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Process
Final Report

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I. Executive Summary

Background

The Women's Access to Entrepreneurship Development and Training Program (WAEDAT) is being implemented to address the need for comprehensive support to 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, Making Cents, and a local Jordanian Partner 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 JOHUD / SBDC and CC 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.

Scope of Work for this Consultancy

The purpose of this consultancy is to work with the WAEDAT Core Team to develop a transparent, efficient and effective system for screening, selecting and registering the WAEDAT program participants. Limited time and staff resources require that the system select the most appropriate program participants with the minimum amount of resources possible. A part of the system will be to develop a referral system for those participants not selected that will allow them to improve their skills and knowledge so as to increase their chances of participating in the program in the future.

Findings and Recommendations

At the start of this consultancy, the WAEDAT Core Team had already drafted a program application form and some interview questions as a start in developing the screening, selection and registration process. Having met with the Core Team members we mutually agreed that the process needed to be: (1) more rigorous and innovative; (2) more reflective of the eligibility criteria; and, (3) more closely tied to the expected outcomes of

the WAEDAT Program. As a result, the following forms and / or processes were developed or revised:

- Program eligibility criteria;
- Indicators for eligibility criteria;
- WAEDAT Program Application Form
- Pre-Screening process and form;
- Interview process, questionnaire, and scoring sheet;
- Post-Interview acceptance or referral letters;
- Partnership Agreement for enrollment purposes;
- Referral process for applicants not accepted;
- Memorandum of Understanding for referral agencies / organizations;
- Fee structure; and,
- Group interview process.

While in Jordan I had the opportunity to meet with the vendor selected to develop and implement the WAEDAT marketing campaign, Nisreen S. El Tell of the Media Group. As the marketing campaign directly influences the number and appropriateness of the applicants, I was most interested in reviewing their plans.

The marketing campaign was impressive in its breadth, to include the following approaches:

- Newspaper advertising;
- Television Show;
- Radio Advertising;
- Media Net (signs);
- Mupis (street signs);
- Roll-Ups (mobile displays);
- Merchandising (ID kits, pens, etc.);
- Road Shows (leaflet distribution);
- Field Visits (visits to strategic associations, organizations, etc.); and,
- Web Site.

While these approaches are valuable and necessary, I recommend that the marketing focus more strategically on women entrepreneurs and more specifically, on women entrepreneurs who are in the three business sectors identified for the program: health, food processing and cosmetics. For example, advertising in trade journals, partnering with vendors to include flyers about the program with the invoices they deliver, advertising in business association newsletters / program event booklets, etc. might result in more applicants who meet the eligibility criteria. Currently, the marketing campaign seems to be geared towards women, in general.

I was also able to review some preliminary ideas for the logo and signs. It was my impression that the Media Group was very creative and would produce some eye-catching and creative signs. I did want to stress the importance of marketing the benefits and outcomes of participating in the program as opposed to the actual training and other

services that the program will offer. The idea is to capture what a woman's business or life would look like after benefiting from the program. This could be depicted from a business perspective such as showing a woman with a large headquarters, in a plush office with lots of employees or it could be depicted from a personal perspective by showing a woman who has acquired wealth and is traveling around, enjoying a comfortable lifestyle or has whatever other accoutrements Jordanian women associate with wealth. Whatever the driving forces are for Jordanian women to grow their businesses should be the focus of the marketing materials.

II. Participant Criteria

Prior to this consultancy, the criteria for program participation had been established. The criteria were:

- Women;
- Owns and operates a growth-oriented enterprise;
- Runs a business with 1 – 10 employees or has a written business plan;
- Business is in one of the following three sectors: health, food processing and cosmetics;
- Will pay the required fees;
- Can read and write;
- Can demonstrate support from family; and,
- Lives in targeted geographic areas (Amman, Irbid, Zarqa, Madaba).

In addition to the criteria noted above, one additional criterion was established:

- Can demonstrate commitment to the program.

Given the criteria, the first objective was to determine indicators for the three criteria that are a little more nebulous (the other criteria are, for the most part, easily ascertained). The three criteria needing specific indicators are:

- Owns and operates a growth-oriented enterprise;
- Can demonstrate support from family; and,
- Can demonstrate commitment to the program.

We agreed that the indicators for a growth-oriented enterprise would be:

- Gross sales of business (sales compared to size of market);
- Number of employees (employees compared to industry averages);
- Dollar amount of profit or loss (room for improvement?);
- Business trends in sales, number of employees, and profit from the start of the business to the present (growing, stable or declining?);
- Innovations implemented or to be implemented (could the innovation be a catalyst for growth?);
- Life cycle of business and owner (is the business infrastructure flexible enough that new ways of doing business can be integrated without significant investment in new equipment, etc.?; is the business owner energetic and ready to make changes, as opposed to desiring to drift along with the current status of the business?);
- Geographical areas being served (can the areas served be expanded?); and,
- Breadth of networking channels (can broadening the base of networking channels assist in the expansion of the business?).

Indicators to demonstrate support from family include:

- Family's perspective on women-owned businesses is positive and supportive (from business owner's perspective); and,
- Family has actively participated in the business in the past or can demonstrate other ways of support for the business (from business owner's perspective); and,
- Family's willingness to participate in the interview process for program participation; or,
- Written statement from a family member describing specific ways that (s)he will support the business.

Indicators to demonstrate commitment to the program include:

- Willingness to pay program fee;
- Willingness to clear schedule for participation in all of the training days and all the other activities / interventions;
- Passion about their own business / project and its potential;
- Passion, great expectations and high hopes for participating in the WAEDAT Program; and,
- Willingness to share talents, contacts, resources, etc., to enhance the program.

Having determined the indicators to assess the degree to which the criteria have been met the application, pre-screening process, interview questionnaire, scoring sheet, and reasons for referral to other programs were all developed.

III. Overview of Screening, Selection and Registration Process

Note: Due to the delay in signing the agreement with the local Jordanian Partner organization, the timeline between the initial marketing campaign and the beginning of the first training cycle is extremely tight. The marketing campaign runs from July 27 through August 17 while the application deadline is August 26 and the training cycle begins September 5, 2004. The second training cycle begins just two weeks after the first. Consequently, the screening and selection process for the first two training cycles will need to be done in a different manner from the future training cycles.

(For a visual depiction of the process described in the narrative below, please refer to Appendix A.)

As a result of the marketing campaign, word-of-mouth and other awareness efforts, individuals will call the WAEDAT Office to make inquiries. The individual answering the phones should be well-trained on the program design and the eligibility criteria. Information packets including a WAEDAT Application Form (Appendix B) should be sent to all appropriate requests with instructions to complete and return the application by the application deadline for participation in the next training cycle.

The Networking Coordinator or Office Assistant, if hired and trained, will pre-screen all applications as they are received in the office using the Pre-Screening Checklist (Appendix C). If the eligibility criteria is not met in the application, the individual will be contacted, receive an explanation of why they aren't eligible, what they can do to become ready for future training cycles and referred to one of the "partner" organizations which can provide the needed assistance. For example, if the business is a start-up and doesn't have a business plan, perhaps the applicant should be referred to the SYB Program.

For the first and second training cycles, the applications that successfully pass through the pre-screening process will be interviewed on a rolling basis. Therefore, the applicant should be called as soon as possible to schedule an interview time with the Core Team members. The interview consists of key questions designed to determine the applicant's business growth potential, commitment to the program, passion for the business and willingness to add value to the program by sharing her talents, contacts and resources with other participants. (See Appendix D for Interview Questionnaire.)

The interviewers will comprise the Core Team members and other staff or volunteers as appropriate (JOHUD/SBDC, CC, AMIR, trainers, service providers, potential mentors, etc.). There should always be a minimum of three interviewers per applicant. Each interview is a maximum of 15 minutes. The interviewers will score each answer according to the scoring legend on the questionnaire. All interviewers' scores will be transferred to the Applicant Interview Scoring Sheet (Appendix E) where an average will be taken and a percentage will be calculated. In addition, to the interview questions, each interviewer will observe certain attributes such as attitude, punctuality, self-presentation skills and communication skills which will also be rated and averaged.

After the application deadline passes and all applicants have been interviewed, the Core Team members will review all of the applications and select the fifteen individuals with the highest scores to enroll in the program. The next five top scoring applicants will serve as alternates should some of the original fifteen be unable to participate for any reason.

Each successful applicant will be sent a Partnership Agreement (Appendix F) that clearly delineates all of the responsibilities of both the participant and the WAEDAT organization, including the fee and the deadline by which to sign and return the Agreement, with the payment in full. Generally, this deadline will be the Wednesday before the Sunday start date of the training cycle. Should any of the original fifteen applicants not respond the alternates would be called in order of the highest scores.

At the time the Partnership Agreement is signed and returned and the payment is received in full, the applicant will be considered enrolled or registered in the WAEDAT Program. WAEDAT must countersign the Partnership Agreement, make copies and keep the original in the participant's file while returning a copy to the participant on the first day of training. It is recommended that the Partnership Agreement be reviewed together with the participants on the first day of training to ensure all parties understand the requirements and there are no misconceptions regarding the program

Group Interview Process for All Training Cycles Beyond the First Two

The process will remain the same up through the pre-screening process. Any pre-screened applications that do not meet the eligibility criteria will also be handled the same way as in the first two training cycles. However, all applications that meet the criteria will be held until approximately four weeks before the next training cycle. At that time a group interview process will take place. All applicants will need to be informed of the group interview date and all applications should be held until that time.

The Group Interview process will consist of the following:

- A group activity;
- An individual interview; and,
- A personality inventory.

The Group Activity (Appendix G) is intended to serve the following purposes:

- Create a sense of innovation about the program;
- Allow each applicant to get a feel for the degree of competition for acceptance (thereby increasing self-esteem if selected, and providing an understanding of how everyone cannot be accepted, if referred to another program);
- Gauge the degree to which applicants network, are supportive (or competitive), have a positive attitude and are team players;
- Engage volunteers and other key stakeholders in the program;
- Create a sense of community and excitement about the program; and,
- Provide an opportunity for input from a larger constituency in the application process.

The group activity consists of a description of a mock business. Following the short description, a series of problems is given and the group is asked how they would resolve these problems if they owned the business. The activity lasts 20 minutes. The screeners observe the group - they do not participate in any way - and are looking for several characteristics for each applicant. Specifically, each applicant in the group is rated on: problem solving skills, resourcefulness, leadership skills, realistic perspective, etc. Each screener has to assign an actual rating (score) on each of the characteristics for each applicant at the end of the group activity. See Group Activity Score Sheet, Appendix H.

The individual interview will consist of the same questionnaire as the one used in the first two training cycles (Appendix D). The questions have been designed to analyze the degree to which the applicant meets the criteria of business growth potential, commitment to the WAEDAT Program and family support. The individual interview is 15 minutes long. Each interview consists of the two or three screeners and one applicant (interviews are conducted one after the other until each applicant in the group activity has been interviewed). At the end of the questions, the screeners again rate each applicant on the eligibility criteria.

While each applicant is waiting for her turn for her individual interview, she completes the personality inventory (Appendix I). This tool is an assessment that will lend some insight into whether or not the applicant possesses the characteristics of a successful entrepreneur. It is recommended that the tool be copied and given back to the applicants on the first day of training or in the letter informing them that they are being referred to another program. Each applicant can gain insight about herself with the tool.

The task now falls into the hands of the volunteer screeners to evaluate the quality of each individual applicant. Weighing the three components of assessment, the screeners converse and formulate a considered recommendation of whether or not each applicant should be in the class. The recommendation is recorded on the Applicant Results Summary Form (Appendix J). Finally, the recommendations are read over by the trainers and staff members and the final decisions are made.

Complete instructions are provided for the screeners and the applicants in Appendix K and L, respectively.

In the Section IV, Marketing Campaign, target numbers are given for each of the stages of the screening and selection process. Assuming you are screening 38 individuals, the actual day of the screening process should take approximately three hours. This assumes that there are eight concurrent groups of screeners with approximately five applicants per group. This will require WAEDAT to secure a total of 24 screeners for the three hour session (including staff).

As mentioned earlier, WAEDAT should recruit SBDC staff, Consolidated Consultants staff, USAID representatives, AMIR staff, volunteer mentors, Making Cents staff, individuals representing partner organizations (chambers of commerce, SIYB program, YEA, etc.). The screening is an incredibly fun and inspiring process. There are all of

these applicants who are vying to get accepted into the program. They have great ideas and big plans for expanding their businesses and are usually full of energy and enthusiasm. It is a gift for the screeners to see so much entrepreneurial spirit alive and well in their community. Consequently, recruiting volunteers should not be too difficult. The more engaged your volunteers and funders are in the program, the more committed they become to it.

IV. Marketing Campaign

The marketing campaign is critical to the success of the WAEDAT Program. The campaign must establish the program as something completely new and different in Jordanian Business Development Services. The message has to clearly delineate it from the myriad other programs. It should also create a sense of innovation, cutting-edge practices and carry an aura of elitism to membership. Not elitism in an economic status sense, but elitism in the sense that only people and businesses with a certain potential for growth and passion for their business (project) and the WAEDAT Program are accepted. In other words, it shouldn't be about how successful one is upon acceptance but rather about the potential an individual and her business has. The fact that someone is accepted is a sign of the Program's belief in the individual and her business or business idea.

Very clear and consistent messages about the program must be developed and everyone must be using the same language in how they describe the program; otherwise the message and the concept will become diluted. The campaign must result in a "buzz on the street" about the WAEDAT Program. All of the visuals related to the Program must exude this creativity and innovation. The WAEDAT corporate identity should be powerful and yet not intimidating.

A well-run marketing campaign will need to result in a minimum of 150 – 225 inquiries and requests for applications per training cycle of 15 participants. This number will funnel down as follows:

- Inquiries / Requests for application – 225 (15 times # of participants)
- Completed & returned applications – 120 (8 times # of applicants)
- Passed the pre-screening process – 75 (5 times the # of participants)
- Registered for screening – 53 (3.5 times # of participants)
- Actual screening attendees – 38 (2.5 times # of participants)
- Applicants accepted for participation – 15

These numbers are based upon a low-income target market. With a more experienced business owner / existing business as the WAEDAT target market, the drop-off / no show numbers may not be as high. In any event, with these numbers as targets the Program should be able to register the targeted 15 participants per training cycle.

Because the Program wants to enjoy early successes, the eligibility criteria, marketing campaign, interview / screening process, etc., have all been geared towards existing businesses. However, it should be kept in mind that the Program also desires to create opportunities for individuals that for cultural reasons or income status do not have access to information and resources; therefore, as the program moves to more rural areas and targets this different market, all of the strategies will need to be revised accordingly. For example, the marketing will need to be much more grassroots-oriented (peer-to-peer and door-to-door recruiting).

V. Fee Schedule

When determining the fee schedule for the Program, the following considerations must be made:

- Cost of delivering the Program;
- Degree of subsidy available;
- Cost-recovery goals;
- Cost of similar or alternative programs (competition); and,
- What the market will bear.

According to the Core Team members the cost to provide the WAEDAT Program is approximately JD 2,000.000 per participant. Ideally, the program would recover as much of that cost as possible through fees. Unfortunately, Jordanians are not accustomed to paying those kinds of fees for business development services (BDS). This reality has been determined based on two findings.

The first was a survey completed by the Media Group. Although I have not seen the exact survey, nor have I been privy to the methodology, size of the sample, etc. I understand that the results showed that the top amount that could be charged is JD 200.000.

The second finding was a review of the fees for other BDS programs performed by Making Cents. That review revealed that although the stated fee for the program could be as high as JD 300.000 (Empretec) and JD 200.000 (SIYB), these fees are almost always waived or significantly discounted due to subsidies from aid organizations, foundations, and the like.

It has been recommended that the fee start at JD 200.000 for the Core Training, Advisory Services, Sector-Specific Training and Field Visits. Hopefully, as the Program gains recognition, proves its value and becomes a status symbol to be a member, the program fee can increase thereby increasing the cost-recovery.

WAEDAT Alumnae Association

After graduation, a WAEDAT Alumnae Association should be established. The fee for membership should be competitive with other business associations or chambers of commerce. In addition to the annual membership fee, each event that is attended should carry a separate event fee. The event fee should be modest so as to create perceived value, but not act as a barrier for attendance. I am unable to recommend specific membership and event fees as I am not familiar with the Jordanian marketplace nor did this consultancy provide the time to conduct the proper research. The surveys conducted by the Media Group and Making Cents may provide insight regarding competitive fee structures.

The WAEDAT Alumnae Association could have a two-tiered membership structure: alumnae members and associate members— WAEDAT trainers, business development service providers, referral organizations / associations, volunteers, friends and funders, etc. As a thank you and benefit to mentors, perhaps they could enjoy one year of free

membership. The idea of having non-alumnae members is obvious in that the more individuals attending the events, the greater the chances of increased business visibility / transactions / opportunities / learnings.

There could be two different types of monthly events under the auspices of the WAEDAT Alumnae Association: those that are for alumnae only and those that are for the entire membership. Meetings that lend themselves for alumnae only would be ones at which members discuss individual business challenges with the group giving input and brainstorming solutions or how their mentor relationships are going or they could role play certain business functions like sales or networking to increase their skills. These meetings could be planned and organized by the members themselves to build their leadership skills.

The meetings that are open to the entire membership could include: networking events, business card exchanges, motivational speakers, workshops on specific business topics such as marketing or customer service or quality assurance, etc. These types of meetings have value for a wider audience.

Another type of meeting that the WAEDAT Alumnae Association could sponsor and which are very popular in the US are the networking / referral meetings such as Business Networking International (BNI – www.bni.com). These groups are specifically designed to provide other businesses in the group with leads. In a nutshell, as a member you have up to 49 other business people referring you to other business people they meet in the course of their work, as you refer their businesses in kind. Traditionally, only one member from any given industry can join a particular group, however, the concept can be easily replicated with different rules.

The Alumnae Association membership increases in value the larger the membership grows. The key factor for success is to ensure that the members get excellent value from every single meeting. Therefore, it is essential that each meeting is well-planned and designed for a high return on investment for time attending the meetings. Over time, the attendance will grow and become a more valuable component of the WAEDAT Program, not to mention another cost-recovery mechanism.

VI. Referral System

An essential factor in the success of the Program is the referral system. The WAEDAT Program must establish strategic alliances with other BDS organizations, business associations, microfinance institutions and other types of agencies in all of the communities the Program operates. There are multiple purposes for this network of referral organizations:

- To establish recognition and credibility in the community;
- To be a source of applicant referrals;
- To ensure that applicants who are not selected for the WAEDAT Program have reliable and quality alternatives to assist them for future Programs;
- To provide complementary services to WAEDAT participants and graduates; and,
- To be recognized as a team player in the entrepreneurial development community.

In order to ensure that the WAEDAT Program has the required strategic alliances, it must first figure out all the possible reasons for non-acceptance into the Program.

- Inappropriate education for the business;
- Insufficient experience in the business;
- Insufficient technical skills required for success in the business;
- Not one of the pre-selected business sectors;
- Inadequate technological knowledge or skills;
- Business lacks significant growth potential;
- Business owner isn't passionate about business (project) or WAEDAT Program;
- Business is in too serious trouble financially or otherwise;
- Business owner has no innovative ideas or vision for possibilities;
- Unrealistic expectations of the WAEDAT Program;
- History of not accepting business assistance or joining business associations;
- Lack of commitment to Program; or
- Lack of family support.

Organizations that could provide the needed services should be identified for each of the reasons for non-acceptance into the Program. Clearly, the list is long and the relationships will not occur overnight. Creating alliances with all of the kinds of organizations that can meet all of these needs should be seen as a goal to accomplish over time. Strategically, the Networking Coordinator should start developing alliances with the organizations that will most likely be needed more than others.

The Core Team members, along with representatives from the AMIR Program began to brainstorm organizations with which strategic alliances should be created. A sample Memorandum of Understanding (MOU) was drafted (Appendix M) to cement the alliance between the two organizations. The MOU serves as a stabilizing force in the relationship, especially when staff turnover occurs in one or the other of the organizations. As written in the sample MOU, it is recommended that the two organizations signing the MOU meet semi-annually to review the MOU and discuss ways to strengthen the alliance.

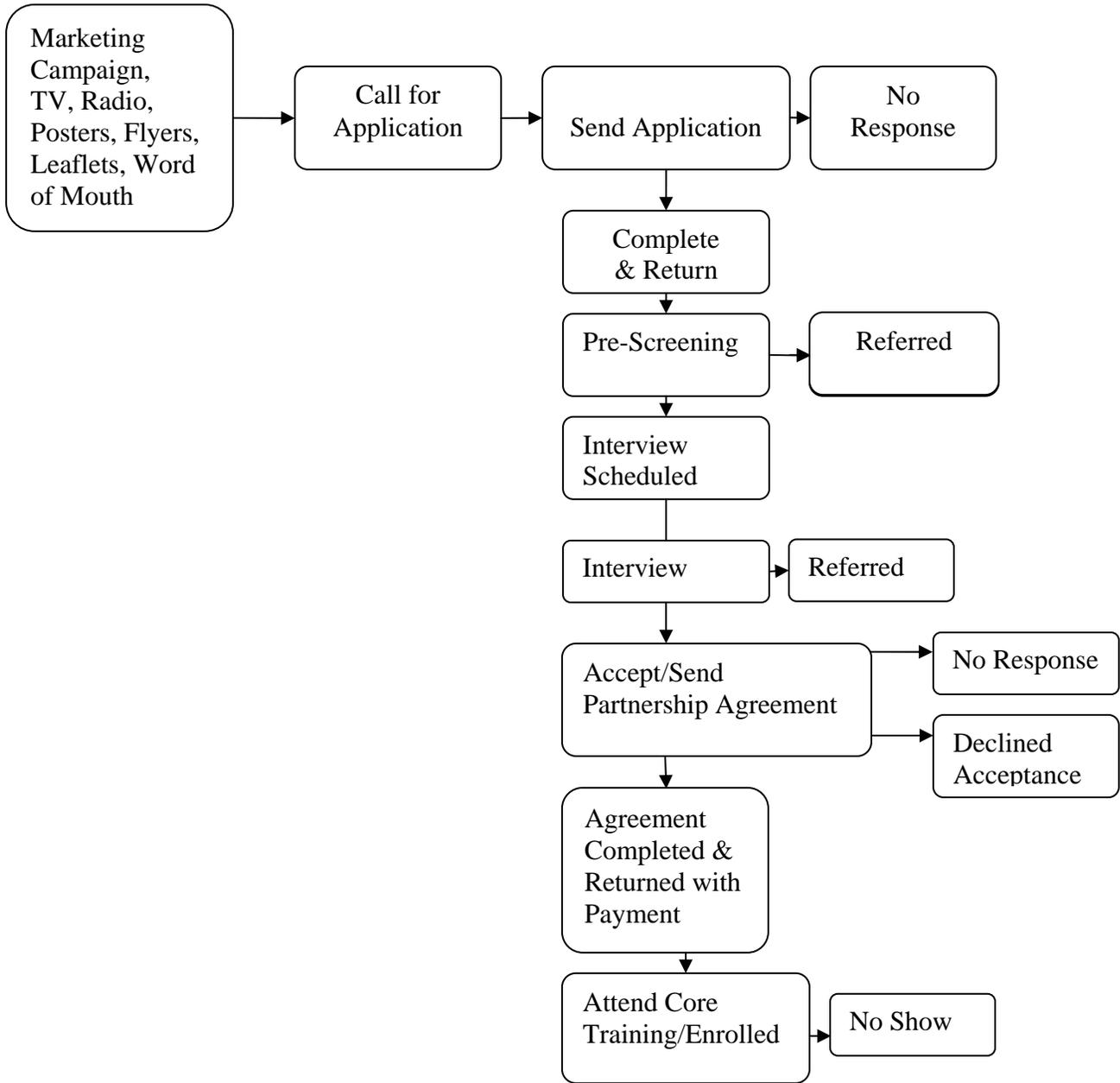
VII. Conclusion

The participant screening, interviewing, selection and registration process that we have developed is fairly comprehensive and should result in appropriate participants enrolled in the WAEDAT Program. This process in the Program is one of the most important in terms of ensuring positive outcomes, and consequently, should not be taken lightly. After all, if you don't have the right participants enrolled, no matter what services you provide, or the quality of the services or the breadth and depth of the services, you won't have the desired positive outcomes.

The group screening / interviewing process was developed subsequent to my trip to Jordan. As a result, the Core Team members are not familiar with it. I would recommend that we set up a conference call so that I can review it with the team to ensure everyone understands the process and the logistics in order to pull it off without any hitches. Of course, that would be considered part of the original contract so would not require any additional agreement or fee.

APPENDIX A

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

Date: _____ Application Form No. _____

For Applicant Use

Applicant Name _____ **Nationality** _____
Marital Status Single Married Separated **Age** _____
Home Address _____
Personal Tel. No. _____ **Personal Email** _____
Postal Code _____ **P.O.Box** _____

Education	Duration (Years)		Education
	from	to	

Experience	Duration (Years)		Experience
	from	to	

Technical Skills (ex:courses, certifications, etc) _____

Business information

Project or Business Name _____ **Starting Date** _____
Location _____
Address _____
Telephone No. _____ **Fax No.** _____ **Email** _____
Postal Code _____ **P.O.Box** _____
Business Sector Health Sector Cosmetics Food Processing Others (Specify)

Services / Products _____

Number of Employees _____
Start Up Capital Invested _____
Current Value of Assets _____
Technology Used Using Computer Using Internet Using e-mail Other Equipment (Specify)

As a computer user are you Very experienced Somewhat experienced Novice

What are your strengths as a business owner? What areas could you improve?
Strengths: _____

Areas for Improvement: _____

How do you describe the performance of your business

Operating at loss
 Covering your cost (Bread Even)
 Operating at profit

Strengths Of The Business _____

Problems Facing the Business

Describe innovative ideas you have for your business

Where do you see your business two years from now (new products and services, new geographical areas, new technology, new targets, etc.....)

Past Support

Attended Training Programs

Program Name	Provider	Date	Duration	Amount Paid

Where do you usually go to get support?

Organization Name	Date	Duration	Amount Paid

How did you hear about WAEDAT?

- TV Newspaper Radio Mupis
 Friend Mupis Referral (Specify)
 Others (Specify)

What do you expect from WAEDAT?

Do you belong to any business association?

- No Yes (Specify) _____

Commitment

Are you willing to attend a five full day training workshop on 5/9/2004 thru 9/9/2004 in Amman?

- Yes No (Explain) _____

I acknowledge that the information contained in this form is accurate to the best of my knowledge and I understand that falsifying information will lead to dismissal from the WAEDAT program

I have agreed to pay the amount of 200 JD for the full training package ten days prior of the training.

Applicant Name
Signature
Date signed

WAEDAT Confidentiality Policy

It is WAEDAT policy to honor the confidentiality of personal information provided to WAEDAT by participants and graduates of our program. Confidential information includes, but is not limited to, the information disclosed by a participant in the application, screening process, training courses, advisory sessions, meetings, business information.

All WAEDAT representatives shall respect the privacy of all people served by WAEDAT and will handle confidential information in ways that are consistent with this policy.

WAEDAT representatives may discuss confidential information internally for helping the participant or graduate.

For WAEDAT Staff Use Only

Comments

APPENDIX C

Women's Access to Entrepreneurship Development Training Program "WAEDAT"
Applicant Pre-Screening Form

Date: _____

Applicant Name _____

No. _____

Sector	
Education	
Experience	
Technical Skills	
Growth Potential	
Commitment to Participate	
Commitment to Pay	

- 4 Excellent
- 3 Good
- 2 Fair
- 1 Poor

Comments _____

APPENDIX D

**WAEDAT
Applicant Interview Questionnaire****Applicant Name:** _____ **NO.** _____**Date:** _____**Growth potential**

1. What are the problems you are facing in your business?
2. How much is your average monthly business revenue (Gross Sales)?
3. How much is the average monthly business expenses?
4. Are the following aspects of your business (revenues, profits, employees) going up, same or down? Discuss reasons?
5. Do you take a fixed monthly salary out of your business?
6. Do you separate your personal expenses from your business expenses and how do you do that?
7. What innovative ideas do you have for your business?
8. What are the geographical areas you serve at your business?

Commitment and benefit out of the program

1. Have you participated or tried to participant in business training before, if so, can you describe your experience and thoughts about it?
2. Do you belong to any association? What do you think of it? If not: would you like to be part of a business association or network group?

3. How do you think joining the WAEDAT program will help you and your business?
4. How can you add value to the program?
5. Passion for the
 - a. Program
 - b. Business

Family support

1. How would you define family support for a woman in business and how does your family support you? Explain.
2. (Question directed to husband) What are your feelings about your wife participating in the WAEDAT Program?
3. (Question directed to the husband) What specific things can you do to support your wife as she participates in this program and works hard to expand her business?
 - a. In the business
 - b. In the home

❖ Do you have any questions for us?

Women's Access to Entrepreneurship Development Training Program "WAEDAT"

Applicant Interview Scoring Sheet

Date: _____

No. _____

Applicant

Applicant Name

	Interviewer			
Growth potential				
Commitment and benefit				
Family support				
Punctuality				
Self presentation				
Communications skills				
Attitude				
Total				
Average(%)				

4 Excellent
3 Good
2 Fair
1 Poor

Final Result

Accepted for training dates _____
Referred
(Specify) _____

Justification/Feedback to Applicant

APPENDIX F

WOMEN'S ACCESS to ENTREPRENEURSHIP DEVELOPMENT AND TRAINING
(WAEDAT)**PARTNERSHIP AGREEMENT**

Congratulations on being accepted into the WAEDAT program! WAEDAT looks forward to working in partnership with you to provide the training and assistance you need to succeed in your business. **For this partnership to work**, you must agree to abide by our policies and procedures which will enable you to benefit fully from WAEDAT's services and which, in turn, will strengthen and enable WAEDAT to continue to assist future entrepreneurs grow businesses in our community.

I. TRAINING

The Core Training is the first component of the WAEDAT program. Those completing this component will have access to the other components.

A. FEES. *The fee charged for the WAEDAT program only partially defrays the cost of providing all of the services associated with the program. This is a one-time fee and includes the Core Training, two advisory sessions, two field events, sector-specific training, mentoring and monthly follow-up services and workshops.*

1. I agree to pay a fee of JD200.0000 for the Core Training and other services listed above. This fee is due no later than Thursday, August 26, 2004 and is payable to WAEDAT.
2. Payment must be made in cash
3. WAEDAT will not refund any fees in whole or in part if you withdraw from the program for any reason.

B. ATTENDANCE - *Participants must attend all classes in order to benefit from all of the information and resources the program has to offer. Each class is critical to your success. Regular attendance and punctuality demonstrate courtesy and respect to trainers, fellow participants and WAEDAT representatives. Regular attendance and punctuality are also indicators of how focused and serious you are about your business.*

1. **Participants are required to attend every class. No absences will be tolerated.**
2. **Classes begin at 9:00 a.m. and end at 5:30 p.m. on Sunday through Friday, September 5 – 9, 2004. Missing more than twenty (20) minutes of a class, either by being late or leaving early, will be counted as an absence.** WAEDAT will excuse a participant's first lateness or early departure that does not exceed 20 minutes of class.
3. You are responsible for making up work missed due to lateness or early departure.

4. Any lateness must be reported to the WAEDAT office *before class*, between 8:00 a.m. and 5:00 p.m.

C. ASSIGNMENTS. *Expanding a business requires a great deal of research and planning*

You may be given assignments to complete between classes or advisory sessions.

1. All assignments must be completed on time.
2. WAEDAT will provide individual consultations to help participants in specific areas where special help is needed, **as requested by the participant.**
3. **Participants will be given the tools to recruit their own mentor.** WAEDAT can provide you with assistance on how to recruit your own mentor. It is our experience that mentor relationships that are initiated by participants themselves are the most successful.

D. CLASS RULES. *Creating an atmosphere conducive to learning, listening, and sharing.*

Participants will:

1. Attend all classes.
2. Be on time for each class.
3. Complete all assignments on time.
4. Keep sensitive information confidential, as it pertains to individuals and their businesses.
5. Respect themselves and others (i.e., no put-downs, cross-talk, teasing, etc.)
6. Not speak when someone else is speaking.
7. Not bring children to class.
8. Not eat during class time.
9. Keep cell phones and pagers on vibration settings.

E. CONFIDENTIALITY POLICY.

It is WAEDAT's policy to honor the confidentiality of personal information provided to WAEDAT by participants and graduates of our program. Confidential information includes, but is not limited to, the information disclosed by a participant in the application, screening process, training courses, advisory meetings or financial documents.

All WAEDAT representatives shall respect the privacy of all people served by WAEDAT, and will handle confidential information in ways that are consistent with this policy. WAEDAT representatives may discuss confidential information internally for helping the participant or graduate and for managing and improving the WAEDAT program.

Because WAEDAT's services are supported by government funds, WAEDAT may report information to funding sources, but will only do so in aggregate form. No specific information will be reported in connection with any individual.

F. HONORING DIVERSITY. *WAEDAT wants to ensure a safe and respectful environment in which everyone can learn and work to her fullest potential.*

Negative remarks or behavior made to or about any individual based on age, citizenship, material status, color, religious beliefs, national or cultural heritage, physical appearance or abilities, or other personal characteristics may result in **immediate** termination from the program.

G. DRUG AND ALCOHOL-FREE ENVIRONMENT. *WAEDAT wants to ensure a safe and respectful environment in which everyone can learn and work to her fullest potential.*

1. Alcohol and drug abuse have an adverse effect on job performance, create dangerous situations, and undermine the community's confidence in our organization. "Abuse" means any use of any drug, illegal or otherwise (including alcohol, over-the-counter, or prescription drugs), which is not in conformance with prescription requirements, or in circumstances where use is not permitted.
2. WAEDAT will not condone drug or alcohol use, nor will WAEDAT tolerate any behavior on or off the premises that may serve to damage WAEDAT's reputation. This policy applies to all of WAEDAT's employees, contractor's, participants, graduates, and volunteers in all capacities and at all locations. In addition to being concerned about the well-being of our employees, contractors, participants, graduates, and volunteers, we are equally concerned that WAEDAT's reputation and positive image not be compromised in any way.

H. GRADUATION REQUIREMENTS. *Graduation from the WAEDAT program is a monumental achievement. Graduates may be eligible to receive additional services. The following must be completed in order to graduate:*

1. All program fees must be paid in full.
2. All WAEDAT materials must be returned in good condition.
3. The Core Training, two Advisory Sessions, two Field Events, and the Sector-specific Training

II. TRANSITION. *Moving from vision to reality. Graduation from the program means moving away from the structured WAEDAT environment. Graduates must reach out to WAEDAT, her mentor, and other sources to get the assistance they need to expand their businesses.*

III. FOLLOW-UP SERVICES. *Businesses, like people, do not start out full-grown, but develop over a period of time. WAEDAT may offer follow-up services to graduates to continue the momentum in expanding their businesses. Graduates must be in good standing to receive these services*

A. Mentoring - Participants are expected to recruit a mentor in the same industry for themselves after the Sector-specific Training. If needed, you may request that WAEDAT help you identify a mentor, though we cannot guarantee that we can find a match for you. Our experience shows that the most successful mentoring relationships are initiated by participants and graduates themselves. Mentors and protégées are expected to meet at least twice each month and complete progress reports as requested during the relationship.

B. Financing - WAEDAT does not directly provide financing, but will help graduates prepare to obtain financing for their businesses, **but we cannot guarantee that you will receive financing.** Each participant is expected to examine their own credit report and

business financial position. If necessary, graduates must take steps to repair credit and / or improve their business financial position if they wish to apply for and be successful in securing financing.

C. Monthly Meetings – Graduates will be invited to monthly meetings with the WAEDAT representatives and graduates to provide on-going support, assistance, networking and business referrals.

D. Workshops - Graduates are given the opportunity to attend WAEDAT sponsored workshops.

IV. REQUIRED REPORTING. *In order to continue offering the WAEDAT program, WAEDAT must report the results of our program to our funders. Therefore, graduates must participate in annual surveys. In order for WAEDAT to continue to receive funding from our sponsors, we must show the concrete results of number of business expansions, including, but not limited to, increase in sales, profits and jobs created generated as a result of our development and training program.*

- 1. Participants are required** to complete a baseline Intake Form.
- 2. Graduates are required** to participate in an annual survey for three years following their completion of the program. This includes disclosing financial records of the business to a designated WAEDAT representative.
- 3. Graduates are required** to participate in regular reviews of the progress of their business.

V. ORGANIZATIONAL RESPONSIBILITY. *Each participant and graduate represents WAEDAT, and as such, is expected to do so in a positive and constructive manner, and to keep the lines of communication open with WAEDAT representatives.*

1. Each participant and graduate is asked to promote and publicize WAEDAT when opportunities arise to ensure that the program remains available to others in the community (i.e., highlight WAEDAT in all media interviews and stories about your business).
2. Public behavior and/or comments that reflect negatively on WAEDAT may result in immediate dismissal from the program. Each participant and graduate is asked to discuss any criticism, comments, or suggestions with WAEDAT representatives constructively, openly, and honestly to ensure continual improvement of the program.
3. WAEDAT expects all participants and graduates to communicate with WAEDAT representatives in a timely and professional manner. This includes communication regarding lateness, attendance, class fees, homework assignments, services rendered, and any other relevant matters.

VI. GRIEVANCE PROCEDURE. *WAEDAT continually strives to make the program better using feedback from participants, graduates, volunteers, and employees. If a participant has a grievance with WAEDAT, the following procedures apply.*

1. The participant must first discuss any complaint or grievance with the person with whom she has the complaint. If the situation is not or cannot be resolved in this manner, the participant will meet, either with that person present or privately, with the Program Coordinator within ten (10) working days. After meeting with the participant and the individual with whom the complaint is against, reviewing relevant policies or records, and consulting with other persons as appropriate, the Program Coordinator will issue a written decision within five (5) working days which will be

immediately effective and final.

VII. SIGNATURES

I have read, understood, and agree to abide by the requirements of the WAEDAT program as listed above.

_____/_____
Participant Name - *please print* Participant Signature Date

Ranya Khatib, Network Coordinator Date
WAEDAT

APPENDIX G

WAEDAT

Women's Access to Entrepreneurship Development and Training

SCREENING - GROUP ACTIVITY

Lunch Break, Inc. – 20 minutes

SCENARIO

Imagine you own Lunch Break, Inc., a business that fills take-out lunch orders and is open 10-12. You purchase fresh produce each morning; 9-10 you prepare salads. Bakery deliveries arrive daily at 9:30. You hired Terry and Chris to help prepare the food, stock the shelves, and fill orders. Lunch Break has been growing steadily and it is crucial that all three of you are at work on time.

CHALLENGES

1. A regular customer always complains to you about something—your employees, the service, the food, or the prices. You believe that nothing would please this customer and are not sure why he keeps coming back. How do you respond to this customer?
2. At 9:15, you receive a huge lunch order from a local high school hosting the district debate competition. Everyone swings into action. At 10:30, a Department of Health Inspector walks in and wants to inspect your facilities. If you stop to talk with her, this order will not be ready on time. Can you say no and ask her to make an appointment? If not, what do you do?
3. You know low-carb diets are the rage and that many people do not eat sandwiches to avoid bread. You have created four low-carb choices but your employees don't like them. What factors do you consider before introducing these new choices? How will you market them?
4. Terry showed up an hour late three times in this week, disrupting the preparation schedule and delaying the filling of lunch orders. He says he is having transportation problems because his car keeps breaking down. What sort of action do you take?
5. Lunch Break has a contract to purchase its pastries and desserts from a local bakery. Lately, you believe you're getting inferior products. Customers have complained, and you think the pastries and desserts are not fresh. What factors do you consider? What do you do?
6. Lunch Break opened four months ago and is just breaking even. Next month your annual insurance premium is due and you do not have the cash to pay it. Your accountant says close the business. You believe there must be a way to resolve this problem. What do you do?
7. You have a reliable childcare provider to watch your children while you are working. When she is not available, your mother can watch them. Today, your childcare provider calls in sick and your mother is out of town. How do you resolve this situation?
8. You want to expand your business to include Executive Eats, delivery of food platters for office luncheons. You'll need to buy a truck and more equipment to do this. What factors do you consider before you start this expansion? With whom should you consult?

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APPENDIX H

WAEDAT
 Women’s Access to Entrepreneurship Development and Training

SCREENING - GROUP ACTIVITY SCORES

1. Screener’s
 Name _____

2. Enter the name of each candidate in your group at the top of each column as shown.

3. Rank each candidate on the qualities listed, using the scale as indicated.

- Assume everyone is average.
- Participation in the group takes an individual away from average, up or down on the scale.

10 Point Scale
 8-10 High 6-8 Above Average 5 Average 3-4 Below Average 0-2 Low

CANDIDATE NAMES									
Resourcefulness									
Problem Solving									
Leadership									
Realistic Solutions									
General Participation									
TOTAL SCORE									

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APPENDIX I

Women’s Access to Entrepreneurship Development and Training (WAEDAT)

Characteristics Survey

Name: _____

Please answer each of the following questions as honestly as possible.

Strongly Agree	Somewhat Agree	3	Strongly Disagree	
5	4	3	2	1
_____				1. I am willing to work 50 hours or more per week regularly.
_____				2. My family will support me in business.
_____				3. I am willing to accept both financial and career risks when necessary.
_____				4. I don’t need all the fringe benefits provided by conventional employment.
_____				5. I would like to take full responsibility for the successes and failures of my business.
_____				6. I would experience more financial success by starting or expanding my own business.
_____				7. I feel a great deal of pride when I complete a project successfully.
_____				8. I have a high energy level that can be maintained over a long time.
_____				9. I enjoy controlling my own work assignments and making all decisions that affect my work.
_____				10. I believe that I am primarily responsible for my own successes and failures.
_____				11. I have a strong desire to achieve positive results even when it requires a great deal of additional effort.
_____				12. I have a good understanding of how to manage a business.
_____				13. I can function in ambiguous situations.
_____				14. One or both of my parents were entrepreneurs.
_____				15. I believe that my abilities and skills are greater than those of most of my colleagues.
_____				16. People trust me and consider me honest and reliable.
_____				17. I always try to complete every project I start, regardless of obstacles and difficulties.
_____				18. I am willing to do something even when other people laugh or belittle me for doing it.
_____				19. I can make decisions quickly.
_____				20. I have a good network of friends, professionals, and business acquaintances.
_____				TOTAL

Total the numbers you placed before the statements and enter the total in the space provided.

Characteristics of an Entrepreneur

The following list describes some common characteristics of successful entrepreneurs. The number(s) after each characteristic indicate(s) the related statement(s) in the assessment form. This list interprets the form qualitatively. Note that arriving at a conclusive portrait of a typical entrepreneur is very difficult. Therefore, you may score low on the assessment and still succeed as an entrepreneur.

Works Hard (Statements 1 & 8)

Starting or expanding a business requires a great deal of time and effort. The entrepreneur must perform a wide variety of time-consuming tasks. 77% of all entrepreneurs report working 50 hours or more per week, and 54% say that they work more than 60 hours per week. Such a time commitment requires that you have a high energy level.

Has Family Support (Statement 2)

A successful entrepreneur needs family support. If you are married, your husband must believe in your business because it will require that both of you sacrifice time and money. The stress may create disruptions in family relationships. If you have children, they will need encouragement in understanding your need to spend so much time away from the family. The more positive support you receive from your family, the more you can concentrate on making the business a success.

Takes Risks (Statement 3)

Successful entrepreneurs are risk takers. They risk their careers, time and money in order to make a success of their businesses. To be successful in starting or expanding your business, you should feel comfortable taking reasonable risks.

Sacrifices Employment Benefits (Statement 4)

One of the major realities of self-employment is that you may not receive a

regular paycheck. You pay for your own fringe benefits. A nice office, secretarial assistance, equipment and other features of employment you may have grown to expect are no longer available unless you provide them for yourself.

Is Independent (Statements 5 & 9)

Entrepreneurs like to be independent and in control of situations. Many people who are self-employed consider the opportunity to be their own boss as one of the major benefits of self-employment. Although being independent may not be a major concern for you, it is certainly an aspect of self-employment that you need to feel comfortable with. If you cannot afford to hire other employees when you begin or expand your business, you may be lonely as a self-employed person.

Wants Financial Success (Statement 6)

A primary reason that most entrepreneurs have for going into or expanding their business is to achieve financial success. You need to establish a reasonable financial goal that you want to achieve through starting or expanding your business. This goal will help you measure how well you are doing in fulfilling your personal needs through this endeavor.

Is Energetic (Statements 1 & 8)

Starting or expanding your business requires long work hours. You will frequently be unable to control the number of hours

required to fulfill all the necessary tasks. The entrepreneur must have a high energy level to respond to the job's demands.

**Has an Internal “Locus of Control”
(Statement 10)**

Successful entrepreneurs have an internal *locus of control* or inner sense of responsibility for the outcome of a venture. To be a successful entrepreneur, you should have a strong sense of being a “victor” who is responsible for your actions. If, however, you often consider yourself a “victim” and blame other people, bad luck, or difficult circumstances for your failures, starting or expanding your business might not be the right move for you.

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Has a Need to Achieve (Statements 7 & 11)

Entrepreneurs have a strong need for achievement. They strive to excel and accomplish objectives that are quite high. You should be willing to set high goals for yourself and enjoy striving to achieve those goals.

Has Business Experience (Statement 12)

An entrepreneur should have extensive business experience to be successful. General management experience is beneficial because an entrepreneur should know something about all types of management. Formal training and education in management also are helpful.

Has a Self-employed Parent as a Role Model (Statement 14)

Research has shown that successful entrepreneurs are more likely to have a

parent who is self-employed. A parent's inspiration and knowledge about operating a business can contribute to an entrepreneur's success.

**Has Self-confidence
(Statements 10, 15, and 18)**

An important characteristic of a successful entrepreneur is self-confidence. This factor is particularly important when you face major challenges and difficulties with your business. You need to believe in yourself. Your belief will help you overcome the problems that inevitably affect all self-employed persons at some point in their careers.

Has Integrity (Statement 16)

People often cite honesty and integrity as characteristics of successful entrepreneurs. Customers do not want to deal with business owners who are dishonest and unethical. You should feel positive about your ethical treatment of people and be committed to conducting your business with the utmost integrity.

Has Determination (Statement 17)

One of the most important characteristics of successful entrepreneurs is determination. This trait is closely related to self-confidence. The more you believe in yourself, the more likely you are to continue to struggle for success when faced with tremendous obstacles. You need determination in order to overcome the problems that beset every new or expanding venture.

Adapts to Change (Statement 13 and 19)

New or expanding businesses change rapidly, so an entrepreneur must be able to

adapt to change. Two primary skills are required for adaptation to change: the capacity to solve problems, and the ability to make quick decisions. Another skill is the ability to learn from your mistakes.

**Has a Good Network of Professionals
(Statement 20)**

Successful entrepreneurs have a good network of professionals. This network provides access to those who can be consulted for advice, information, and referrals. You should have an extensive network of professionals to whom you can turn for assistance.

Score	Assessment
80 - 100	Has outstanding ability to be an entrepreneur.
60 - 79	Has satisfactory ability to be an entrepreneur.
40 - 59	Self-employment may not be an appropriate career.
0 - 39	Should probably avoid entrepreneurship.

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APPENDIX J

WAEDAT
Women’s Access to Entrepreneurship Development and Training

APPLICANT RESULTS SUMMARY FORM

Candidate _____ Date _____

Screener(s) _____

Enter results in the box.

Calculate averages for the Group Activity and Individual Interview scores and total them in the box.

PERSONALITY SCORE	_____
○ 80-100	
○ 60-79	
○ 40-59	
○ 0-39	
AVERAGE GROUP ACTIVITIES SCORE	_____
AVERAGE INDIVIDUAL INTERVIEW SCORE	_____
TOTAL	_____

Do you recommend this candidate for the WAEDAT program at this time? Please, give specific reasons.

Comments _____

APPENDIX K

WAEDAT

Women's Access to Entrepreneurship Development and Training

SCREENER INSTRUCTIONS

9:00 Welcome. Please join the other screeners for coffee and rolls.

9:30 All Screeners meet in a designated area for instructions.

- You are assigned to a specific Group of 4-6 candidates.
- The number of your group is on the front of this folder.
- Tables are numbered to correspond to the Group numbers.

All Candidates meet in the Screening Room for instructions.

- Candidates are assigned a group number and interview letter (ex:1-A,1-B,1-C, etc.).
- Interview letters are assigned on a first-come, first-served basis at the door to establish the order of individual interviews.

10:30 Group Activity – 20 minutes

- Screeners join their Groups at the numbered tables in the Screening Room.

11:00 Individual Interviews – 15 minutes for each candidate

- Candidates leave the Screening Room and re-enter in letter order, every 20 minutes. You have 5 minutes between interviews to complete the Applicant Interview Scoring Sheet.
- Be sure each applicant turns in her personality inventory and has her name on all related forms.
- Screeners complete the Applicant Results Summary Form.
- Return folders to a WAEDAT staff member when you are finished.

THANK YOU FOR YOUR HELP TODAY.

WE APPRECIATE YOUR CONTRIBUTION TO WAEDAT.

APPENDIX L

WAEDAT

Women's Access to Entrepreneurship Development and Training

APPLICANT INSTRUCTIONS

Welcome! The purpose of this screening is to identify candidates who are ready for the WAEDAT program.

If you look at the schedule, you will see that there are two active sessions:

1. **Group Activity** – As a group, you will be given a business scenario and a series of questions relating to the scenario. You may discuss, role play, or brainstorm solutions to these questions by any method you choose. You will be observed by a small panel of entrepreneurs, educators, counselors, and community leaders, who will be looking to see how each of you approaches these problems. Solve as many of the problems as you can within the time allotted (20 minutes). There is no benefit or penalty for the number of problems you solve. You may deal with them in any order you like.
2. **Individual Interviews** – After the Group Activity, you will meet individually with the same panel. You will be asked a series of questions that are standard for each person. Also, you will be given a chance to talk about why your business is a viable entity. The interviews will be 15 minutes each. Please note your interview number on the front of your folder.

In between interviews, you will have to complete a Characteristics Survey. This is a survey of your personality traits. There is no right or wrong answers to this survey; it just gives us another way to know more about you.

You have each been given a packet of information. Please keep it with you at all times today. **Please write your name on the Characteristics Survey** and give completed paperwork to the WAEDAT panel when they ask for them. Feel free to ask any questions as we move along today.

Once your individual interview is finished, you are free to leave, provided your Characteristics Survey has been completed and handed in.

We will notify you of the results of the screening within two to three weeks.

If you are not selected for the program today, we will put in writing the steps you can take to reapply.

Be sure to hand in your folder with all your paperwork to your screening panel before you leave.

Thank you.

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APPENDIX M

**A Memorandum of Understanding between
Women's Access to Entrepreneurship Development and Training (WAEDAT) and
<organization name>**

WAEDAT's purpose: To attract Jordanian women entrepreneurs into the private sector, provide them with the tools they need to succeed in business, and thereby encourage other women to do the same while significantly contributing to the economy.

<Organization Name>'s purpose: <state purpose>.

Women's Access to Entrepreneurship Development and Training (WAEDAT) and <Organization Name> agree to enter into a partnership with the following guidelines. WAEDAT and <Organization Name> will work together as defined below in order to better serve their communities and to streamline their efforts.

This is not a legally binding contract and can be changed or terminated by either party at any time with written notification.

WAEDAT agrees to

- distribute <Organization Name>'s literature and materials to WAEDAT participants,
- refer participants and graduates to <Organization's Name> for membership or assistance,
- promote <Organization's Name> events,
- present <Organization's Name> members with information about WAEDAT's services, events and entrepreneurship,
- encourage WAEDAT graduates to patronize <Organization's Name>'s businesses.

<Organization Name> agrees to

- provide WAEDAT's graduates with a 50% membership fee reduction for the first year of membership,
- promote WAEDAT by distributing WAEDAT literature and materials to its members,
- refer its members interested in expanding their businesses to WAEDAT,
- speak to WAEDAT participants and graduates about the services it provides at WAEDAT events.

- provide contact information and / or facilitate meetings with other community associations,
- encourage members to patronize WAEDAT businesses,
- provide networking opportunities for WAEDAT graduates,
- assist WAEDAT facilitate contracts for its graduates with <Organization's Name> members by capitalizing on its position in the community

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A Memorandum of Understanding between
Women’s Access to Entrepreneurship Development and Training (WAEDAT) and
<Organization Name> - continued

WAEDAT and <Organization Name> agree to

- inform each other of relevant community events,
 - meet on a semi-annual basis to discuss this partnership and new opportunities to work in cooperation with one another.
-

WAEDAT Contact Information

Contact:
Position:
Telephone:
Email:
Fax:

<Organization Name> Contact Information

Contact:
Position:
Telephone:
Email:
Fax:

Signed
WAEDAT

<Organization Name>

Signature

Signature

Printed Name

Printed Name

Position

Position

Date

Date

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Women's Access to Entrepreneurship Development and Training Program WAEDAT
Tracking Form

No.

Applicant Name _____

Application Date _____

Pre-Screened

Date

Action taken

Referred (Specify)

Interviewed Scheduled

Date:

Interview

Accepted for training dates

Referred (Specify)

Registered **Received Payment** **Date:** _____
 Received Partnership Agreement **Date:** _____

Core Training **Completed** **Date:** _____
 Did Not Complete (Explain) _____

Advisory Sevices **1st Session** **Advisor:** _____
Date: _____
 Advisor report
Comments: _____

 2nd Session **Advisor:** _____
Date: _____
 Advisor Report
Comments: _____

Special Events **1 st Specify** _____ **Date:** _____

2nd Specify _____ **Date:** _____

Sub- Sector Training **Completed**
 Did not Complete (Explain)

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Graduate **Yes** **Date** _____
 No **Explain** _____

Post-Graduation Services

<input type="checkbox"/>	Specify	_____	Date	_____
<input type="checkbox"/>	Specify	_____	Date	_____
<input type="checkbox"/>	Specify	_____	Date	_____
<input type="checkbox"/>	Specify	_____	Date	_____
<input type="checkbox"/>	Specify	_____	Date	_____
<input type="checkbox"/>	Specify	_____	Date	_____

Mentor Name: _____

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