

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

**Develop a Focus and Strategic Work Plan for Business and Professional
Women's Associations (BPWAs) in Aqaba, Zarqa and the National
Federation of Business and Professional Women/Jordan (NFBPW)**

Final Report

**Deliverable for BMI Component, Task No. 232.2
Contract No. 278-C-00-02-00201-00**

May 2002

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I. Executive Summary

During the next 3-4 years, the USAID-funded AMIR Program, through the Business Management Initiative will strengthen the management skills and advocacy capacity of Jordan's private sector to effectively compete and succeed in the global economy. This will be achieved through enhancing private sector capacity to identify, creates and capitalize on opportunities within Jordan and in the global economy.

AMIR's work will proceed on three main tracks: Skills development of business executives, support to public-private partnerships and strengthening of business associations.

For Jordan's economy to grow rapidly, business associations must play a more active role in promoting competitiveness, productivity, efficiency, and diversification. They must also focus on delivering information and services that strengthen the skills of Jordan's workforce and spur private sector-led economic growth. Consequently, AMIR will work with business associations, building their capacity to serve their members and contribute measurably to Jordan's economic development.

A study was performed in 2001 to determine what the BPWAs in Aqaba, Irbid and Zarqa require in terms of technical, financial and commodity resources, in order to fulfill the needs of their members. The study provides an initial measure of the BPWAs strengths and weaknesses in terms of organizational capacity.

Additionally, the study shed some light on the possible role of the Federation and what type of support it should provide to the BPWAs. Although it was concluded that each requires significant financial support, it is necessary to first offer technical assistance in terms of building the foundation of each BPWA according to well-developed vision and mission and program of work for each association. In addition, a strategic planning exercise will provide each separate association with a better measure of the reasonableness for their separate existence versus increased coordination or even merger. Such may be determined by the leadership of each association separately, considering prospects for each association's viability and sustainability.

This report describes the findings and results of the two workshops conducted in Petra and Amman to formulate strategic plans for BPWAs-Aqaba, Zarqa and NFBPW/Jordan as part of AMIR's strategy to build the capacity of business associations in Jordan. Additionally, the focus of this report is on presenting the strategic plans produced by BPWAs-Aqaba, Zarqa and NFBPW/Jordan.

II. Workshops' Objectives and Description

Objectives

1. To facilitate the BPWA – Aqaba, Irbid, Zarqa's transformation of focus into a vibrant business organization focused on business and professional women already in business.
2. To strengthen the capacity of the BPWA - Aqaba, Irbid, Zarqa's Board of Directors through three days of intense training in strategic and work planning.
3. To facilitate BPWAs and NFBPW planning for the future role of the NFBPW relative to the member associations

Description

The workshop was designed and implemented in a participatory style that meet the needs of the BPWAs and NFBPW to improve their skills in the management and sustainability of their associations. The workshop methodology was built on the following:

- The participants knowledge;
- Providing maximum opportunity for interaction and participation; and
- Providing new skills, knowledge, and attitudes.

The workshop was comprised of two major components. The first component introduced the participants to the Role of a Business Association, Strategic Planning, Marketing and Membership Development and Sources of Financing (non-donor). The second component drew on these concepts and linked them to undertake in-depth strategic planning for BPWAs-Aqaba, Zarqa and NFBPW.

III. Workshops' Methodology

The techniques used during the workshops were as follows:

1. Brainstorming

The facilitator used this technique in order to encourage individual and group discussions. This technique helps participants to build on their previous knowledge and experiences, and to listen to different points of view without passing judgment.

2. Individual input

Each participant had the chance to express her ideas and opinions, and present them to the rest of the group in words or through flashcards, flip charts, whiteboard, and any other creative means.

3. Small - group work

In order to have participants exchange learning experiences and opinions, small groups were assigned to specific tasks related to new ideas and concepts or problems.

4. Energizers

Different energizers were used to break the ice, motivate the group, and set certain group dynamics.

IV. Location of Workshops and Dates

The first workshop was conducted in Marriott hotel/Petra in the period between 17-19 May 2002(3 days), for the Business and Professional Women Associations in Aqaba and Zarqa.

The second workshop was conducted in Marriott hotel/Amman on 27 May 2002 (1 day), for the National Federation of Business and Professional Women/Jordan (NFBPW), including BPWAs-Aqaba, Zarqa, Irbid and Amman.

V. Participants

Ten female participants representing BPWAs in Zarqa and Aqaba attended the first workshop. Although the Board members from the Irbid association were invited, none were able to participate.

Twelve female participants representing NFBPW/Jordan and BPWAs- Zarqa, Aqaba, Irbid and Amman. The diverse background of participants encouraged rich discussions and interaction that maximized the benefits of the workshops. Two lists of the participants for the first and second workshop are attached as Annex (A and B).

VI. Schedule

The facilitator went over the workshops' schedules and noted the major topics to be covered. The two schedules for the first and second workshops are attached as annexes (C and D).

VII. Workshops' Description and Results

First Workshop for BPWAs-Aqaba and Zarqa

The participants were introduced to the following aspects:

1. Concept of strategic planning
2. Importance of strategic planning
3. Strategic planning as a tool for strategic thinking and management
4. Major steps of strategic planning
 - Preparation for the strategic planning
 - Analyzing external environment
 - Formulate vision and mission statement
 - Analyzing internal environment
 - Formulation of strategic directions and major actions
 - Formulation of bottomlines and activities

Upon completion of the theory part, the participants started the practical side to formulate strategic plans for the BPWAs in Aqaba and Zarqa. During each step the participants were introduced to the definition and examples of the major concepts and terms. The team was divided to two groups representing BPWAs in Zarqa and Aqaba.

The process of formulating the strategic plans for BPWAs in Aqaba and Zarqa was as follows:

- Articulate common and practical vision
- Articulate fundamental mission statement
- Formulate strategic directions
- Agree on major actions towards the strategic directions
- Specify ambitious and achievable targets (bottomlines)

By the end of the workshop the participants were able to formulate strategic plans comprised of the above mentioned points for the BPWAs in Aqaba and Zarqa. The two strategic plans' documents are attached as annexes (E and F)

Second Workshop for NFBPW/Jordan

The workshop was focused on the following:

- Articulate a vision for the NFBPW/Jordan
- Review and agree on the mission statement of the NFBPW/Jordan
- Review and agree on the strategic Directions of the NFBPW/Jordan
- Decide on key actions for the strategic directions

Through the plenary group and small groups the participants were able to achieve and agree on the above mentioned points. The results are attached as annex (G)

VIII. Workshops' Evaluation

The participants in the two workshops were given the opportunity to evaluate the two workshops from the following aspects, workshop and training style, workshop and training content, facilitators' abilities and workshop logistics and arrangements. Additionally the participants were requested to state any remarks and recommendations for future. The following are the results of the two evaluations representing the percentage of participants' views of each evaluation item.

Evaluation of the First Workshop

1. Workshop Style

90% of the participants evaluated the training style as Excellent and 10% of the participants ranked the training style as Very Good.

2. Workshop Content

All the participants evaluated the workshop content as Excellent.

3. Facilitators' Abilities

90% of the participants evaluated the facilitators' abilities as Excellent and 10% of the participants ranked their abilities as Very Good.

4. Workshop Logistics and Arrangements

90% of the participants evaluated the arrangements as Excellent and 10% of the participants ranked the arrangements as Good.

5. Remarks and Recommendations

- To conduct more workshops on regular and continuous basis to gain new information and experience.
- To conduct the training and workshops in different Governorates of the Kingdom
- To maintain relations between AMIR Programme and BPWAs
- To financially Support BPWAs through AMIR
- To provide training and workshops to different NGOs in the country to enhance voluntary work in Jordan
- The training workshop was short in relevance to the content delivered

Evaluation of the Second Workshop

1. Workshop Style

Majority of the participants evaluated the training style as Excellent and one of the participants ranked the training style as Very Good.

2. Workshop Content

All the participants evaluated the workshop content as Excellent.

3. Facilitators' Abilities

All the participants evaluated the facilitators' abilities as Excellent.

4. Workshop Logistics and Arrangements:

All the participants evaluated the arrangements as Excellent.

IX. Facilitator's Recommendations and Suggestions

The following are some suggestions and recommendations for future training workshops, based on the trainees and facilitator perspectives to improve the performance, services and programmes of BPWAs-Aqaba, Zarqa, Irbid, Amman and NFBPW/Jordan and ensure their effectiveness and sustainability:

- The participants need to be oriented and familiar with the concept, techniques and methods of financial and administrative sustainability in order to have a viable and sustainable BPWAs and NFBPW.
- Participation as concept, tools and techniques should be introduced to the participants to be applied within BPWAs and NFBPW in managing their institution and dealing with their clients.
- Participatory research and survey methods, techniques and tools should be presented for the participants to be able to collect, classify, analyze and document data and information concerning women issues and situation in Jordan.
- Economical development versus social development and charity approaches should be clarified to all participants in order for them to be able to distinct and differentiate among the different approaches and terms and decide on their roles and be convinced with.
- Problems and solutions identification, analysis and prioritization are major topics for the BPWAs and NFBPW to be trained on.
- Programme and project design that includes drafting logical framework (goal, purpose, outputs, activities, indicators and assumptions) is another major training need for the BPWAs and NFBPW
- Proposals writing and Fund raising are very essential training topics for the BPWAs and NFBPW
- Business planning and feasibility studies for income generating projects is very important as is training to enable the BPWAs and NFBPW to provide support for their clients and establish their own businesses.

- Training of trainers, communication and facilitation skills are needed for BPWAs and NFBPW in order for them to provide better support and services to their clients and communicate effectively at all levels
- Gender issues need to be taken into account by BPWAs while designing their services and programmes to address more effectively the needs of business, professional and entrepreneurial women. Therefore, it is necessary to introduce this concept with its analytical tools to be applied at both the programme and associations levels.

X. Facilitator's Remarks and Comments

The following are some issues noticed during the two workshops

- Only BPWAs Aqaba and Zarqa attended the first workshop in Petra. The dates of the workshop were not convenient for BPWA Irbid. BPWA Amman did not attend.
- BPWAs Aqaba, Zarqa, Irbid and Amman are very supportive to the presence and umbrella of the NFBPW/Jordan.
- BPWAs Aqaba, Zarqa, Irbid and Amman requested to have more tangible support for their associations from the NFBPW/Jordan. Since they feel that the NFBPW is not very effective at this stage.
- The management style of NFBPW should be revised to become more systematic and based on institutional principles than personal attitudes with more participatory attitude as stated by BPWAs-Aqaba and Zarqa.
- The communication and relations among BPWAs Aqaba, Zarqa, Irbid, Amman and NFBPW is not very effective and need to be developed.
- BPWAs Aqaba, Zarqa, Irbid, Amman and NFBPW/Jordan are very serious and determined to stay in business and improve their services, performance and be sustainable.
- BPWAs Aqaba, Zarqa, Irbid, Amman and NFBPW are considering AMIR Programme as major donor for them and they are anticipating receiving financial aid and support from AMIR.
- The attitude of receiving grants and financial aid from certain donors is very dominant within BPWAs and NFBPW. But after the workshops this attitude was influenced and they were looking more seriously at establishing income-generating projects that provide them with regular and substantial income.

- BPWAs Aqaba and Zarqa are going to research the possibility of changing their name and legal status from being registered with the Ministry of Social Development to be with the Ministry of Interior or Ministry of Trade and Commerce.
- BPWAs Aqaba, Zarqa, Irbid and Amman see the role of the NFBPW as advisory and providing information and support only with minimum interference in their work.
- BPWAs Aqaba and Zarqa consider the IFBPW as an ineffective institution and do not provide them with any support. Also they lack the knowledge and information about the requirements and procedures of the INFPW especially on membership issues whether they could be individual members or not.
- BPWAs Aqaba, Zarqa, Irbid, Amman and NFBPW have a strong belief that if they started to charge for their services and become more economic oriented they would overlook their purpose which is to support women.

Annex A

List of Participants in the First Workshop

**FIRST WORKSHOP FOR BPWAS-AQABA AND ZARQA
Marriott Hotel/Petra
17-19 May 2002**

LIST OF PARTICIPANTS

- | | |
|---------------------------------------|-------------------|
| 1. LAYALI ISSMAT AL-NASHASHIBI | BPWA AQABA |
| 2. TAHANI SALEEM | BPWA AQABA |
| 3. MARIAM NUSSIRAAT | BPWA AQABA |
| 4. MUFIDA MADI | BPWA AQABA |
| 5. KHITAM ZOURIKI | BPWA AQABA |
| 6. SAMIRA AL-NAJJAR | BPWA ZARQA |
| 7. AISHEH AL-MASRI | BPWA ZARQA |
| 8. ZAINAB QASSAD | BPWA ZARQA |
| 9. THEODORA DI PAZ | BPWA ZARQA |
| 10.FATIMA QASSAD | BPWA ZARQA |

Annex B

List of Participants in the Second Workshop

**SECOND WORKSHOP FOR NFBPW/JORDAN
Marriott Hotel/Amman
27 May 2002**

LIST OF PARTICIPANTS

- | | |
|---------------------------------------|---------------------|
| 1. FAIZEH AHMAD AL-SHWA 'KINI | BPWA AQABA |
| 2. LAYALI ISSMAT AL-NASHASHIBI | BPWA AQABA |
| 3. LINA AHMAD AL-BUSTAMI | NFBPW/JORDAN |
| 4. AMAL MOHAMAD HASSAN AZZAM | BPWA IRBID |
| 5. BUTHAINA JARDANEH | NFBPW/JORDAN |
| 6. HIND ABED AL-JABER | NFBPW/JORDAN |
| 7. SUBHIEH AL-MA'ANI | NFBPW/JORDAN |
| 8. MALAK MAHADIN | BPWA AMMAN |
| 9. RAWDAH ABOU TAHA | BPWA AMMAN |
| 10.RANDA SALEM | NFBPW/JORDAN |
| 11.THEODORA DI PAZ | BPWA ZARQA |
| 12.FATIMA QASSAD | BPWA ZARQA |

Annex C

Schedule of the First Workshop

BPWA Strategic and Program Planning

May 17-19, 2002

Schedule

Time/Day	Friday, May 17, 2002	Saturday, May 18, 2002	Sunday, May 19, 2002
9:00 – 10:30	Introduction Role of Business Associations / Women's Association	Strategic Planning: Vision, Mission, Objectives	One-on-One Strategic Program Planning (Budgets, Etc.)
<i>10:30 – 10:45</i>	<i>Break</i>	<i>Break</i>	<i>Break</i>
10:45 – 13:00	Introduction to Strategic Planning Programs / Membership Development	Strategic Planning: Vision, Mission, Objectives (cont.)	One-on-One Strategic Program Planning (Budgets, Etc.)
<i>13:00 – 14:00</i>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>
14:00-15:00	Membership Retention / Marketing / Non-Dues Income	Strategic Planning: Vision, Mission, Objectives (cont.)	
<i>15:00 – 15:15</i>	<i>Break</i>	<i>Break</i>	<i>Break</i>
15:15 – 16:00	Roles of Board of Director / Leadership	Programs Discussion	
19:00 – 20:30	Networking Event		

Annex D

Schedule of the Second Workshop

NFBPW Strategic Planning Session

9:00am Introductions, Schedule and Ground Rules

- What should be the vision for the NFBPW?
- Is the current mission adequate?
- Examine current projected strategies to 2004. Are there overlaps with locals? If so, ok? Missing goals?
- What activities should the NFBPW be engaged in? What do the member BPW's want from the organization? From the International that the National might broker?
- Are their goals, programs, and activities that the National level should not be engaged in? Are there programs, activities that the local level should not be engaged in?
- Given that the National and Amman chapters are both located in Amman, what is an appropriate level of interaction? Support?
- How should the NFBPW program be financed?

Annex E

Strategic Plan for BPWA/Aqaba

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSSIATION
IN AQABA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

OUR VISION

ENHANCE WOMEN'S STATUS FROM ALL ASPECTS (ECONMICAL,
CULTURAL, SOCIAL AND EDUCATIONAL) TO BECOME MORE
CAPABLE OF TAKING DECISIONS, LEADERSHIP POSITIONS AND
MANAGE THEIR PRIVATE BUSINESSES

WE ENVISION THE BUSINESS AND PROFESSTIONAL WOMEN
ASSOSSIATION IN AQABA AS INFLUENTIAL BODY IN DIFFERENT
FIELDS AND SECTORS AND CAPABLE OF BUILDING BENEFICIAL
PARTNERSHIPS WITH INTERNAL AND EXTERNAL INSITUTIONS
TO BE SUSTAINABLE AND SELF-SUFFICIENT.

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSCIATION
IN AQABA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

OUR MISSION

WE WORK WITH THE WOMEN'S SECTOR WITH FOCUSS ON
BUISNESS AND DISADVANTAGED WOMEN IN AQABA AND ITS
SUBURBS TO BUILD THEIR CAPACITIES BY PROVIDING
TECHNICAL AND FINANCIAL CONSULTATION AND
AWARENESS AS WELL AS CREATING JOB OPPORTUNITIES
FOR WOMEN.

WE WORK IN COOPERATION WITH WIDE RANGE OF
INTERESTED STAKEHOLDERS (DONORS, INVESTORS,
PRIVATE COMPANIS AND INSTITUTIONS) TO IMPROVE
WOMEN'S SELF-SUFFICIENCY AND LIVING STANDARDS THAT
WILL LEAD TO SIGNIFICANT IMPROVEMENTS IN ALL
SEGMENTS OF THE COMMUNITY.

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSCIATION
IN AQABA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

STRATEGIC DIRECTIONS

- ENSURE SELF-SUFFICIENCY OF THE BPWA IN AQABA
- IMPROVE AND ENHANCE THE CAPACITIES AND PERFORMANCE OF THE BPWAS' PERSONNEL AT ALL LEVELS
- REVIEW THE CURRENT LEGAL UMBRELLA (REGISTRATION) AND NAME OF THE BPWA IN AQABA
- EXPLORE THE POSSIBILITY OF ADOPTING NEW PROGRAMMES AND APPROACHES THAT ADDRESS THE NEEDS OF THE TARGET GROUP AS ADVOCACY
- ENCOURAGE AND MOBILIZE JORDANIAN WOMEN IVESTORS TO INVEST IN AQABA SPECIAL ECONOMIC ZONE IN COPERATION WITH AQABA SPECIAL ECONOMIC AUTHORITY
- IMPROVE THE SKILLS OF WORKING WOMEN FOR PROFESSTIONAL EMPLOYEMENT
- BUILD THE TECHNICAL CONSULTATION PROGRAMMES FOR BUSINESS WOMEN

**BUSINESS AND PROFESSIONAL WOMEN ASSOCIATION
IN AQABA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

ACTIONS FOR THE STRATEGIC DIRECTIONS

1. ENSURE SELF-SUFFICIENCY OF THE BPWA IN AQABA

- ENCOURAGE NEW MEMBERS TO JOIN BPWA
- FINANCE NEW PROJECTS FOR BPWA
- SUSTAIN THE EXISTING PROJECTS OF BPWA

2. IMPROVE AND ENHANCE THE CAPACITIES AND PERFORMANCE OF THE BPWAS' PERSONNEL AT ALL LEVELS

- ASSESS THE CURRENT SITUATION AND PERFORMANCE OF THE PERSONNEL
- IDENTIFY THE TRAINING NEEDS OF THE PERSONNEL
- DESIGN TRAINING PROGRAMMES TO ADDRESS THE TRAINING NEEDS
- IMPROVE THE SKILLS OF THE PERSONNEL

3. REVIEW THE CURRENT LEGAL UMBRELLA (REGISTRATION) AND NAME OF THE BPWA IN AQABA

- REVIEW THE INTERNAL BY-LAWS AND SYSTEMS INCLUDING THE IBPWA
- IDENTIFY THE ADVANTAGES AND DISADVANTAGES OF SUCH CHANGE
- EXPLORE THE POSSIBILITY OF WORKING UNDER THE UMBRELLA OF MOI OR MOT&I AND REVIEW THEIR LAWS

4. EXPLORE THE POSSIBILITY OF ADOPTING NEW PROGRAMMES AND APPROACHES THAT ADDRESS THE NEEDS OF THE TARGET GROUP AS ADVOCACY

5. ENCOURAGE AND MOBILIZE JORDANIAN WOMEN INVESTORS TO INVEST IN AQABA SPECIAL ECONOMIC ZONE IN COOPERATION WITH AQABA SPECIAL ECONOMIC AUTHORITY

- COLLECT DATA AND INFORMATION CONCERNING THE OPPORTUNITIES AND EXISTING SITUATION IN AL-AQABA SPECIAL ECONOMIC ZONE
- ESTABLISH CONNECTIONS AND FACILITATE THE PROCEDURES WITH THE OFFICIALS IN AL-AQABA SPECIAL ECONOMIC AUTHORITY
- PROVIDE TECHNICAL SUPPORT FOR THE WOMEN INVESTORS

6. IMPROVE THE SKILLS OF WORKING WOMEN FOR PROFESSIONAL EMPLOYMENT

- FORM A COMMITTEE TO ASSESS THE NEEDS OF THE WORKING WOMEN
- EVALUATE AND REVIEW THE RESULTS OF THE STUDY
- DESIGN TRAINING PLAN FOR THE WORKING WOMEN TO ADDRESS THEIR NEEDS

7. BUILD THE TECHNICAL CONSULTATION PROGRAMMES FOR BUSINESS WOMEN

- FORM TECHNICAL COMMITTEE TO STUDY THE NEEDS OF THE BUSINESS WOMEN
- ESTABLISH CAPABLE AND TRAINED TEAM FOR CONSULTATIONS
- FORMULATE WORKING PLAN AND MECHANISM TO PROVIDE CONSULTATIONS

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSCIATION
IN AQABA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

BOTTOMLINES FOR THE PERIOD BETWEEN 1 June 2002 – 31 May 2003

1. BPWA Aqaba is registered with the Authority of the Aqaba Special Economic Zone to benefit from the available opportunities within two months.
2. Comprehensive study for the Aqaba Special Economic Zone within one month.
3. Consultation and information were provided to five business women within six months
4. Statistical study published relevant to business women in Aqaba
5. Aqaba needs evaluated and assessed within two months
6. Comprehensive mechanism for fund raising covering all types of funding within three months
7. The capacity of the staff is enhanced at all levels
8. Training needs for all personnel are identified to develop skills, identify training needs and design training program
9. Ensure the sustainability of the existing projects by receiving new members and secure funding for establishing new projects.

Annex F

Strategic Plan for BPWA/Zarqa

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSSIATION
IN ZARQA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

OUR VISION

WE ENVISION THAT WOMEN IN ZARQA GOVERNORATE HAD REACHED TO
INDEPENDENCE IN DECISION MAKING IN ALL ASPECTS OF LIFE AND
GAINED ECONOMIC, SOCIAL AND CULTURAL OPPORTUNITIES WHERE
WOMEN TAKE THE INITIATIVE TO DEVELOP THEMSELVES AND LIVE IN
SAFE AND SUSTAINABLE ENVIRONMENT WHERE THEIR NEEDS ARE MET
AND ENJOY EQUAL OPPORTUNITIES.

WE ENVISION THAT THE BUSINESS AND PROFESSTIONAL WOMEN
ASSOSSIATION IN ZARQA GOVERNORATE MAINTAINS A SUSTAINABLE AND
CREATIVE FINANCIAL, ADMINISTRATIVE AND PROGRAMTIC STRUCTURES
IMPLEMENTED BY CAPABLE AND TRAINED PERSONNEL FROM ALL
ASPECTS FINANCIALLY, ADMINISTRATIVELY AND TECHNICALLY.

**BUSINESS AND PROFESSIONAL WOMEN ASSOCIATION
IN ZARQA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

OUR MISSION

WE WORK WITH THE WOMEN'S SECTOR WITH FOCUS ON BUSINESS AND
DISADVANTAGED WOMEN TO BUILD THEIR CAPACITIES, COMPETENCE
AND CONFIDENCE TO SHAPE THEIR FUTURE BY PROVIDING TECHNICAL
AND FINANCIAL SERVICES AND PROGRAMMES.

WE WORK IN COOPERATION WITH WIDE RANGE OF STAKEHOLDERS
INTERESTED AND EFFECTIVE IN BENEFITING BPWA AND TARGET GROUPS
IN ZARQA GOVERNORATE TO IMPROVE AND ENHANCE THEIR ECONOMIC,
SOCIAL AND CULTURAL STATUS THAT WILL REFLECT POSITIVELY ON THE
GENERAL SITUATION OF THE FAMILIES AND LOCAL COMMUNITIES SERVED
FROM ALL ASPECTS.

**BUSINESS AND PROFESSTIONAL WOMEN ASSOSCIATION
IN ZARQA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

STRATEGIC DIRECTIONS

- ENSURE SELF-SUFFICIENCY AND SOLID DONOR AND MEMBERSHIP BASE
- IMPROVE THE CAPACITIES AND PERFORMANCE OF THE PERSONNEL THROUGH HUMAN RESOURCES DEVELOPMENT
- CREATE A DYNAMIC INTERNAL STRUCTURES WITH REGULAR REVIEW OF THE BY-LAWS AND SYSTEMS
- EXPLORE THE POSSIBILITY OF ADOPTING NEW PROGRAMMES THAT ADDRESS THE NEEDS OF TE TARGET GROUP AS INFORMATION TECHNOLOGY AND MICOR-FINANCE
- BUILD ON, IMPROVE AND CONTINUE ON THE EXISTING AWARENESS PROGRAMMES TO BE MORE CONSISTENT WITH THE RAPID CHANGES IN THE NEEDS OF THE TARGET GROUP
- EXPAND THE SERVICES AND PROGRAMMES TO COVER MORE GEOGRAPHICAL AREAS WITHIN ZARQA GOVERNORATE.
- BULD ON THE CURRENT PARTNTERSHPIS AND CREATE NEW AND EFFECTIVE PARTNERSHIPS, COOPERATION AND COORDINATION WITH POTENTIAL COUNTERPARTS

**BUSINESS AND PROFESSIONAL WOMEN ASSOCIATION
IN ZARQA GOVERNORATE
STRATEGIC PLANNING
MAY 2002**

ACTIONS FOR STRATEGIC DIRECTIONS

1. ENSURE THE SUSTAINABILITY, SELF-SUFFICIENCY AND SOLID DONOR AND MEMBERSHIP BASE

- FORMULATE FUND RAISING COMMITTEE AND DEFINE ITS RESPONSIBILITIES
- IDENTIFY FUNDING RESOURCES (MEMBERSHIP DUES, EXTERNAL FUNDING AND INCOME GENERATING PROJECTS)
- FORMULATE MARKETING AND FUND RAISING STRATEGY

2. IMPROVE THE CAPACITIES AND PERFORMANCE OF THE PERSONNEL THROUGH HUMAN RESOURCES DEVELOPMENT

- IDENTIFY THE TRAINING NEEDS OF THE PERSONNEL AND PRODUCE A REPORT
- DEVELOP TRAINING PLAN THE PERSONNEL ACCORDING TO THE TRAINING NEEDS ASSESSMENT
- IDENTIFY APPROPRIATE RESOURCES TO IMPLEMENT THE TRAINING PLAN

3. CREATE A DYNAMIC INTERNAL STRUCTURES WITH REGULAR REVIEW OF THE BY-LAWS AND SYSTEMS

- FORM SPECIALIZED TEAM TO REVIEW THE INTERNAL STRUCTURES, BY-LAWS AND SYSTEMS.
- IDENTIFY THE ITEMS NEEDED TO BE AMENDED OR CHANGED (MAINLY THE LEGAL UMBRELLA AND THE NAME OF WHICH BPWA IS OPERATING UNDER IN ZARQA)
- IMPLEMENT THE NECESSARY LEGAL AND ADMINISTRATIVE PROCEDURES TO UNDERTAKE THE NECESSARY AMENDMENTS OR CHANGES

4. EXPLORE THE POSSIBILITY OF ADOPTING NEW PROGRAMMES THAT ADDRESS THE NEEDS OF THE TARGET GROUP AS INFORMATION TECHNOLOGY AND MICOR-FINANCE

- IDENTIFY THE NEEDS OF THE TARGET GROUPS
- IDENTIFY NEW NICHES FOR BPWA IN ZARQA
- CONTINUOUS INTERACTION WITH TARGET GROUPS TO IDENTIFY NEW NEEDS AND DESIGN SERVICES ACCORDINGLY

5. BUILD ON, IMPROVE AND CONTINUE ON THE EXISTING AWARENESS PROGRAMMES TO BE MORE CONSISTENT WITH THE RAPID CHANGES IN THE NEEDS OF THE TARGET GROUP

- REVIEW TE EXISTING SERVICES AND ACTIVITIES
- IDENTIFY WEAKNESSES, GAPS AND STRNGTHS OF THE EXISTING SERVICES AND ACTIVITIES
- FORMULATE A PLAN TO ADDRESS THE WEAKNESSES AND BUILD ON THE STRENGTHS

6. EXPAND THE SERVICES AND PROGRAMMES TO COVER MORE GEOGRAPHICAL AREAS WITHIN ZARQA GOVERNORATE.

- CONDUCT A STUDY FOR NEW AREAS AND IDENTIFY THE NEEDS OF THE TARGET GROUP IN THE NEW LOCATIONS
- INTRODUCE THE ACTIVITIES, SERVICES AND ACHIEVEMNETS OF BPWA IN ZARQA
- IDENTIFY THE ACTIVITIES AND SERVICES THAT COULD BE DELIEVERED TO THE TARGET GROUP IN THE NEW AREAS.

7. BULD ON THE CURRENT PARTNTERSHPIS AND CREATE NEW AND EFFECTIVE PARTNERSHIPS, COOPERATION AND COORDINATION WITH POTENTIAL COUNTERPARTS

- CONDUCT A STAKEHOLDER ANALYSIS
- IDENTIFY POTENTIAL COUNTERPARTS AND PARTNERS
- IDENTIFY AND IMPLEMENT JOINT INITIATIVES WITH POTENTIAL COUNTERPARTS
- FORMULATE PUBLIC RELATION PLAN
- ESTABLISH EFFECTIVE NETWORKING STRATEGY

Annex G

Strategic Plan for NFBPW/Jordan

**NATIONAL FEDERATION OF BUSINESS AND
PROFESSTIONAL WOMEN / JORDAN
STRATEGIC PLANNING
MAY 2002**

OUR VISION

TO HAVE EMPOWERED, INDEPENDENT ECONOMICALLY, STRONG
RESPECTED WOMEN IN LEADERSHIP AND CAPAPBLE OF MAKING
DECISIONS AND PARTICIPATE EFFECTIVELY AT ALL LEVELS OF SOCIETY
AND LIFE.

TO HAVE A VIABLE, SUSTAINABLE AND CAPABLE FEDERATION BASED
ON INSTITUTIONAL FRAMEWORK THAT PROVIDES TANGIBLE SERVICES
AND SUPPORT TO ITS MEMBERS AND BE RECOGNIZED ON THE NATIONAL,
REGIONAL AND INTERNATIONAL LEVELS.

**NATIONAL FEDERATION OF BUSINESS AND
PROFESSTIONAL WOMEN / JORDAN
STRATEGIC PLANNING
MAY 2002**

OUR MISSION

TO PROVIDE BUSINESS, PROFESSTIONAL AND ENTREPRENEURIAL WOMEN
WITH THE MEANS AND TECHNICAL KNOW HOW THROUGH PROVIDING
HIGH QUALITY PROGRAMMES, NETWORKING FORUMS AND ADVOCAY TO
ACHIEVE THEIR BUSINESS GOALS AND OBJECTIVES.

TO PROVIDE OUR MEMBERS CLUBS AND BUSINESS AT LARGE WITH
VALUABLE NETWORKING AND BUSINESS EXPOSURE WITH WIDE RANGE
OF STAKEHOLDERS

**NATIONAL FEDERATION OF BUSINESS AND
PROFESSTIONAL WOMEN / JORDAN
STRATEGIC PLANNING
MAY 2002 – MAY 2005**

STRATEGIC DIRECTIONS

- ESTABLISH COMMUNICATION SYSTEM WITH MEMBERS ASSOCIATIONS
- TO HELP WOMEN DEVELOP IN BUSINESS BY WORKING TO MAKE MEMBERS OF BUSINESS AND PROFESSTIONAL WOMEN'S ASSOCIATIONS (BPWAs) STRONG
- BE NATIONALLY FOCUSED AT LEGILATIVE, MEDIA AND OUTREACH LEVELS
- UTILIZE OPPORTUNITIES PROVIDED BY THE INTERNATIONAL BUSINESS AND PROFESSTIONAL WOMEN (IBPW) AND OTHER INTERNATIONAL SOURCES FOR IMPROVEMENT OF NFPW AND BPWAs
- USE EDUCATION FOR IMPROVEMENT OF SUCCESS OF WOMEN IN ECONOMIC SPHERE
- EXPAND NETWORKING OPPORTUNITIES FOR BUSINESS WOMEN NATIONALLY
- CREATE AND MAINTAIN SUSTAINABILITY MODEL AT ALL LEVELS OF THE FEDERATION
- DYNAMIC REVIEW OF INTERNAL STRUCTURES AND POLICIES TO KEEP NFBPW BEST ABLE TO BETTER SERVE IT MEMBERS.

**NATIONAL FEDERATION OF BUSINESS AND
PROFESSTIONAL WOMEN / JORDAN
STRATEGIC PLANNING
MAY 2002 – MAY 2005**

MAJOR ACTIONS FOR THE STRATEGIC DIRECTIONS

1. ESTABLISH COMMUNICATION SYSTEM WITH MEMBERS ASSOCIATIONS

- NATIONAL NEWS LETTER
- NETWORKING EVENTS
- HELP IN CONNECTING LOCAL BPWAs TO NATIONAL IT CENTERS
- WEB SITE WITH LINKAGES TO LOCAL BPW WEB SITES AND MEMBER BUSINESS WEB SITES
- SYSTEM WIDE MEMBERSHIP DIRECTORY OF COLLECTIVE BPW MEMBERS AND THE NATIONAL DISTRIBUTION OF SAME

2. TO HELP WOMEN DEVELOP IN BUSINESS BY WORKING TO MAKE MEMBERS OF BUSINESS AND PROFESSTIONAL WOMEN'S ASSOCIATIONS (BPWAs) STRONG

- RESEARCH PAPERS
- ESTABLISHMENT OF NEW CHAPTERS TO ADD STRENGTH THROUGH NUMBERS TO LOBBYING EFFORTS
- FOR NFBPW LEADERSHIP TO SHARE PERSONAL ASSOCIATION LEADERSHIP EXPERIENCE
- BUSINESS SCHOLARSHIPS TO YOUNG WOMEN
- GRADUATE SCHOLARSHIPS TO ESTABLISHED BUSINESS WOMEN OR TO CREDENTIAL WOMEN BUSINESS STUDENTS
- DISCOUNTED SERVICES TO BPW MEMBERS NATIONALLY AS NUMBERS GROW

3. BE NATIONALLY FOCUSED AT LEGILATIVE, MEDIA AND OUTREACH LEVELS

- PUBLIC POLICY ADVOCACY
- LEGISLATIVE AND LEGAL BRIEFINGS, BEBATES, BULLETINS AND PANEL DISCUSSIONS ON NATIONAL ISSUES, REGULATIONS AND LAWS OF SPECIAL INTEREST TO BUSINESS WOMEN

- SPREAD OF BEST IDEAS TO MEMBERS BPW's THROUGH MEMBERSHIP IN AMMAN-BASED PROFESSIONAL ASSOCIATION MANAGEMENT NETWORK
- SURVEYS OF BPW MEMBER BUSINESSES TO SEE WHERE WOMEN STAND NATIONALLY ON CONTROVERSIAL ISSUES
- NATIONAL CONFERENCES
- BREAKFAST ON LINE WEB SITE

4. UTILIZE OPPORTUNITIES PROVIDED BY THE INTERNATIONAL BUSINESS AND PROFESSIONAL WOMEN (IBPW) AND OTHER INTERNATIONAL SOURCES FOR IMPROVEMENT OF NFPW AND BPWAs

- INTERNATIONAL TRADE MISSIONS ORGANIZED WITH AND THROUGH OTHER BPW's
- DONOR OPPORTUNITIES
- LINKS ON WEB SITE
- INTERNATIONAL REPRESENTATION
- CONFERENCES

5. USE EDUCATION FOR IMPROVEMENT OF SUCCESS OF WOMEN IN ECONOMIC SPHERE

- TO PROVIDE INFORMATION, TRAINING, AWARENESS, FINANCIAL AID AND ADVOCACY, REPRESENTATION AND LEGAL COUNSELLING
- TO HELP WOMEN LOCATE BUSINESS OPPORTUNITIES
- EDUCATION PROGRAMMES WITH NATIONAL AND INTERNATIONAL EXPERTS BROUGHT TO BPW MEMBERS AND THE PUBLIC AT REDUCED COSTS
- TO PROVIDE ECONOMIC, ENTREPRENEURIAL AND TECHNICAL ADVICE AND SUPPORT

6. EXPAND NETWORKING OPPORTUNITIES FOR BUSINESS WOMEN NATIONALLY

- NATIONAL LOBBYING
- NETWORKING EVENTS FOR BPW MEMBERS
- TO ACHIEVE NATIONAL COVERAGE
- BUILDING COALITIONS

7. CREATE AND MAINTAIN SUSTAINABILITY MODEL AT ALL LEVELS OF THE FEDERATION

- WRITING OF GRANT PROPOSALS AND DISTRIBUTION OF SUCCESSFUL GRANTS TO MEMBERS BPW's
- SET UP MATCHING FUND GRANT OPPORTUNITIES WITH NATIONAL JORDANIAN BUSINESSES
- SELF-HELP PROJECTS
- MEMBERSHIP DEVELOPMENT

8. DYNAMIC REVIEW OF INTERNAL STRUCTURES AND POLICIES TO KEEP NFBPW BEST ABLE TO BETTER SERVE ITS MEMBERS.

- ASSISTANCE IN OVERCOMING BARRIERS LIKE LACK OF OFFICE SPACE, AWARENESS CAMPAIGNS.