



CHEMONICS INTERNATIONAL INC.

Electronic Document Submission Title Page

Contract No.: 278-C-00-02-00210-00

Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Office of Economic Opportunities
USAID Jordan

Date of Product/Report: June 3, 2005

Product/Document Title: Strategic Planning Workshop, Years 2-3
Final Report

Author's Name: Brenda Bowman

Activity Title and Number: Achievement of Market-Friendly Initiatives and
Results Program (AMIR 2.0 Program)

Jordanian Strategic Planning and Jordanian Partner
Organizations Capacity Assessment
7337.1.03

Name and Version of Application
Software Used to Create the File: MS Word

Format of Graphic and/or Image File: N/A

Other Information: N/A

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Enhanced Competitiveness Initiative (ECI)

Strategic Planning Workshop, Years 2-3
Final
June 3, 2005

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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Data Page

Name of Component:	Enhanced Competitiveness Initiative (ECI)
Author:	Brenda Bowman
Practice Area:	Business Development Services
Service Offering:	<i>N/A</i>
List of Key Words Contained in Report	WAEDAT, strategy, vision, services, team, emotional intelligence, managing change, job descriptions, Steering committee

Abstract

Women's Access to Entrepreneurial Development and Training (WAEDAT) is about to begin its second year of operation. USAID funding for WAEDAT will end at the end of March 2006 when it will be incorporated into the Training Department of Consolidated Consultants. This report describes WAEDAT's strategic plans for the next 10 months and recommends strategic directions for the future.

The report describes strategies for WAEDAT to:

- promote its "brand name" and expand its niche in the development context of Jordan,
- market its package of services for women entrepreneurs,
- build the capacities of a quality, well-managed team to deliver these services, and
- explore options for the long-term financial sustainability of the project.

The strategies were developed following a 2-day workshop and interviews with staff members of AMIR, the WAEDAT core team, the steering committee and other interested parties.

Abbreviations and Acronyms

AMIR	Achievement of Market-friendly Initiatives and Results Program
B2B	Business to Business
CC	Consolidated Consultants
JOHUD	Jordanian Hashemite Fund for Human Development
MEI	Micro-enterprise Initiative
NLP	Neuro-Linguistic Programming
SBDC	Small Business Development Center
TA	Technical Assistance
USAID	United States Agency for International Development
WAEDAT	Woman's Access to Entrepreneurship Development and Training Program

Executive Summary

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) provides comprehensive support to women entrepreneurs in Jordan. The WAEDAT package includes basic business skills training, individual business advisor visits, cross and sector specific trainings, mentoring and a network program. Progress in developing the program has been exceptional. It has enjoyed a high degree of success and publicity during its first year of operations.

USAID funding for the project will end at the end of March 2006. WAEDAT will then be incorporated into a new training department at Consolidated Consultants, a Jordanian engineering company that is one of the founding WAEDAT partners.

The purpose of this consultancy was to develop a strategic plan that takes into account the lessons learned during WAEDAT's first year of operations. The plan focuses in detail on the period through March 2006 and recommends future strategic directions for the year beyond that.

In a two-day strategic planning workshop, attended by the Program Manager, the Advisory Visits Coordinator, the Network and Mentoring Coordinator and members of the Steering Committee, four sets of strategies were agreed to:

1. Marketing a unique vision for women entrepreneurs and provide Jordanian responses in the Jordanian context.
2. Growing a package of long-term services that empower Jordanian women entrepreneurs and give them increased access to economic opportunities.
3. Building a dynamic team committed to achieving results.
4. Developing a sustainable strategy for fund development and fees-for-services.

As WAEDAT meets the realities of implementing its program, modifications in its structure have also been called for. Three organizational development actions were taken to strengthen the program in the short and long term.

1. The job description of the Program Coordinator has been revised. Actions are underway to clarify and reinforce her decision-making authority and change her title to Program Manager.
2. The Steering Committee will become an advisory group. It will expand its members and revise its terms of reference.
3. The job descriptions of the Training Coordinator, Network and Mentoring Coordinator and Advisory Visits Coordinator have been revised to allow them to respond more effectively to WAEDAT's changing needs.

WAEDAT's first year of operations has been intense and very productive. The core team is now ready to launch out and put into practice the learning and experience it has accumulated through the mentoring and support of AMIR and Making Cents.

CHAPTER 1: Introduction

1.1 Background

The Kingdom of Jordan has made remarkable progress in improving women's access to education and health services, but women still have to overcome barriers to access opportunities in the public sphere. At the World Economic Forum (WEF) meeting held in Jordan in May 2005, the World Bank released a study "*The Economic Advancement of Women in Jordan: A Country Gender Assessment*", that states only 26% of women are economically active "mainly due to a range of implicit and explicit factors that discourage women - even educated women - from working outside the home." The WEF study, "*Women's Empowerment: Measuring the Global Gender Gap*" (released May 16, 2005) places Jordan 55th out of 58 countries in overall ranking of the gender gap. The study measured the size of the gap between men and women in economic participation – equal remuneration for equal work, and economic opportunity – access to the labor market that is not restricted to low-paid, unskilled jobs. In terms of women's economic participation Jordan ranked 58th, while in terms of economic access it ranked 53rd.

This is the context in which the Women's Access to Entrepreneurship Development and Training Program (WAEDAT) was formed in 2004. WAEDAT's mission is to provide services to help Jordanian women entrepreneurs grow their small businesses to the next level. WAEDAT takes a long-term, multilateral approach, providing women business owners with a comprehensive package of services that fulfills both their general business and sector-specific needs. The package consists of entrepreneurship training and a support program. The entrepreneurship training provides cross cutting and sector-specific training. The follow-up support services include consulting services through a network of advisors, mentors and peers, as well as market access information.

The primary objective of WAEDAT 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. WAEDAT targets clients committed to increasing their sales and creating jobs, thereby significantly contributing to Jordan's economy. With WAEDAT's help, women whose businesses show potential for growth can move beyond subsistence and begin to create wealth in the form of assets that can be handed down to future generations.

WAEDAT targets its services to women-owned businesses in six growth sectors of the economy: healthcare, food processing, cosmetics, Dead Sea products, business to business (B2B) and handicrafts. WAEDAT serves urban clients in Greater Amman, and rural clients in Irbid, Zarqa and Madaba.

WAEDAT's start-up has been funded under the Enhanced Competitiveness Initiative (ECI) component of the USAID sponsored Achievement of Market-Friendly Initiatives and Results Program (AMIR). WAEDAT is a collaborative effort between a subcontractor, Making Cents, and a local Jordanian Partner (CC/J) comprised of two companies, JOHUD/SBDC and Consolidated Consultants (CC). Making Cents is responsible for the

overall project design and provision of technical assistance (TA) to develop the capacity of CC/J who implements the project.

WAEDAT will continue to receive US/AID funding through the first quarter of 2006. During the last few months, AMIR and CC/J have been engaged in discussions on exit strategies for AMIR and the future of WAEDAT.

On March 20, 2005, AMIR hosted a meeting of the AMIR legal advisors, and the WAEDAT Steering Committee to examine three options:

1. Establishing WAEDAT as a non-governmental organization (NGO) or non-profit company. This option was rejected as the legal advisors described the new government regulations (“a legal thicket”) surrounding the set up of new NGOs.
2. Establishing WAEDAT as a profit sharing company with limited liability. This option was rejected since neither CC nor JOHUD is willing to put up the 50,000 JD required.
3. Incorporating WAEDAT in a new Training Department that CC intends to set up in the near future. This third option was agreed to by all parties as being the most likely to assure WAEDAT’s sustainability over the long-term.

1.2 Objective

To develop a two year strategic plan for WAEDAT program implementation.

1.3 Methodology

The Consultant spent 12 days in Jordan from April 22 – May 2, 2005 meeting with WAEDAT staff and steering committee members, and staff from AMIR and CC.

The consultant reviewed reports on WAEDAT submitted to AMIR by Making Cents, WAEDAT’s publicity brochures and materials, the master work plan, job descriptions for core staff, and the roles and responsibilities of the steering committee.

The consultant conducted a training session on Using Emotional Intelligence to Improve Team Performance and Client Satisfaction and facilitated a two-day workshop for the staff and members of the Steering Committee on the development of a strategic plan.

The consultant co-trained with Marsha Bailey who took the lead role on the second day of the Strategic Planning workshop and facilitated the sessions on WAEDAT’s long term sustainability. Her sessions are described in her report.

The strategic plan consists of four sets of strategies:

- 1 Promoting WAEDAT's brand name.
- 2 Marketing a unique package of services.
- 3 Fielding a team of the highest quality.
- 4 Developing a network of donors and corporate sponsors.

During the strategic planning retreat each set of strategies was run through the Logical Levels of Change framework, developed as a change management tool by Romilla Ready and Kate Burton, practitioners of Neuro-Linguistic Programming (NLP).

The Logical Levels are as follows:

PURPOSE
IDENTITY
BELIEFS AND VALUES
CAPABILITIES
BEHAVIOR
ENVIRONMENT

Using the tool the core operations team and members of the Steering Committee examined each set of strategies and asked the following questions:

Environmental: What is the right environment to get the maximum impact for maintaining WAEDAT's brand name, marketing its services, building a strong team and developing long-term financial sustainability?

Behavioral: What behaviors may need to change to get the maximum impact for maintaining WAEDAT's brand name, marketing its services, building a strong team and developing long-term financial sustainability?

Capabilities and Skills: What capacities and skills need to be developed and/or improved to get the maximum impact for maintaining WAEDAT's brand name, marketing its services, building a strong team and developing long-term financial sustainability?

Belief and Value: In what ways does WAEDAT capitalize on cultural belief and values of women to maintain WAEDAT's brand name, market its services, build a strong team and develop long-term financial sustainability?

Identity: What profiles (staff, advisors, mentors, clients,) are needed to get the maximum impact for maintaining WAEDAT's brand name, marketing its services, building a strong team and developing long-term financial sustainability?

Purpose: In what ways does WAEDAT contribute to the bigger world and get the maximum impact for maintaining its brand name, marketing its services, building a strong team and developing long-term financial sustainability?

CHAPTER 2: WAEDAT, The Brand Name

Two recently released reports describe the progress and challenges on Jordanian women's rights and opportunities for participation in economic life. The World Bank's report "*The Economic Advancement of Women in Jordan: A Country Gender Assessment*" estimates that only 26% of women are economically active in the formal labor force. This "unacceptable" (The Jordan Times, May 24, 2005) figure is one of the lowest in the region and attributes to a range of implicit and explicit factors that discourage women from working outside of the home.

A second survey conducted by Freedom House on "*Women's Rights in the Middle East and North Africa: Citizenship and Justice*", while acknowledging the positive role local NGOs and the government have played to improve women's status, states that violence against women remains a serious problem in Jordan.

This is the landscape in which WAEDAT operates. Its clients are women entrepreneurs in income-generating activities who often "wind up putting in large amounts of time for a low return" (Reynolds WAEDAT B2B Report, May 2005), in micro-enterprises and in small businesses. The goal of WAEDAT is to move women entrepreneurs up the value chain while at the same time taking into account the social factors and demands operating in the society at large.

At the Strategic Planning Workshop, three assumptions drove the discussions: that WAEDAT

wants to change and grow, know how to change and grow and is ready to create opportunities to change and grow.

In terms of the vision for WAEDAT, discussions revolved around the mission and values of the program. The rich conversation on this topic can be found in Appendix 9. The core team's summarized vision for WAEDAT is as follows:

- WAEDAT is a welcoming and safe place to be
- WAEDAT offers a positive and energizing experience
- WAEDAT serves a motivated, skilled group of women entrepreneurs
- WAEDAT knows its clients, what's important to them and meets their needs
- WAEDAT offers Jordanian responses in the Jordanian context
- WAEDAT brings economic empowerment to Jordanian women

The bounce from the publicity surrounding its first year of operations has been extremely helpful for WAEDAT. The teams' task now is to channel this exposure and move forward with plans to keep WAEDAT in the public eye.

The strategies for sharing the WAEDAT vision include:

1. Maintaining the momentum in the media through publicizing the success stories of WAEDAT women in print, radio and on TV and highlighting the positive, dynamic images of WAEDAT women through brochures and posters that feature Jordanian women balancing the demands of family with those of running a business. Testimonies from successful alumnae are the program's most powerful publicity tool. Word-of-mouth is an important medium in Jordanian society.
2. Organizing events such as exhibitions that are supported by influential women (such as Queen Rania). Events and exhibits are extremely time-consuming. WAEDAT has responded to this reality by creating a new position: the Networking and Mentoring Coordinator. She will spend 50% of her time on networking events that are closely linked to the development of public relations.
3. Developing a network of private sector sponsors who offer scholarships and support events and exhibits. Though the culture of corporate social responsibility is in the nascent stage in Jordan, private companies see the advantages of being connected with a quality program like WAEDAT, particularly if WAEDAT can demonstrate that its clients are successful.
4. Speaking at events such as the Arab University Conference on Micro-enterprise held in May in Amman for over 1,000 delegates from throughout the region. The Program Manager, a very credible and poised public speaker, has generated a lot of interest in WAEDAT beyond Jordan. She is very aware of the potential for WAEDAT's expansion as part of CC which has connections throughout the region.

This emphasis on sharing the vision of WAEDAT is very appropriate in the start-up phase of a program. The true test of WAEDAT's sustainability comes when clients evaluate its capacity to deliver quality services on time.

CHAPTER 3: WAEDAT's Package of Services

WAEDAT's second set of strategies center on providing a quality package of services. It's commitment to clients is for the long term, a strategy which results in better and more sustainable client outcomes than short-term programs.

Each client receives the following package of services:

- **Outreach, screening and selection:** Potential WAEDAT clients are carefully screened to determine their readiness for WAEDAT services. Clients must have an existing business or a firm business idea in one of six targeted sectors: healthcare, food processing, cosmetics, Dead Sea products, business to business (B2B) and handicrafts. To be eligible, clients must be committed to growing their businesses and creating jobs.
- **Information and referral:** Clients who are judged not suitable for WAEDAT's services are referred to other programs that can better serve their needs. By focusing services on pre-selected sectors, WAEDAT can acquire a depth of organizational expertise that is not available through other programs. Moreover, by working with clients who have already invested significant time and effort in their business concept, positive outcomes accrue quickly and dramatically. WAEDAT refers clients to organizations such as NAFES, EMPRETEC, Turath, Microfund for Women (MFW), Jordan Micro Credit Company (JMCC), and the Development and Employment Fund (DEF).
- **Business skills core (BSC) training:** Upon acceptance into the WAEDAT program, clients complete a five-day, 40-hour, intensive course that addresses issues such as business finance, record-keeping, marketing, negotiating and selling techniques, interpersonal skills and business planning. During core training, WAEDAT helps each client identify her strengths and weaknesses so that subsequent services can be tailored to her specific needs.
- **Individual Business Advising:** After completing the core training program, each client is eligible to receive six hours of individualized business counseling. A WAEDAT business advisor or group of advisors meets the client at her place of business to help her apply the skills she has learned and to identify additional training that will support her business's growth and sustainability.
- **Sub-sector training:** Advanced training is available to WAEDAT clients based upon the targeted economic sector within which their business falls. For example, businesses in food processing may receive additional training in safe food handling and packaging practices. Producers of handicrafts receive advice on how to improve the quality and competitiveness of their goods in a market that is often flooded with low-quality, low-price items.

- **Cross-sector training:** Other advanced cross-sector trainings are also available to WAEDAT clients. These workshops address topics common to each of the five business sectors on which WAEDAT focuses. Topics include time management, identifying market opportunities, preparing financial information for loans, organizing business records etcetera.
- **Mentoring:** In partnership with the Young Entrepreneurs Association (YEA), also an AMIR project, WAEDAT clients have the opportunity to be mentored by experienced entrepreneurs who can provide ongoing information, support and coaching
- **Networking:** WAEDAT hosts regular networking meetings which provide clients with opportunities to meet other business women, share experiences, receive emotional support and generate leads for new customers.

The strategies for maintaining a quality package of services that emerged from the Strategic Planning Workshop were as follows:

1. To provide clients with a welcoming and safe environment where women entrepreneurs feel at home. WAEDAT has an open door policy. Its referral system is a deliberate effort to reach out to those who need information but are not yet ready to become clients of WAEDAT.
2. To promote a learning environment that is enjoyable and upbeat by guaranteeing positive interactive experiences in WAEDAT workshops, and to provide access to a network of like-minded peers and to a pool of experts who are committed to opening up new opportunities for economic and personal growth.
3. To build a motivated team of trainers, advisors and mentors who can deliver results by providing additional skills development training when necessary, and by establishing and enforcing a system of performance standards. WAEDAT also recognizes that any training offered to Jordanian trainers increases national human capital.
4. To respond to the needs of a targeted group of women ranging from those working in income generating activities to owners of micro-enterprises and small businesses by offering a variety of trainings to meet different needs, and to recognize that the WAEDAT mission is to balance profits with poverty alleviation. WAEDAT also believes that Jordanian women have long-term needs and has created a package that goes beyond what any other service providers have to offer.
5. To provide culturally appropriate long-term services to women entrepreneurs by carefully matching client needs and demands with culturally appropriate responses.
6. To promote a message of economic empowerment for Jordanian women through the delivery of quality services.

CHAPTER 4: Leadership and Staffing

In June 2004, at the start of WAEDAT, this consultant wrote the following in her final report: “A project start-up involves risk-taking, ambiguity and sometimes unwelcome surprises. To balance this, management at start up needs to include a strong strategic and visionary component. However, the outcomes of the MBTI for the WAEDAT team indicate a low tolerance for flexibility and a majority preference for routine and tried-and-true approaches. This clash between an evolving situation on the ground and personality preferences translates into stress. It is therefore important that the Steering Committee and core coordinating team members recognize the importance of stepping beyond work style preferences and their personal comfort zones, to meet the needs of a fledgling project with great potential.”

And, “The intrinsic valuing of trust and social capital within WAEDAT cannot be imposed by regulations. It requires a commitment to the vision of WAEDAT and, on a practical level, daily actions of goodwill that demonstrate each person’s wish to improve his/her performance and contribute to the partnership’s success.”

The events of WAEDAT’s first year demonstrate that advice from and analysis by an outsider goes only so far. The true test of a plan comes in the implementation. The core team in July 2004 consisted of a Program Coordinator, a Training Coordinator and a Network Coordinator. The work and responsibilities were divided between these three experienced trainers, with the Program Coordinator taking the lead role on liaising with the Steering Committee and AMIR. From the get-go, the Program Coordinator demonstrated her extraordinary commitment to WAEDAT, including working four months without salary until the final agreement between CC (the prime) and JOHUD/SBDC was signed. Her strong leadership was essential to WAEDAT. Despite start-up stress and tensions, it was hoped that the core team could work well together.

However, both the Training Coordinator and Network Coordinator have since resigned from WAEDAT citing both professional and personal reasons. Following these resignations, the core structure of WAEDAT has been redesigned. The Network Coordinator’s job, which is to deal with post-training follow-up services, has been divided into two: WAEDAT now has a Training Advisory Visits Coordinator and a Network and Events Coordinator (see Appendix 5 and 6 for job descriptions). A Training Advisor (see Appendix 7 for a job description) will be recruited in the near future.

The departure of the two original coordinators has revealed the extent to which the Program Coordinator is the prime decision-maker in WAEDAT. She carries the full responsibility for both the strategic planning and day-to-day management of the program. Following discussions with AMIR, USAID, CC, Making Cents and JOHUD, it has been agreed that her work merits recognition and her title should be changed to Program Manager. Her contract is with CC, so the CC Steering Committee member will conduct her annual performance evaluation (see Appendix 4) and then present to the Steering Committee her revised job description as Program Manager (see Appendix 3). This should be completed by August 30, 2005.

As she moves forward in rebuilding her team, the new Program Manager faces the challenge of establishing a personnel policy in a professional job market that is very volatile in general and particularly so in training where freelancers can pick and choose their contracts. Harmony, loyalty and mutual support is highly valued within the core team. The challenge in personnel management consists of acting constructively and quickly to resolve temporary lapses in harmony.

At the same time in the early stages of WAEDAT, members of the Steering Committee struggled to define their roles as directors and advisors and not managers of the program. In the process of this struggle, trust broke down inside the committee and between some members of the committee and the

Program Coordinator. In retrospect, it would have been extremely helpful to have run a retreat and used the AMIR materials, The Good Governance Workbook (developed by Jeremy Condor) for the Microfinance Unit. Failure to address this crucial issue of control has resulted in the Committee's inability to support WAEDAT. An opportunity was also missed to demonstrate an active partnership between the private sector (CC) and civil society (SBDC/JOHUD). The Steering Committee meets infrequently and its meetings are not productive. No one wants to spend time on a failed component. Disappointment is expressed by all sides.

In the period before WAEDAT joins CC, the Steering Committee has an opportunity to regain lost ground by:

1. reviewing its roles and responsibilities and examining how it can function as a low directive/high supporting entity;
2. assisting in fund-raising,
3. expanding its numbers to include at least three new members, including professional women entrepreneurs who have experience in sitting on NGO boards of directors;
4. recommitting as group to devote the necessary time and interest needed to support WAEDAT.

When WAEDAT joins CC, there will be no need for a Steering Committee, but the departments inside CC have advisory groups, professionals whose expertise can be called on when needed. If the Steering Committee members are willing to commit the necessary time to WAEDAT in the next nine months, there may be time to demonstrate the usefulness of a body whose primary mission is to ensure WAEDAT's prosperity, by assisting in fund-raising and collectively advising the program while meeting the interests of women entrepreneurs and other stakeholders.

Much is written these days about partnerships, good governance, corporate social responsibility and leveraging private sector support for development. But there are few examples of this partnership in action. WAEDAT had, and still has the opportunity to be on the cutting edge by demonstrating that a Steering Committee whose members are from civil society and the private sector can learn from each other and work together for the betterment of women entrepreneurs.

CHAPTER 5: Next Steps

WAEDAT has been very successful in its first year. Since September 1, 2004, 122 women entrepreneurs have participated in Core Business Skills training in central and northern Jordan. By July 2005, 36 clients from Amman will have completed the package of training and services which include sub-sector and cross-sector training and advisory and mentoring visits. The core team has been restructured to meet growing demands. Teams of trainers and advisors have been carefully selected and trained. A memorandum of understanding has been signed with YEA to identify mentors. The public relations program has been revamped to capture the real success of real clients.

As WAEDAT enters its second year, the priority challenges are:

1. maintaining and delivering quality services on time
2. maintaining a solid core-team and a quality team of freelance and/or voluntary trainers, advisors and mentors
3. resolving the leadership issue
4. renewing the Steering Committee
5. planning for financial sustainability.

1. In a start-up program, it takes time and experience to manage a master work plan, particularly when the services offered are so innovative and when the core team is making the road by walking it. As WAEDAT enters its second year and the management is more confident of the training content and materials, the priority is now on setting goals in terms of numbers of clients and moving them through the package of services in six months. The core team should review the master work plan and make necessary adjustments in the plan or in program activities on a quarterly basis.

2. The WAEDAT office occupies a very small space. Under these circumstances, the core team's emphasis on getting along well together makes good sense. In recruiting a new Training Coordinator and an Administrative Assistant, attention should be paid to personal work styles and professional competencies. Just as important is the ability to deal with stress and ambiguities while maintaining good working relationships with other team members. The question is not will there be differences of opinion? rather it is, how will we deal with differences of opinion when they arise?

WAEDAT has developed statements of work and standards of performance for its trainers, advisors and mentors some of whom are volunteers. The concept behind WAEDAT (that of providing a long-term package of services) depends on the technical skills that trainers, advisors and mentors bring to the table. As was discussed in the strategic planning workshop, (see Appendix 8) equally important are the relationships that WAEDAT forms with its clients. Selection of trainers, advisors and mentors needs to take this into account.

3. Changing the Program Coordinator's title to Program Manager is more than a symbolic gesture. Without her, WAEDAT would not have achieved so much in its first year. Her change in title is acknowledgement of the leadership role that she plays.

It also signals an end to some of the ambiguities that have surrounded the decision-making processes of WAEDAT. However, WAEDAT is not a one-woman show. The Program Manager needs support and reinforcement from WAEDAT's stakeholders as she continues to lead.

4. The Steering Committee members agree that this first year was year of missed opportunities. The opportunity is there for the Committee to expand and regroup even beyond March 2006 when WAEDAT joins CC.

5. The new training department CC plans to establish will produce training programs for staff members and social and management studies related to CC's project throughout the region. WAEDAT fits into this department as part of CC outreach to the community. This action assures WAEDAT's future in the next few years. Though confident that WAEDAT will eventually self-sustaining, until that time, the company is apparently prepared to support and subsidize its activities.

APPENDIX 1: SCOPE OF WORK

Short Term Consultancy Agreement Scope of Work

Activity Name:	WAEDAT Strategic Planning
SOW Title:	Strategic Planning Workshop for Years 2 and 3
Modification No:	Original
SOW Date:	April 27, 2005
SOW Status:	Draft
Task and Consultant Name:	Strategic Planning Workshop for Years 2 and 3 Brenda Bowman

I. Specific Challenges to Be Addressed by this Consultancy

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. Despite the impacts of the Qualified Industrial Zones, World Trade Organization membership, and an overall increase in Jordan's exports, unemployment remains in the mid teens. 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 will build on numerous initiatives taken by the AMIR Program. The microenterprise initiative, MEI has provided Jordanian microenterprises, 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. The *US Subcontractor* is responsible for the overall project design and provision of technical assistance (TA) to develop the capacity of a local *Jordanian Partner* who will implement the project - managing a women's entrepreneurship training and support program. The entrepreneurship training will provide cross cutting and sector specific training, consulting services, market access information and follow-up support. 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 challenge of this consultancy is to work with the WAEDAT core team, and steering committee to develop a detailed two year action and strategic plan for the WAEDAT program. The consultant will need to consider the recommendations found in the sustainability and fund raising reports, as well as to consider the experiences of the program to date, and its current strengths and weaknesses. The strategic plan should provide a realistic plan achieving WAEDAT's future goals while highlighting the challenges that will need to be faced in order to do so.

II. Objective of this Consultancy

Develop a two year strategic plan for the WAEDAT program implementation.

III. Specific Tasks of the Consultant

Under this Scope of Work, the Consultant shall perform, but not be limited to, the specific tasks specified under the following categories:

A. Background Reading Related to Understanding the Work and Its Context. The Consultant shall read, but is not limited to, the following materials related to fully understanding the work specified under this consultancy:

- Making Cents WAEDAT Proposal
- WAEDAT Work Plan
- Job descriptions of Core WAEDAT staff
- WAEDAT Training Design
- WAEDAT client profile
- Report on Fund raising
- Report on Mentoring
- March 2005 report on implementation progress

B. Background Interviews Related to Understanding the Work and Its Context. The Consultant shall interview, but is not limited to, the following individuals or groups of individuals in order to fully understand the work specified under this consultancy:

- Maha Mousa, Project Management Specialist, USAID
- Steve Wade, Program Manager, AMIR Program
- Rebecca Sherwood, Program Administrator and Grants Manager
- Brad Fusco, Component Manager, Enhanced Competitiveness Initiative (ECI), AMIR Program
- Suhair Khatib, Business Development Services Subcomponent Manager, ECI, AMIR Program
- Andrew Baird, Making Cents WAEDAT Program Supervisor
- Imad Masri – WAEDAT Steering Committee Member
- Wejdan Abu Lail – WAEDAT Team Leader
- Other Jordanian Partner Organization Key Personnel

C. Tasks Related to Accomplishing the Consultancy's Objectives. The Consultant shall use her education, considerable experience and additional understanding gleaned from the tasks specified in A. and B. above to:

- Thoroughly review the reports and documents cited above to develop a clear picture of the current and potential future challenges of maintaining the WAEDAT program;
- Review the proposed operational budget with the core team and Steering Committee and provide recommendations for streamlining;
- Conduct interviews with WEADAT staff and clients to assess program strengths, weaknesses, and goals for the future;

- Conduct a two and a half day workshop – (Consecutive days, or a series of half days) to develop shared vision of WAEDAT’s future program, a Strategic Plan, and action items necessary to achieve the stated goals.
- The substance of, findings on, and recommendations with respect to the above mentioned tasks shall be delivered by Consultant in a written report in the format described in sections IV., V., and VI. Of Annex A – Standard Short Term Consultancy Agreement Information. The report will include the following:
 1. Summary of interviews and findings
 2. WAEDAT two year strategic plan. – June 10, 2005

IV. Time frame for the Consultancy.

Overall: May 19, 2005 – June 10, 2005
Preparation in US, May 19-20
Travel to/from & Work in Jordan: May 21-June 3
Follow up in US: June 6-7

V. LOE for the Consultancy.

Total of days: 17

- 11 In Jordan
- 2 Travel
- 4 US - based work - preparation and follow-up

VI. Consultant Qualifications. The Consultant shall have the following minimum qualifications to be considered for this consultancy:

Educational Qualifications

- BA in Business or related field

Work Experience Qualifications

- Experience working with organizations to develop strategic plans
- Experience in the development of training programs is beneficial
- Experience in working in cross cultural environments

APPENDIX 2: DOCUMENTS REVIEWED

1. Making Cents Technical Proposal
2. WAEDAT Master Work Plan
3. WAEDAT Participant Training Design, Brenda Bowman, June 2004
4. WAEDAT, Organizational Development, Brenda Bowman, July 2004
5. WAEDAT Sustainability Plan, Draft Report, Marsha Bailey, March 2005
6. WAEDAT Implementation Report, Andrew Baird, March 2005
7. WAEDAT Advisors and Staff Capacity Building, Draft Report, Anne William, May 2005
8. Capacity Building of WAEDAT B2B Trainers, Susan Reynolds, May 2005
9. The Good Governance Workbook, A Living Tool for Good Microfinance, AMIR/USAID
10. The Economic Advancement of Women in Jordan: A Country Gender Assessment, The World Bank, May 2005

APPENDIX 3: REVISED JOB DESCRIPTION FOR PROGRAM MANAGER

I. Job Title: Program Manager

II. Project: WAEDAT

III. Job Classification: Long-Term Local Professional Staff

IV. Reporting to: Steering Committee

V. Estimated Duration of Assignment: One Year

VI. Principal Position Objectives, Basic Functions/Critical Tasks:

Plans for and administers WAEDAT in accordance with the program's stated purpose and in such a manner that optimum results are achieved in relation to the resources of the program. Provides vision, direction and continuity for WAEDAT by communicating its history, accomplishments, mission and goals.

PLANNING AND MANAGEMENT

Prioritizes institutional goals, balancing the needs and resources of WAEDAT. Evaluates the services being provided by the agency in relation to specified goals and standards, and recommends modifications, where appropriate.

1. Leads the strategic planning and setting of program objectives
2. Oversees preparation of work plans and calendar of activities for training, advisory visits, network and mentoring operations.
3. Provides necessary support for timely completion of work plan and achievement of program goals and objectives.
4. Prepares and delivers monthly and quarterly progress and financial reports for the Steering Committee. Organize venues and times for Steering Committee meetings.
5. Recommends policies to the Steering Committee in the formulation of policies for the effective and economical operation of the agency
6. Prepares and delivers monthly and semi-annual progress and financial reports for the AMIR Program.
7. Participates in weekly meetings with core operational team.
8. Participates in teleconferences with US partners.
9. Works with the Systems Coordinator and other members of the core operational team to develop and maintain forms and procedures for operations.
10. Defines key measurable targets and criteria to monitor and evaluate services.
11. Oversees development and implementation of user-friendly M&E and QA systems for program operations.

12. Has chief administrative responsibility for public accountability of the agency, maintenance of agency facilities, and regular reporting to various bodies.
13. Carries chief staff responsibility to ensure that legal obligations of the agency are met.

BUDGET MANAGEMENT

Prepares WAEDAT budgets and is accountable for control of these resources once approved. Directs all financial operations.

14. Develops an overall budget; manages administrative budget for operations, manages petty cash and procurement for less than 500 JD, oversees budgets for training, networking, advisory visits and mentoring operations.
15. Collaborates with the program accountant on tracking the budget
16. Leads the development of the pricing for services, a system of payment for services and program cost analysis.
17. Insures that Steering Committee receives financial information in a timely manner
18. Insures compliance with all grant reporting criteria

FUNDRAISING

Leads and participates in a comprehensive fund raising plan.

19. Assist the Steering Committee to identify, cultivate and solicit major gifts
20. Writes or reviews fund appeal letters/materials as needed
21. Makes speeches to local organizations such as service, professional and women's groups
22. Researches, prepares and submits grant applications, insures that grant-related programs are consistent with WAEDAT's mission and goals, and provides Steering Committee with monthly grant updates
23. Facilitates activities of board members in direct fundraising by providing support materials and donor information

PUBLIC AND COMMUNITY RELATIONS AND MARKETING

Acts as the chief spokesperson for WAEDAT to provide a high degree of visibility and awareness.

24. Represents WAEDAT at meetings and functions
25. Oversees Media Group's program marketing
26. Develops and maintains relationships with clients, trainers, advisors, mentors, affiliated service providers, US partners, other BDS organizations, sponsors, members of the private sector and GOJ counterparts
27. Collaborate with AMIR Program components and sub-components to share resources and to ensure public awareness of AMIR and the WAEDAT program.
28. Participate in WAEDAT marketing and promotional activities.

HUMAN RESOURCE MANAGEMENT

The executive director is the chief liaison between staff and the board of directors and is responsible for supervising all staff activities. Directs and coordinates all administrative aspects of WAEDAT. Provides training and leadership.

29. Hires, supervises, evaluates and terminates program and administrative staff.

30. Delegates specific duties and objectives to personnel.
31. Directs all personnel functions of the agency. Maintains and implements personnel policies and procedures and initiates or approves personnel actions as appropriate.
32. Implements system of performance and appraisal for long term staff at the professional and support levels.
33. Verifies compliance of staff, trainers, advisors, mentors and affiliated service providers with written WAEDAT procedures and guidelines.
34. Assists and supports expatriate consultants; distributes reports to appropriate team members, oversees implementation of consultant recommendations

VII. Specific Duties, Responsibilities and Accountabilities:

Management of team
Timely achievement of program objectives
Communication with partners and sponsors

VIII. Reporting Responsibilities and Ultimate Authority:

Training Coordinator
Network and Mentoring Coordinator
Advisory Visits Coordinator
SBDC Liaison
Administrative Assistant

IX. Specialized Knowledge and Related Requirements: (Select appropriate knowledge and skills from the examples below)

Excellent managerial skills
Leadership and Team building skills
Ability to use Microsoft applications to include: MS Word, PowerPoint, Excel, and Outlook
Knowledge of environment of small businesses and microfinance
Experience in working with and training of women entrepreneurs
Extensive knowledge of training programs targeting women entrepreneurs in small and micro businesses

X. Education, Qualifications and/or Equivalent Experience:

Minimum of Bachelor degree in related field
Experience in managing projects of similar nature and size
Experience in coordinating and executing training programs

By affixing my signature below, I acknowledge that I have received, reviewed, and hereby accept this WAEDAT Job Description in its entirety for the position of Program Coordinator. I also acknowledge that I have been given a copy of this Job Description for my own personal records. In addition, I understand that this signed copy of my Job Description will be placed in my permanent WAEDAT personnel file.

Name – Date - Signature

**APPENDIX 4:
PERFORMANCE APPRAISAL, PROGRAM COORDINATOR**

Program Coordinator's performance appraisal form & SOP

**The Women's Access to Entrepreneurship Development and Training Program
(WAEDAT)**

**PERFORMANCE APPRAISAL
PROGRAM COORDINATOR**

Name: _____ Date: _____
Position: _____
Review Period: _____ Prepared by: _____

Section 1- PERSONAL APPRAISAL
(To be completed by Program Coordinator)

Please do not consider this space as a limitation and carry over to next page if necessary.)

- 1. Main accomplishments/activities this period** (What worked well? Biggest triumph? Smartest Decision? Greatest lesson learned? Most caring service? Who made biggest difference to you and your performance? Biggest risk taken? Difficulties encountered?):
- 2. Areas for improvement**

Section 2- STANDARDS OF PERFORMANCE (SOPs)
(Scores to be completed by CC Steering Committee Member)

Please complete the performance standard in two or three lines, and rate the employees' performance relative to the standard using the 5 point rating scale as follows: 5=Greatly exceeds standards 4=Exceeds the standard 3=Meets the standard 2=Below the standard 1=Well below standard. (The weight is determined by the rater and employee prior to scoring. The total weight for all standards is not to exceed 1.0). The score will be calculated and appear on the Overall Rating Form upon completion of the evaluation. The total score of the SOPs and Competencies and Work Behaviors Rating together determine the Overall Performance Rating.

Standard of Performance #1:	
Weight:	0.2
Score:	0
Wt. Score:	(=Weight * Score)
Standard of Performance #2:	

Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #3:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #4:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)
Standard of Performance #5:
Weight: 0.2 Score: 0 Wt. Score: (=Weight * Score)

Section 3-COMPETENCIES AND WORK BEHAVIORS
Scores to be completed by CC Steering Committee Chair

Performance for the period: The score will be calculated upon completion of the evaluation and appear in the Overall Rating Form for the rated competency or behavior.

The scores to be used are as follows:

5=outstanding 4=exceeds requirements 3=meets requirements 2=below requirements in some areas 1=unsatisfactory

_____ **Job knowledge and skills:** Clearly understands the duties and responsibilities of his/her position and is able to execute them efficiently and accurately. Possesses appropriate skills to be effective in position.

_____ **Work habits:** Efforts produce useful work output. Demonstrates ability to: prioritize and follow through with plans; make timely decisions; learn and apply directions quickly; be congenial and cooperative.

_____ **Self-management and personal development:** Develops new skills through personal initiative. Interested in keeping informed and productive through

corporate and professional literature; Composed under stress; Considers self-presentation important to the job; Detects errors in own work and corrects them.

People development: Acts as an effective coach to employees, providing continuous guidance and positive reinforcement when appropriate. Recognizes the importance of employee performance feedback and effectively uses the performance evaluation tool to help develop employees.

Flexibility and adaptability: Demonstrates flexibility in balancing job responsibilities and the ability to deal with change. Open to new ideas and approaches. Deals well with uncertainty and ambiguity.

Initiative: Seeks new challenges and responsibilities. Actively works to remedy problems without having to be told by a peer or supervisor. Works well with the minimum of supervision.

Team Work: Willingly shares responsibility for work with coworkers; Works hard to accomplish group goals and objectives, and places team priorities before personal priorities.

Communications: Demonstrates effective listening, questioning, and interpersonal skills. Can articulately express ideas and information. Informs others of relevant information on a timely basis. Maintains ongoing dialogue with others regarding business matters

Leadership: Leads by example by demonstrating integrity, decisiveness, direction and other appropriate behaviors in his/her day to day actions. Serves as a company role model. Also uses leadership role to promote teamwork within the department and the whole organization

Administration and coordination: Clearly understands organizational policies and procedures. Effective in organizing and completing tasks. Has good recordkeeping and organizing skills.

Management and supervision: Delegates work and with it the appropriate degree of control. Provides easy to follow direction and timely feedback to the staff.

Section 4- STEERING COMMITTEE CHAIR'S COMMENTS

(To be completed by the CC Steering Committee Mmember)

Please do not consider this space as a limitation and carry over to next page if necessary.

- 1. Main accomplishments/activities this period** (What worked well? Biggest triumph? Smartest Decision? Most caring service? Biggest risk taken? Difficulties encountered?):
- 2. Ways in which CC Steering Committee Member can assist Program Coordinator:**

Section 5 Overall Rating Form

(To be completed by CC Steering Committee Member)

Standards of Performance:

	Review	Objective		Weighted
	Score	Weighting		Score
				(a)*(b)
Objective 1				
Objective 2				
Objective 3				
Objective 4				
Objective 5				
Totals:				
		1		

Competencies and Work Behaviors:

	Review
	Score
	(a)
1. Job knowledge and skills	
2. Work habits	
3. Self-management and personal development	
4. People development	0
5. Flexibility/Adaptability	0
6. Initiative	0
7. Team Work	0
8. Communications	0
9. Leadership	0
10. Administration and coordination	0
11. Management and supervision	0
TOTAL:	0.00
Average Score:	0.00

a) Objectives and Standards of Performance		
b) Competencies and Work Behaviors		
Overall Performance Rating (a + b)		
0.00	0.00	0.00 %

Section 6 Appraisal Signatures

(To be signed by CC Steering Committee Member)

Appraisal Signatures:

Appraised by: _____
Steering Committee Chair Date

I have read this performance appraisal and reviewed it with the Steering Committee Chair. My signature does not imply agreement or disagreement with the information contained in this appraisal.

Program Coordinator's Signature: _____
Date:

APPENDIX 5: REVISED JOB DESCRIPTION FOR NETWORKING AND MENTORING COORDINATOR

I. Job Title: Network and Mentoring Coordinator

II. Project: WAEDAT Program

III. Job Classification: Long-Term Local Professional Staff

IV. Reporting to: Program Coordinator

V. Estimated Duration of Assignment: One-Year (renewable)

VI. Principal Position Objectives, Basic Functions/Critical Tasks:

Responsibilities

Plans for and administers WAEDAT's networking and mentoring operations in a timely manner, in accordance with WAEDAT'S mission and goals. Manages available resources to achieve optimum results in a timely manner. Operates under the supervision of the Program Coordinator. Works as a collaborative and supportive member of the core WAEDAT team.

MANAGEMENT

1. Assists in the strategic planning and setting of overall program objectives
2. Prepares work plans for network and mentoring operations
3. Develops calendar of network and mentoring activities.
4. Develops and manage network and mentoring budget.
5. Reports quarterly to Program Coordinator on network and mentoring budget
6. Prices services for networking and mentoring activities and analyzes cost-benefits of services.
7. Prepares weekly reports for the Program Coordinator on the progress and issues related to the implementations of network and mentoring deliverables.
8. Reports to Program Coordinator on network and mentoring performance standards and compliance with guidelines and regulations. Follows up on problems with the implementation of suitable remedial measures.
9. Participates in weekly meetings with core operational team.

NETWORKING AND PUBLIC RELATIONS

10. Liaises with the Media Group in the development and implementation of materials and public relations campaigns.
11. Develops Woman of the Month campaigns and media coverage for WAEDAT events.
12. Organizes and manages exhibitions, marketing and promotional activities, including scheduling, venues, logistics, delivery and evaluation.
13. Updates data base for networking activities.

14. Assists in the development of a fundraising plan.
15. Assists in the identification of sponsors.
16. Participates in development and maintenance of good relationships with sponsors, clients, trainers, advisors, mentors, US partners, other BDS organizations, members of the private sector and GOJ counterparts.
17. Collaborates with AMIR Program components and sub-components to share resources and to ensure public awareness of AMIR and the WAEDAT program.
18. Represents WAEDAT as appropriate.

MENTORING SERVICES

19. In coordination with partner organization (YEA) develops mentor profile and performance standards for mentors
20. Liaises with YEA on implementation of mentoring activities.
21. Matches clients with mentors in cooperation with partner organization (YEA)
22. Updates data base of mentoring activities.
23. Assesses needs of clients and develop events to meet needs
24. Coordinates schedules for mentors' meetings with clients.
25. Delivers training sessions as appropriate or needed

MONITORING AND EVALUATION

26. In collaboration with Systems Officer and Monitoring and Evaluations Officers, defines key measurable targets and criteria to assess network and graduate support services.
27. Establishes and maintains user-friendly M&E and QA systems for mentoring and networking operations including evaluation of clients' needs and level of satisfaction, mentors' services, and effectiveness of materials developed to meet clients' needs.

RESOURCES AND MATERIALS

28. Assists in selection and preparation and adaptation of materials for "post-graduate" activities.
29. Gathers appropriate mentoring and networking resources, including: books, materials, documentation on other available SBD programs in Jordan, lists of resource people/organizations, CDs and websites.

VII. Reporting Responsibilities and Ultimate Authority:

Administrative and support staff

VIII. Specialized Knowledge and Related Requirements: (Select appropriate knowledge and skills from the examples below)

- Strong organization skills and coordination ability
- Good communication skills
- Demonstrated ability to work in teams
- Strong links with target group of clients and mentors
- Knowledge of the market place in terms of sponsors for women entrepreneurs

- Good knowledge of general business practices, including financial and other business indicators

**IX. Education, Qualifications and/or Equivalent Experience:
Minimum Bachelors degree in a related discipline**

Minimum 4 years experience in a related discipline

By affixing my signature below, I acknowledge that I have received, reviewed, and hereby accept this WAEDAT Job Description in its entirety for the position of Network and Mentoring Coordinator. I also acknowledge that I have been given a copy of this Job Description for my own personal records. In addition, I understand that this signed copy of my Job Description will be placed in my permanent WAEDAT personnel file.

Name – Date - Signature

Certified on behalf of WAEDAT:

Name – Date - Signature

cc: Personnel file
WAEDAT Program

APPENDIX 6: REVISED JOB DESCRIPTION FOR ADVISORY VISITS COORDINATOR

I. Job Title: Advisory Visits Coordinator

II. Project: WAEDAT Program

III. Job Classification: Long-Term Local Professional Staff

IV. Reporting to: Program Coordinator

V. Estimated Duration of Assignment: One-Year (renewable)

VI. Principal Position Objectives, Basic Functions/Critical Tasks:

Responsibilities

Plans for and administers WAEDAT's advisory visits' operations in a timely manner in accordance with WAEDAT'S mission and goals. Manages available resources to achieve optimum results in a timely manner. Operates under the supervision of the Program Coordinator. Works as a collaborative and supportive member of the core WAEDAT team.

MANAGEMENT

1. Assists in the strategic planning and setting of overall program objectives.
2. Prepares work plans and calendar of advisory visits.
3. Develops and manages budget for advisory visits and related activities
4. Reports quarterly to Program Coordinator on advisory visits budget
5. Prices services for advisory visits and analyzes cost-benefits of services.
6. Prepares weekly reports for the Program Coordinator on the progress and issues related to the implementation of advisory visits.
7. Reports to Program Coordinator on advisors' performance standards and compliance with guidelines and regulations. Follows up on problems with the implementation of suitable remedial measures.
8. Participates in weekly meetings with core operational team.

ADVISORY VISITS SERVICES.

9. Assists the Media Group in the development and implementation of recruitment campaigns
10. Develops referral system for clients not accepted into WAEDAT
11. Oversees implementation of referral system.
12. Maintains data base of advisory visits
13. Assesses training needs of clients in sub-sector and cross-sector training.
14. Coordinates with Training Coordinator for scheduling sub-sector and cross-sector training for clients who have completed core training.

15. Assists Training Coordinator in the development and implementation of training program
16. Develops selection criteria and performance standards for advisors.
17. Maintains data-base of advisors.
18. Recruits advisors.
19. Matches clients with advisors.
20. Coordinates schedules for advisors.
21. Conducts WAEDAT introductory training sessions for advisors as needed.
22. Verifies compliance of advisors with written WAEDAT procedures and guidelines.
23. Facilitates training sessions for clients, advisors and mentors as needed.

MONITORING AND EVALUATION

24. In collaboration with Systems Officer and Monitoring and Evaluations Officers, defines key measurable targets and criteria to assess network and graduate support services.
25. Establishes and maintains user-friendly M&E and QA systems for advisory visits' operations including evaluation of clients' needs and level of satisfaction, advisors' performance, and effectiveness of materials developed to meet clients' needs.

RESOURCES AND MATERIALS

26. Assists in selection and adaptation of materials suitable for advisors.
27. Gathers SBD resources including: books, materials, documentation on other available SBD programs in Jordan, lists of resource people/organizations, CDs and websites.

PARTNERS AND PUBLIC RELATIONS

28. Participates in development and maintenance of good relationships with clients, trainers, sub-contractors, affiliated service providers, US partners, other BDS organizations, sponsors, members of the private sector and GOJ counterparts
29. Collaborate with AMIR Program components and sub-components to share resources and to ensure public awareness of AMIR and the WAEDAT program.
30. Represents WAEDAT.

VII. Specific Duties, Responsibilities and Accountabilities:

Ensuring effective implementation of WAEDAT "post-graduate" activities
Establishing and managing a WAEDAT network of alumni

VIII. Reporting Responsibilities and Ultimate Authority:

Administrative and support staff

IX. Specialized Knowledge and Related Requirements: (Select appropriate knowledge

and skills from the examples below)

- Strong organization skills and coordination ability
- Good communication skills

- Good and strong links with target group
- Knowledge of the market place in terms of target segment of women entrepreneurs
- Knowledge of modes and channels of access to the project target groups of women entrepreneurs
- Good knowledge of general business practices, including financial and other business indicators

X. Education, Qualifications and/or Equivalent Experience:

Minimum Bachelors degree in a related discipline

Minimum 4 years experience in a related discipline

By affixing my signature below, I acknowledge that I have received, reviewed, and hereby accept this WAEDAT Job Description in its entirety for the position of Network Coordinator. I also acknowledge that I have been given a copy of this Job Description for my own personal records. In addition, I understand that this signed copy of my Job Description will be placed in my permanent WAEDAT personnel file.

Name – Date- Signature

Certified on behalf of WAEDAT:

Name – Date -Signature

cc: Personnel file
WAEDAT Program

APPENDIX 7: REVISED JOB DESCRIPTION, TRAINING COORDINATOR

I. Job Title: Training Coordinator

II. Project: WAEDAT Program

III. Job Classification: Long-Term Local Professional Staff

IV. Reporting to: Program Coordinator

V. Estimated Duration of Assignment: One Year

VI. Principal Position Objectives, Basic Functions/Critical Tasks:

Responsibilities

Plans for and administers WAEDAT's training operations in a timely manner, in accordance with WAEDAT'S mission and goals. Manages available resources to achieve optimum results in a timely manner. Operates under the supervision of the Program Coordinator. Works as a collaborative and supportive member of the core WAEDAT team.

MANAGEMENT

1. Assists in the strategic planning and setting of program objectives
2. Prepares work plans for training operations and calendar of training activities for core business skills, cross-sector and sub-sector sessions.
3. Develops and manages training budget.
4. Reports quarterly to Program Coordinator on training budget
5. Prices training services and analyzes cost of services.
6. Prepares weekly reports for the Program Coordinator on the progress and issues related to the implementations of training deliverables.
7. Reports to Program Coordinator on trainers' performance standards and compliance with guidelines and regulations. Follows up on problems with the implementation of suitable remedial measures.
8. Participates in weekly meetings with core operational team.

TRAINING

9. Develops criteria and profiles for clients.
10. Develops and implements client recruitment campaign
11. Screens, interviews and registers clients.
12. Develops and manages a system (including data bases and individual training plans) to ensure efficient tracking of WAEDAT clients.
13. Schedules core business training, sub-sector training and cross sector training.
14. Organizes and oversees training sessions, including venues, and logistics.
15. Supervises delivery of training activities.
16. Delivers training sessions for clients as appropriate or needed

17. Develops selection criteria for trainers
18. Set ups and maintains data-base of suitable trainers
19. Identifies and recruits trainers, including development of Statements of Work.
20. Coordinates work plans for trainers
21. Organizes and conducts TOTs for selected trainers.
22. Evaluates trainers' performance and verifies compliance of trainers with written WAEDAT procedures and guidelines.
23. Selects and supervises/assists in preparation and adaptation of training materials for core business skills sessions, cross-sectoral and sub-sector sessions.
24. Gathers appropriate training resources including: books, materials, documentation on other available training programs in Jordan, lists of resource people/organizations, CDs and websites.

MONITORING AND EVALUATION

25. In collaboration Systems Officer and Monitoring and Evaluations Officer, defines key measurable targets and criteria to assess training services.
26. Establishes and maintains user-friendly M&E and QA systems for training operations including evaluation of clients' performance in training, trainers' performance and effectiveness of training materials.

PUBLIC RELATIONS

27. Maintains good relationships with clients, trainers, affiliated service providers, US partners, other BDS organizations, sponsors, members of the private sector and GOJ counterparts
28. Collaborates with AMIR Program components and sub-components to share resources and to ensure public awareness of AMIR and the WAEDAT program.
29. Participate in WAEDAT marketing and promotional activities.
30. Attends capacity building work shops as appropriate.
31. Represents WAEDAT.

VII. Specific Duties, Responsibilities and Accountabilities:

- Achieving target figures for number training deliveries
- Ensuring acceptable evaluation results are achieved for training materials, trainers and trainees

VIII. Reporting Responsibilities and Ultimate Authority:

Supervises administrative support staff

VII. Specialized Knowledge and Related Requirements: (Select appropriate Knowledge and skills from the examples below)

- Strong organization skills and coordination ability
- Good communication skills
- Knowledge of the market place in terms of trainers
- Knowledge of the available training material and curricula
- Ability to prepare and evaluate quality and content of training curricula
- Knowledge of modes and channels of access to the project target groups of

women entrepreneurs

X. Education, Qualifications and/or Equivalent Experience:

- **Minimum of Bachelors in a related field**
- **Minimum 5 years experience in related field**

By affixing my signature below, I acknowledge that I have received, reviewed, and hereby accept this WAEDAT Job Description in its entirety for the position of Training Coordinator. I also acknowledge that I have been given a copy of this Job Description for my own personal records. In addition, I understand that this signed copy of my Job Description will be placed in my permanent WAEDAT personnel file.

Name – Date - Signature

Certified on behalf of WAEDAT:

Name – Date - Signature

cc: Personnel file
WAEDAT Program

APPENDIX 8: WORKSHOP ON STRATEGIC PLANNING

The Methodology section of the main body of the report (page 8), describes in the Logical Levels model developed by The Neurolinguistic Program (NLP). This model breaks bodies of information and experience into smaller segments. This process helps strategic planners deal with large and potentially overwhelming chunks of information. Using this process the participants at the workshop examined the four following sets of strategies:

- 1.Strategies for personal growth
- 2.Strategies for sharing the vision
- 3.Strategies for delivering quality services
- 4.Strategies for building a dynamic team

1. Changing with Logical Levels Strategies for Personal Growth

*Adapted from Turning Positive Thoughts into Positive Actions,
A Neuro-Linguistic Programming Handbook
By Romilla Ready and Kate Burton*

PURPOSE
IDENTITY
BELIEFS AND VALUES
CAPABILITIES
BEHAVIOR
ENVIRONMENT

Logical Levels of Change and Growth

1. Some **Environmental** questions to ask yourself when you sense you are not in the right place or this is not the right time to get what you want.
 - What time of day do you feel good?
 - What does your ideal work space look like?
 - What kind of people do you like to have around you? Who makes you feel energized and comfortable? Who makes you feel drained? Or do you prefer to work alone?

2. Some **Behaviorial** questions to ask yourself when you think you may need to change your behavior in order to get the results you want.
 - Do your behaviors fit into your sense of who you are?
 - What do you find yourself saying habitually? Can you detect any patterns?
 - What do you notice about other people's words and sayings?
 - How aware are you of people's behavior, how they walk, the tone of their voice and their smile?

3. Some **Capabilities and Skills** questions to ask yourself when you want to make an assessment of your capabilities and see where you can learn and improve.
 - What skills have you learned that you're proud of? How did you do it?
 - Ask other people to say what they think you are good at.
 - What next? What would you like to learn?

4. Some **Belief and Values** questions to ask yourself when you sense there's a conflict at this logical level that is hindering you getting what you want.
 - What is important to you in your life?
 - When do you say *must* and *must not* and *should* and *should not*?
 - How do you deal with people who have different, even opposing beliefs and values?

5. Some **Identity** questions to ask yourself when you want to check that you are projecting a clear image of who you are.
 - How do you describe yourself?
 - How would others describe you?
 - Do other people think of you as you would wish?

6. Some **Purpose** questions to ask yourself when you want to check whether you are steering your life in the right direction.
 - What would you like your contribution to be to others?
 - What are your personal strengths that you can add to the bigger world out there?

2. Growing with Logical Levels

Strategies for Sharing WAEDAT's Unique Vision

ENVIRONMENT

Where, when and with whom does WAEDAT work best?

How do we make sure that WAEDAT is welcoming and safe?

Is it in the Plan?

BEHAVIOR Strategies for Sharing the Vision

What does WAEDAT do best?

How do others get to hear about what WAEDAT does best?

Is it in the Plan?

CAPABILITIES & SKILLS Strategies for Sharing the Vision

What distinctive skills and capabilities do WAEDAT women have?

How does WAEDAT let the world know about these skills?

Is it in the plan?

BELIEFS & VALUES Strategies for Sharing the Vision

What's important to WAEDAT's clients?

Do the values of the organization correspond to the values of our clients?

Do we refer to our values in our publicity campaign?
Is it in the plan?

IDENTITY Strategies for Sharing the Vision

Who are the people of WAEDAT?

How do we describe the clients of WAEDAT?

How do we share this description with the world? Is it in the plan?

PURPOSE Strategies for Sharing the Vision

How does WAEDAT contribute to the bigger picture?

What's our mission?

Who is responsible letting the world know about WAEDAT's contributions?

Is it in the Plan?

3. Growing with Logical Levels

Strategies for Growing WAEDAT's Package of Services

ENVIRONMENT Strategies for Growing the Package of Services

Where, when and with whom do our trainers, advisors and mentors do their bestwork?

How do we make sure that conditions of work at WAEDAT are attractive?

Is it in the plan?

BEHAVIOR Strategies for Growing the Package of Services

What's so special about our services?

What's our self-talk like? What do clients say about our services?

How do we respond to those evaluations?

CAPABILITIES & SKILLS Strategies for Growing the Package of Services

What skills are we most proud of in our trainers, advisors and mentors?

What additional skills do they need?

Does WAEDAT prioritize getting results? Do we learn from each other?

Do we have opportunities for professional growth?

Do we have systems for evaluating performance?

Is it in the plan?

BELIEFS & VALUES Strategies for Growing the Package of Services

What services do we offer? Why does our package of Services exist?

Why is it so valuable at this time?

Are we flexible in meeting clients' needs?

How do we know that they value our services?

Is it in the plan?

IDENTITY Strategies for Growing the Package of Services

Who are the clients that require our services? What are their needs?

How do we identify our clients?

How do we deal with rural/urban differences?

With different abilities to pay for our services?

Is it in the plan?

PURPOSE Strategies for Growing the Package of Services

How does our package of services contribute to the bigger picture?

Is the bigger picture in the plan?

4. Growing with Logical Levels

Strategies for WAEDAT's Dynamic Team

Position	Program Manager
Environment	Where, when and with whom does the PM work best?
Behaviors	What does she do best?
Capabilities & Skills	What skills and capabilities does she need to lead WAEDAT?
Beliefs & Values	What's important to her?
Identity	How would you describe her?
Purpose	How does she contribute to the bigger picture?

Position	Steering Committee
Environment	Where, when and with whom does the SC work best?
Behaviors	What does the SC do best?
Capabilities & Skills	What's important to the SC?
Beliefs & Values	What skills and capabilities does the SC need to serve WAEDAT?
Identity	How would you describe the SC?
Purpose	How does the SC contribute to the bigger picture?

Position	The Networking and Mentoring Coordinator
Environment	Where, when and with whom does she work best?
Behaviors	What does she do best?
Capabilities & Skills	What skills and capabilities does she need to do a great job?
Beliefs & Values	What's important to her?
Identity	How would you describe her?
Purpose	How does she contribute to the bigger picture?

Position	The Advisory Visits Coordinator
Environment	Where, when and with whom does she work best?
Behaviors	What does she do best?
Capabilities & Skills	What skills and capabilities does she need to do a great job?
Beliefs & Values	What's important to her?
Identity	How would you describe her?
Purpose	How does she contribute to the bigger picture?

THE WAEDAT VISION

Want to change and grow

Know how to change and grow

Create opportunities to change and grow

WAEDAT is a welcoming and safe place to be

“Working with women in any field means dealing with physical or psychological violence/pressure.” Marsha

- Many Jordanian women face physical or psychological violence/pressure that limits their ability to take advantage of economic opportunities or even be part of a social group.
- The WAEDAT training room is home.
- WAEDAT team members develop an awareness of clients’ stress levels and create a climate where women feel safe enough to ask for help.
- WAEDAT can provide linkage/referrals to lawyers, free counselling, women’s shelters.
- Making refreshments and food part of the program lets WAEDAT “spoil” its clients. Structuring time to chat in the training schedule allows women to build friendships that blossom into business linkages and the sharing of ideas among peers.
- WAEDAT has an open door policy. The referral system is designed to make sure that women who cannot take advantage of WAEDAT’s services, are referred to other, more appropriate associations.

WAEDAT offers a positive and energizing experience

“We work from the heart.” Abeer

“Our clients come to say “Thank you.” That makes us feel good and we work even harder.” Zien

- We use our Emotional Intelligence (EI) to empathize with our clients. We are interested in them, we appreciate them.
- In our Success Stories, we use our clients, names. They love the recognition.
- We publicize the rewards and positive reinforcement that WAEDAT women receive: the US Visitor’s Program, the Woman of the Year Prize. It encourages us all.
- We look for EI in our trainers, advisors and mentors. The second group of Advisors was selected because they had basic skills, but more importantly because of their positive attitude towards working with women.
- One client said “The way you talk about WAEDAT convinced me to join you.”

WAEDAT, a motivated, skilled group of women entrepreneurs committed to results

“An effective organization recognizes the skills that women have and offers them choices and opportunities. Women can do more than cook, clean and take care of babies.” Marsha

- We look for women who are motivated, who want to improve, who are capable and confident. Attitudes are more important than skills.

- We recognize their homemaking skills and the skills of women working in income generating activities. We translate those skills into business skills.
- We offer training that demystifies the language of business. We base courses on the women's experience. We ask them how they manage the household budget or making decisions on what to buy. We go from there.
- We ask them, "What can you do? What do you like to do?"
- We start where women are. We go into their homes with our mentors and advisory visits.
- We aim to move women from the informal (income generating activities, self-employment, micro-enterprise) to the formal Small Businesses. The failure rate for this transition is almost 70%. We develop strategies to mitigate this failure rate. We encourage women to work in groups and develop linkages. In Irbid, the women are planning to have one store that sells products produced by a group of women. They will manage the store together. In Madaba, the women started a society (tontine) to raise funds. After WAEDAT, the women think in different ways.
- We develop linkages with agencies like the National Fund for Small Entrepreneurs in Jordan.
- Business Incubators
- We look for role models of women who have made this transition.
- We offer specific encouragement, not vague feel-good, empty praise.

In WAEDAT, we know our clients, what's important to them and we met their needs

"Women want to improve their families' lives and to do this they need family support." Wejdan

- It's important that we should be honest and earn the trust of our clients. We honor their commitment to their families.
- We recognize the need to bridge the gap between being a member of a family and taking advantage of economic opportunities to grow. We try to help them balance these demands.
- In our orientation, we emphasize the importance of involving men. We have an advisor who is the husband of a WAEDAT client. Our clients ask their male family members to help. In Madaba - bread maker's products delivered to Amman by men.
- UNICEF Better Parenting classes for WAEDAT clients?

WAEDAT offers Jordanian responses in the Jordanian context

"WAEDAT is home-grown, it is a Jordanian response to women entrepreneurs."

Wejdan

- The design follows women into their homes and talks to them in their workplaces. The Core Business Skills training is only the beginning. We have a package. Our clients appreciate our follow up. They say it's like being a member of a family.
- When started we used of-the-shelf generic photos of women for our brochures. Now we use real photos of our clients, some with head scarves, some without. We show Jordanian women as they are.

- We serve a very diverse population, women from rural and urban areas. We provide linkages that traverse economic and social classes. Because we treat everyone with the respect and warmth that is part of our culture, everyone has a place at the WAEDAT table.
- We chose our mentors and advisors carefully and match them carefully with our clients.
- We emphasize cooperation not competition.
- In Irbid, our clients were initially not sure what our trainers and advisors could have to say that would be helpful. They looked us over very carefully. But by the end of the training, the attitudes had changed completely.
- The proof of our effectiveness in getting across our message in a culturally appropriate way, can be seen in our results. Our clients have increased their number of employees by 10% and sales are up 25%.

WAEDAT brings economic empowerment to Jordanian women

“One of our clients had a real breakthrough: she started paying herself a salary.”

Zien.

- We are part of a big movement, shifting women from the informal to the formal sector. We don't work alone. We are part of a big trend. We link with other organizations in micro-enterprise development and micro-financing.
- Not all women can make the move to the formalized their businesses. We still work with these women to improve their informal efforts. We show them how to separate their household expenses and business expenses. This small exercising of control and management is empowering. We want them to have the power to make choices.
- We want our clients to succeed, to learn from the experience of their lives and be successful in business. When a lot of them do succeed, we will have changed the big picture.

THE WAEDAT PACKAGE OF SERVICES

WAEDAT is a welcoming attractive place to for trainers and advisors to work and learn

“Our conditions are above average” Wejdan

- Our clients give the trainers lots of feedback. They keep in touch, so the trainers realize that this is not just a job.
- We look for loyalty in our trainers and advisors – and we want them to be happy working with us. We want them to have job-satisfaction.
- We work hard to choose the right people. We don't want surprises. If we want trainers to work outside of Amman we provide transport and try to make it easy for them to do their jobs. We have clear job descriptions.
- We pay trainers for one day of preparation and one day of post-training. This is different from other groups.
- The trainers like seeing results of their work, they like being part of the program and getting involved.
- Several of the trainers are now volunteering as advisors and mentors. That shows their level of involvement.
- We want WAEDAT to be a clearing-house for new ideas. We want it to be a center of learning for all of us.

WAEDAT offers trainers and advisors the opportunity to deliver a positive message and an energizing package of services

“Our clients tell us when we are successful” Zien

- We have a package. We don't train and then say “Goodbye”. Training is just the beginning. We have intensive follow-up.
- We expect our trainers to be facilitators. This involves a different set of skills.
- We train our trainers. They learn new skills from working with us - such as sub-sector skills.
- We have a management system and a Manual for Procedures. This makes things clear for the trainers.
- We measure success in different ways: we self-assess, we listen to feedback from each other and from our clients.
- We have a data bank of trainers. We are learning who will work well in delivering services in a program that focuses on women.
- We collect stories about our successful delivery of services. Our power point presentations and pictures tell stories about specific moments when women really learned.
- We are building a story of success. Trainers want to be part of that.
- We are not a negative, competitive group.

WAEDAT is a motivated, skilled team of trainers, advisors and mentors committed to results

“The relationship between the advisors and the Coordinator is important.” Abeer

- The advisors have to be experts in many fields so that they can meet clients’ diverse needs.
- We look for advisors and trainers from different backgrounds so that we can have maximum flexibility.
- We expect commitment from advisors: we need them to attend meetings, to reply to clients’ needs and follow up.
- Sixty per cent of our advisors and trainers are women.
- Women clients have different needs; some prefer male advisors, but we also have to be careful that advisory visits from men do not disturb the family. We run sessions on ethics and cultural appropriateness for visits.
- The second group of advisors that we recruited is much better than the first group. We knew from experience the type of person that we wanted.
- We are building continuity. We’d like to keep as many advisors as possible. Changing advisors all the time will not be good for results.

WAEDAT’s package of services reflect our belief that we offer women what they need and value.

“Queen Rania’s patronage of WAEDAT says a lot about the program.” Wejdan

- We use new approaches that are experiential and practical. We offer a mixture of knowledge and skills.
- Our services are like Take and Bake; the women take what they like and can use, then they adapt these services in their businesses. (“I like kitchen analogies” Marsha)
- When talking about pricing systems, I ask women how they make choices when they go to shop. What influences them to buy one thing rather than another? I then ask them to make the link between that experience and pricing their own products and services.
- We use our Emotional Intelligence to empathize with our clients.
- We help the women distinguish between cost and price. This is a very important skill.
- The value chain is a new concept for some women: we advocate for putting a fair price on labor. The women at the bottom of the chain, in the income-generating activities, need support and even a degree of protection. We don’t want them to work hard and lose money.
- Women in towns are willing to pay 100 JD for the package. The women in rural areas pay 25 JD. This is a large percentage of their income for these poorer women.
- At the Arab University Conference, we had a lot of interest from other countries. They think that we have captured women’s interest in making economic progress and that our services will help women advance.

WAEDAT offers services that offer Jordanian solutions in the Jordanian context “We are flexible. In the rural areas, women have to go home at 2 pm to be with their families. We respect that and run the courses for six days instead of five, that way we can cover the content.” Wejdan

- We’ve run three courses in Amman, (east and west), three in Zerka and two in Irbid and Madaba. We try to go where the need is.
- We know that we lose money, particularly in the rural area. We think that the political benefit is worth it.
- We offer hope. This is a compelling part of WAEDAT.
- CC wants the links with NGOs. Keeping the conversation with civil society open is part of CC demonstration of corporate responsibility.
- For our first year we have concentrated on the central and northern regions of the country. Now we have to see about moving into the south. We need partners to do this, like USAID which is very interested in developing Aqaba.

APPENDIX 9: WORKSHOP ON EMOTIONAL INTELLIGENCE

EMOTIONAL INTELLIGENCE

Based on the work of Daniel Goleman,
Author of *Emotional Intelligence* and *Working with Emotional Intelligence*

I. Tune into Yourself – Emotional Self-Awareness

1. Imagine a day when everything went well. What was it like?
2. A day that you lost it
 - What did someone say or do?
 - What did you say or do?
 - What was the outcome?
 - How did you feel afterwards?
 - What else could you have done to handle the situation more effectively?
3. An amygdala attack: When the emotional brain floods the neocortex
4. People who are aware of their feelings
 - a. Ask themselves, How am I feeling?
 - b. Do body scans
 - c. Know their triggers
5. People who are not aware of their feelings
 - a. Get irritated easily
 - b. Feel unbalanced
 - c. Feel unable to align work with personal values
 - d. Have chronic physical problems

II. Stay Cool – Self-Control

1. Three opportunities to reduce stress, counter negative feelings and stay poised
 1. Recognize the situations that cause stress
Change the setting: reschedule, stand up, get a coffee
 2. Assess the situation, the individual(s) and yourself
Change your perception: perhaps the other person's anger is caused by fear
 3. Stay calm
Change your reaction: Take a deep breath, count to 10, speak in a calm voice
2. People who possess the competency of Self Control
 - Deal calmly with stress
 - Display restraint
 - Stay poised

People who do NOT demonstrate this competency

 - React impulsively
 - Get involved in inappropriate situations
 - Have no stress outlets
 - Respond in a non-constructive way
 - Become angry or depressed
3. Describe seven techniques for staying calm

III. Connect with your Customer – Empathy

1. Barriers to empathy

- Ignorance of differences
 - Stereotyping
 - Expectations of Others
 - What do I expect of this person? Is this the behavior I want? If not determine whether you can ask for a different outcome. If you know the person will fail at a task, then ask him/her to do something different. If you feel the person can succeed if you change your expectations, then change your behavior.
2. Effective Listening Practice
- Listen
 - Show interest
 - Clarify to ensure accurate understanding
 - Summarize
3. Develop Empathy
- Ask coworkers or friends to provide feedback in situations where you were overly-opinionated or rigid.
 - When next confronted with a problem, depart from your usual approach.
 - When current strategies are not working, stop what you are doing, acknowledge that it's not working and make the necessary changes to your plans, activities, objectives or behavior.
 - When interacting with a customer, be open to their viewpoints. Be willing to accept an outcome that may be different from your initial expectation.
 - Pay attention to others
 - Be curious about differences
 - Fight the tendency to stereotype others