Visit Date _____ Time: From: ____ To: ____
 Business Name: _____
 Business Address: _____
 Contact Phones: _____
 Establishment Date: _____
 Legal Entity (partnership, formal) _____

Information Collected Checklist:

Market and Sales Description

- Products/Services
- Customers (market segment)
- Market size and share
- Location
- Pricing strategy
- Promotional tools
- Competitors
- Average annual sales
- Current selling policy (cash, credit)

Operations

- Raw materials (sources, availability)
- Personnel (#, skills, benefits)
- Used utilities
- Machinery and maintenance
- Inventory

Financial and Economic Indicators

- Pay back period (PBP)
- Break even point
- Sales and income tax
- Business profitability

Others

- Using business skills (WAEDAT Training)
- Availability of records
- Availability of business plan
- General impressions

**WAEDAT Advisor's First Report**

Advisor's Name: _____
Business Owner's Name _____ WAEDAT No: _____
Visit Date _____ Time: From: ____ To: ____
Business Name: _____
Business Address: _____
Contact Phones: _____
Establishment Date: _____
Legal Entity _____

Areas of Improvement, Remedies Suggested and Advisor comments:-



WAEDAT Advisor's First Report

Advisor's Name: _____
 Business Owner's Name _____ WAEDAT No: _____
 Visit Date _____ Time: From: ____ To: ____

Market and Sales Description

- Products/Services
- Customers (market segment)
- Market size and market share
- Location
- Pricing strategy
- Promotional tools
- Competitors
- Average annual sales
- Current selling policy (cash, credit)

Operations

- Raw materials (sources, availability)
- Man power (#, skills, benefits)
- Used utilities

- Machinery and maintenance
- Inventory

Financial and Economic Indicators

- Pay back period (PBP)
- Break even point
- Sales and income tax
- Business profitability

Others

- Using business skills (WAEDAT Training)
- Availability of records
- Availability of business plan
- General Impressions (business owner attitude, business performance, morale, family support, etc)



WAEDAT Advisor's Second Report

Advisor's Name: _____
Business Owner's Name _____ WAEDAT No: _____
Visit Date _____ Time: From: ____ To: ____

[Advisor's Second Report uses the same format as the First Report, with the following addition]

Attach

- Latest Income Statement (if available) or projected one by the Advisor
- Latest Balance Sheet (if available) or projected one by the Advisor
- Others (if available)

WAEDAT Advisor Contract Cover Sheet

Advisor: _____

Advisee: _____

Project _____

Sector: _____

Training Course: From _____ To _____ /2004

Trainers: 1) _____ 2) _____

Advisory Visits Net worker: _____

WAEDAT Advisor

Visits' Reports & Time Sheets

Contract _____

Report No 1) _____ 2) _____

Time Sheet No 1) _____ 2) _____

Cross Sector Training sheet _____

Payment Voucher _____

Advisor: _____

Advisee: _____

Project _____

Sector: _____

Training Course: From _____ To _____ /2004

Trainers: 1) _____ 2) _____

Advisory Visits Networker: _____

B. List of Background Documents Reviewed By Consultant

- Curriculum and notes from the WAEDAT Training of Advisors workshop.
- Correspondence to Consultant from WAEDAT Core Team and Advisors Touqan, El Khateeb, and Samawi regarding reporting requirements, Advisory procedures and field observations.

C. List of Individuals Interviewed

- Andrew Baird, Director of International Programs, Making Cents
- WAEDAT Core Team Members Wejdan Abu Lail, WAEDAT Program Coordinator; and Salwa Al Sukhon, Advisory Visits Coordinator.
- WAEDAT Advisors