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# MADABA TOURISM ASSOCIATION STRATEGIC PLANS

**11 May 2006**

This publication was produced by Susan S. Stratton through the USAID/Jordan Tourism Development Project.

This publication was made possible through support provided by the U.S. Agency for International Development, under the terms of Award No. PCI-I-98-00015-00 and Task No. PCE-I-21-98=00015-00. The opinions expressed herein are those of the author and do not necessarily reflect the views of the U.S. Agency for International Development or the United States Government and Chemonics International.

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## ACRONYMS

ACOR	American Center for Oriental Research
ASEZA	Aqaba Special Economic Zone Authority
BDS	Business Development Services
BOD	Board of Directors
CBO	Community Based Organization
CoE	Centers of Excellence
DCA	Development Credit Authority
DoA	Department of Antiquities
GDA	Global Development Alliance
GOJ	Government of Jordan
JAU	Jordan Applied University
JHA	Jordan Hotel Association
JHTEC	Jordan Hospitality and Tourism Education Company
JITOA	Jordan Inbound Tour Operators Association
MBR	Market Based Representatives
M&E	Monitoring and Evaluation
MICE	Meetings, incentives, conferences and exhibitions
MFI	Microfinance Institution
MOE	Ministry of Education
MoTA	Ministry of Tourism and Antiquities
MSME	Medium and Small Micro Enterprises
NGO	Non-Governmental Organization
PNT	Petra National Trust
PSP	Private Sector Participation
RSCN	Royal Society for the Conservation of Nature
SAVE	Scientific, academic, volunteer and educational
SIU	Strategy Implementation Unit
SSC	Strategy Steering Committee
TA	Tourism Associations
TOT	Institutional of Trainers
TSA	Tourism Satellite Account
USAID	United States Agency for International Development

## Executive Summary

### Purpose:

The purpose of this project was to develop a draft business outline and strategy with the founding members of the Madaba Tourism Association.

### Activities:

The consultant met with the following individuals from SIYAHA to fully understand the scope of work:

Ibrahim Osta, Chief of Party, SIYAHA-Jordan Tourism Project/ USAID

Shukri Halaby, Product Development Component Leader

Rawan, Ababneh, Tourism Specialist, Component 2

The consultant met with the following founding members of the Madaba Tourism Association:

11 April 2006 Meeting:

Azzam Shweihat,, General Manager of NCR, Amman; resident of Madaba

Waddah Jumean, Managing Partner of Haret Jdoudna, Madaba

Charl Twal, Owner, Mariam Hotel, Madaba

Siyaha Project Members: Shukri Halaby, Rawan Ababneh

16 April 2006 Meeting:

Bassam Al-Twal. Former chairman of Rotary International, R.C. Amman Jordan River

George Issa Iskandar, Ministry of Tourism & Antiquities/Director, Domestic Tourism

Directorate

Siyaha Staff Members: Rawan Ababneh, Randa Qunsol

During the 11 April Meeting, the participants brainstormed the primary structure of the Madaba Tourism Association. The decisions made are summarized in Section 2.0. The scope of the meeting's content included the primary vision and mission, the volunteer and staff structure, the overall financials for the start up organization.

During the 16 April Meeting, a draft of the general structure, plus a strategic plan and work plan was sent in advance to the participants. However, the participants had limited time to review the document, so the meeting time was spent walking through the document. No feedback for changes to the document was received.

### Consultant Observations:

The founding members appear committed to making the Madaba Tourism Association a reality. They truly see the value of the organization and hold high expectations for what it can do in the region for the business community. That said, it will be of utmost importance that these founding members take the lead in encouraging other business owners in the region to participate actively in the volunteer committee structure. This participation will be vital to the success of the effort.

If the volunteer members leave everything to be done by the CEO, the organization will not perform optimally. As a volunteer membership organization start up, it is critical that the all the members actively participate, not only in planning meetings, but also in participation in all scheduled events and exerting some peer pressure on the other business owners in the community to get involved.

# 1 Vision, Mission, General Structure

## Madaba Tourist Association “MTA”

### Vision

Madaba as a regional and international tourist destination.

### Mission

MTA is a not-for-profit voluntary membership, business association focused on:

- Improving the tourism sector of Madaba through co- petition, networking, training and advocacy.
- Promoting Madaba and the nearby tourism attractions as a regional and international tourism destination through creative community coordination and event packaging.
- Encouraging and supporting local tourist sector contribution to achieving the vision of the Madaba tourism strategy.

### Identity

The premium association catering to tourism in Madaba.  
Building awareness, capacity, and community events.

### Strategic Goals

1. Unifying the business community to support and creatively build Madaba as a tourist destination.
2. Developing a coordinated business community approach to tourism in the Madaba and the region.
3. Contributing to the differentiated identity and high quality standards for tourism in Madaba and the region.

### Strategic Impact

Madaba ....

- A center for creative cultural events.
- A tourist destination.
- A hub for other attractions.

### Strategic Priorities 2006-2008

1. Organizational capacity and work towards sustainability based on the four pillars of Membership, Infrastructure, Marketing and Member Services.
2. Community event planning and promotion

**Core Values**

1. When we all put Madaba first, then the business benefits.
2. Madaba is more than a two hours stop on the bus tour.
3. Compete in quality, service and creativity, not price-cutting.
4. Co- petition

**Core Products**

1. Coordinated Community Event Organization and Implementation
2. Public Relations and Promotion for Madaba as a Quality Tourist Destination
3. Advocacy and Public Information for a tourist-ready community
4. Building the capacity of members through training, competitions, and awards

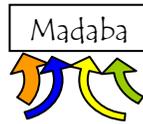
**Membership**

MTA membership will focus on the business community of Madaba, targeting members in the core tourism segments: hotels, restaurants, souvenir shops, small shops and tour guides. Membership will be divided into the following dues categories with the basic package of benefits listed:

Type	Annual Dues in JD	Initial application fee in JD	Member Benefit Package
Corporate memberships (including investors)	1000	25	<ul style="list-style-type: none"> <li>- Business opportunities with members</li> <li>- Public Listing and acknowledgement at all monthly member meetings with a brief opportunity to promote your products.</li> <li>- Basic Signage at Community Events with opportunity for enhanced visibility at community events.</li> </ul>
Business owner (medium size)	100	5	<ul style="list-style-type: none"> <li>- Networking, business opportunities and discount purchasing power with other members</li> <li>- Display Logo for posting at your business.</li> <li>- Opportunities for input into all planned events</li> <li>- Member discounts for capacity building training.</li> <li>- Website listing, description and link to the homepage of your business</li> <li>- Local, regional and internet recognition opportunities for excellence in quality and service.</li> <li>- Opportunities to develop your leadership capacity and recognition by holding position as a Director or Officer of the Board</li> </ul>
Small business owners	50	5	<ul style="list-style-type: none"> <li>- Networking, business opportunities and discount purchasing power with other members</li> <li>- Display Logo for posting at your business.</li> <li>- Opportunities for input into all planned events</li> <li>- Member discounts for capacity building training.</li> <li>- Website listing and description of your business</li> <li>- Local, regional and internet recognition opportunities for excellence in quality and service</li> <li>- Opportunities to develop your leadership capacity and recognition by holding position as a Director or Officer of the Board</li> </ul>
Individuals	25	5	<ul style="list-style-type: none"> <li>- Networking, business opportunities and discount purchasing power with other members</li> <li>- Opportunities for input into all planned events</li> <li>- Opportunities to develop your leadership capacity and recognition by holding position as a Director or Officer of the Board</li> </ul>

**Possible MTA Logo Concept**

All business segments coming together to lift Madaba  
Using mosaic theme.



## 2 Governing Structure

### **Board of Directors:**

**Membership:** 7 representing at least 4 sectors/member segments at any given time.

**Officers:** Chairman, Vice-Chairman, Treasurer, Secretary, Executive Director (non-voting)

### **Board Purpose:**

- To govern the organizational and operational affairs of the Madaba Tourist Association.

### **Board Role and Functions:**

1. Establish and defend the mission and values of the association.
2. Recruit and employ a qualified CEO and monitor the CEO's performance to assure quality and on track performance.
3. Provide moral and professional support to the CEO. (If you delegate a job support the execution but do not interfere or micromanage)
4. Plan for a strong association.
  - Develop and approve bylaws—the rules of engagement between the members and the association.
  - Create a strategic plan and see to it that the plan is reasonably followed.
  - See to it that a business plan is created and reasonably projects the financial year and is reasonably followed.
  - See to it that a comprehensive marketing plan is created and is reasonably followed, including:
    - A member recruitment plan
    - A member retention plan with a meaningful member benefit package.
    - A communications plan
5. Support capital resource development and the generation of sustainable resources.
6. Ensure financial control and planning.
7. Determine and monitor the association's services and activities.
8. Promote and enhance the organization's image.
  - One spokesperson for the association,
  - Clear key messages delivered,
  - Alignment between the brand and the brand experience and action.
9. Review Board performance. You can only improve your own performance if you conduct a self-assessment at least annually.
10. Serve as a Court of Appeals when necessary.

## Volunteer Committees

### Executive Committee:

- Membership includes four officers and the Executive Director
- Purpose:
  - Efficient and effective governance and capacity building of the MTA as an organization.
- Functions:
  - High level planning and strategizing for organizational capacity building
  - Monitoring and performance appraisal of and operational support to Executive Director
  - Interim decision-making required between formal board meetings.

### Membership Committee:

- **Membership:** 5-7 members, chaired by a Board Officer, with at-large membership representing diverse sectors.
- **Purpose:** Actively package and plan for membership recruitment, engagement, and retention, track progress and respond to gaps in all membership functions.
- **Functions:** Work in coordination with the Membership Officer to
  - Analyze and target new members for priority recruiting.
  - Develop creative and relevant member benefits and services concepts.
  - Develop key messages to recruit in various sectors.
  - Track and analyze membership recruitment, retention and growth by tourism sector
  - Actively participate in recruiting new members and assuring dues payment of those recruited.
  - Actively participate in encouraging members to participate in MTA.
  - Make introductions for the Membership Officer to recruit new members.

### Events Committee:

**Membership:** 5-7 Members, chaired by a Board officer, with at-large membership representing diverse sectors.

#### **Purpose:**

- Plan and organize community events for tourists and see to it that appropriate and relevant promotion and quality are present in each MTA event implementation.

#### **Function:**

- Determine and schedule themed events.
- Develop plans for creating awareness within MTA, capacity building in the members and the at-large community of Madaba to meet the quality and service needs for the event.
- Organize the events, including recruiting the human resources for the event.
- Communicate with the Marketing Committee about relevant event concepts and details.
- Implement the event.

**Marketing/PR Committee:**

**Membership:** 5-7 Members, chaired by a Board member, with at-large membership representing diverse sectors.

**Purpose:**

- To conceptually plan external communication tools for specific community events
- To plan, develop and implement internal communication tools for membership events.

**Functions:**

- Work in coordination with the Events Committee to identify the target markets and promotional vehicles for attracting tourists
- Work in coordination with outsourced PR/graphic design firms for appropriate and relevant marketing materials and communication plan for each community event.
- Evaluate the effectiveness of event promotion campaigns and continuously improve the process to optimize effectiveness.
- Develop a systematic process to build community and unify the MTA members toward a common goal, keep members informed of MTA activities, needs for engagement and successes.
- See to it that the internal communication with members is systematically carried out with at large membership representing diverse sectors.
- Work with the Business Development and Training Committee to create public and meaningful recognition in the community to build the spirit of pride and cooperation in the business community.

**Advocacy Committee:**

**Membership:** 5-7 Members, chaired by a Board officer, with at-large membership representing diverse sectors.

**Purpose:**

- Remove barriers that are imposed by the local, regional and national ministries that impact the tourist experience in Madaba and inhibit entrepreneurialism in the tourist sectors of Madaba.

**Function:**

- Prioritize concerns that need to be addressed by the ministries
- Strategize a plan to lobby for relief or change in the regulations.
- Make contacts on behalf of MTA to persuade ministers to address concerns in favor of the tourist sector.

**Business Development and Training Committee:**

**Membership:** 5-7 members, chaired by a Board member with at large membership representing diverse sectors.

**Purpose:**

- Build the capacity of the membership toward the mission of the Madaba Tourism Strategy.

**Function:**

- Prioritize need and plan four education events each year for the membership.

- Prioritize need and develop themed campaigns to address the capacity building of the member businesses, i.e. Clean Up Madaba campaign or Creative Display Campaign.
- Plan competitions, set criteria for awards and conduct award ceremonies to develop the capacity building in the community, i.e. Most improved business, best customer service, cleanest shop, etc.
- Work with the Marketing/Communications Committee to develop meaningful recognition in the community to build the spirit of pride and competition in the business community.

**Other ad-hoc as needed or desired:** i.e. Tour guide incentive committee.

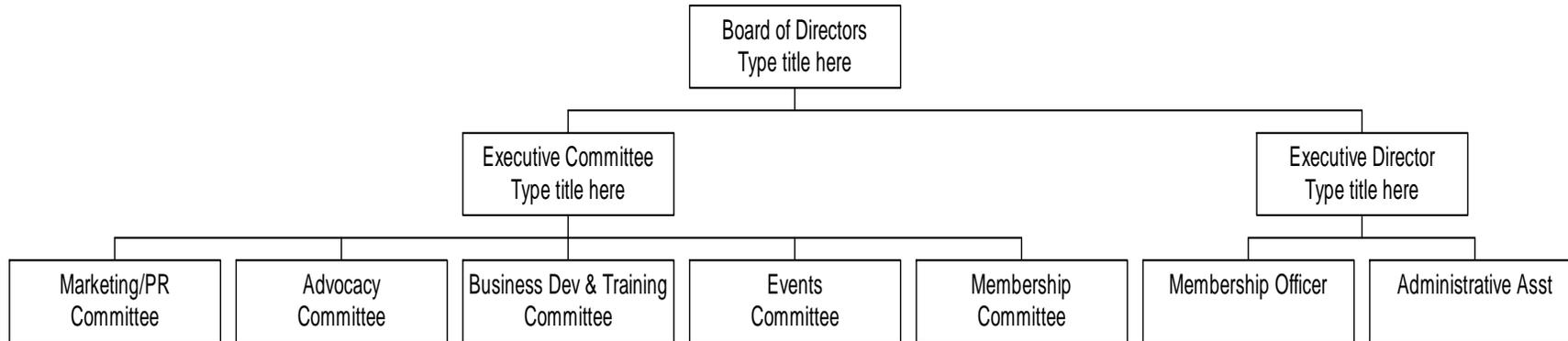
### **Operational Staffing Structure**

- **CEO**, titled Executive Director
- Membership Officer
- Administrative Assistant

2007- Add Event Coordinator

2008-Add Marketing Specialist

### Madaba Tourist Association Organizational Chart



## **Annex A: Job Descriptions**

***Job Description of the Chairman of the Board***

- This position is a volunteer position, elected by the General Assembly annually.
- The chair is accountable to and reports to the general assembly of the membership (the owners).
- The chair serves as the principal officer of the association, tending to the governing function at all times and occasionally stepping into the management function until a capable CEO is hired.
- The Chairman:
  - Provides leadership to the Board and among the membership.
  - Chairs Board meetings after determining the agenda with the Board and the CEO.
  - Facilitates the Board's role in strategic planning.
  - In consultation with the CEO, appoints chairs of all committees and working groups.
  - Serves as a committee member and attends committee meetings as determined by the Board.
  - Helps guide the Board with respect to the associations' policies, priorities and concerns.
  - Reviews with the CEO issues of concern to the Board.
  - Monitors financial planning and financial reports.
  - Plays a leading role in promotional and capital resource development activities.
  - With the Board, evaluates the CEO.
  - With the Board, evaluates Board performance in achieving its work.
  - Performs other duties as assigned by the Board.

## *Job Description of the CEO*

**Title :** Chief Executive Officer

**Reports to :** Board of Directors

**Academic Qualifications :** University Graduate in Business Administration, Management, Psychology, or related field.

**Position Requirements:**

- Excellent, articulate, personable and diplomatic communication skills.
- Strong verbal and written communication skills in English and Arabic.
- A high energy, people person who can motivate, manage and inspire volunteers.
- Appreciation and value for technology use to organize data associated with membership development and event management.
- Ability to hire, manage and motivate competent office staff.
- Ability to plan, problem-solve, and skillfully communicate in a group process setting.
- Financial management skill.
- Ability to multi-task and work independently, efficiently under deadlines.
- Ability to write and edit promotional copy and business correspondence.
- Ability to write grant applications is highly desirable.
- Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.
- A positive team-player attitude.

**Accountabilities:**

1. Planning and securing memberships to the association, supported by the Board or a membership committee.
2. Planning and follow up on the delivery of services to members
3. Managing day to day activities of the association
4. Follow up on all administrative and financial issues of the association
5. Reporting to the Board of Directors on the performance of the association
6. Facilitating communication between committees and the Board.
7. Addressing and resolving emerging conflicts between the association and stakeholders and facilitating solutions that occur among members.
8. Communicating with external stakeholders and existing members.

**Responsibilities:**

1. Develop the draft business plan goals and strategies, covering the next financial year, inside the parameters defined in the strategic plan for Board input and approval.
2. Prepare an annual plan of work that defines the activities to be performed during the year based on the Strategic Plan and Business Plan, including a membership recruitment plan and a membership retention plan.
3. Implement the plan, reporting the current status to the Board on a regular basis and in a comprehensive way.
4. Follow up on the execution of events and activities as planned.
5. Develop a systematic way to communicate with the members and keep decision-making transparent, i.e. newsletter.
6. Liaison with other organizations and business entities in joint activities
7. Contact all other similar tourism associations on regular basis to be aware of their activities and plans
8. Contact local and international funding organizations in order to get aids and assistants for the association to conduct certain activities
9. Organize and attend meetings of the various committees and prepare minutes of the meetings
10. Follow up on the execution of all committee decisions taken during the meetings
11. Measure members' satisfaction on an annual basis
12. Report to the board on all association activities
13. Supervise the activities of the administrative assistant and other employees hired to assure effective performance and assure all employees have the training they need to do their job well.
14. Conduct employee performance appraisals.
15. Spearhead the technology management inside the organization, including database development.
16. Oversee the Membership Recruitment and Retention function, supporting the Membership Officer in identifying and targeting new potential members to the association.
17. Participate in securing corporate members to join the association as projected in the yearly plan.

### ***Job Description of the Membership Officer***

**Title :** Membership Officer

**Reports to:** CEO, but provides activity reports to the Membership Committee.

**Position Requirements:**

- **Academic Qualifications :** University Graduate in Marketing, Communication Arts, or Psychology
- A high energy, people person who can close sales.
- Strong verbal and written communication skills in English and Arabic, including an excellent telephone manner.
- Ability to multi-task and work independently, efficiently under deadlines.
- Ability to write and edit promotional copy and business correspondence.
- Excellent, articulate, personable and diplomatic customer service skills.
- Proficiency in computer database technology is highly desirable.
- Proficiency in MS Office (Word, Excel, PowerPoint) is desirable.
- A positive team-player attitude.

**General Description of Duties:**

Marketing management and field sales to recruit, engage, retain and grow the membership of the Madaba Tourist Association. This position has significant face to face, interpersonal interaction with prospective members. The Membership Officer is responsible for the programs, practices, and processes that generates approximately 50% or more of the association's income.

**Accountabilities:**

1. Achieving the membership recruitment and retention goals approved by the Board.
2. Seeing to it that the members engage with the association and participate in association-sponsored events to assure retention.

**Specific Responsibilities:**

1. Develop a membership recruitment and retention plan.
2. Implement the plan, and keep the CEO informed of the current status of recruitment on a regular basis and in a comprehensive way.
3. Develop a prospective member database, identifying and targeting new potential members to the association.
4. Meet with potential members in their places of business or in their neighborhoods.
5. Contact and secure individual and corporate members to join the association as projected in the yearly plan.
6. Converts prospective members into active and engaged members.
7. Attend membership meetings and the Membership Committee meetings.
8. Create a method to collect and organize data and contact information on each prospective member and existing member (database)
9. Create communication tools to invite and inform prospective members on the work of the association.

10. See to it that a membership application and other membership marketing tools are available for active recruitment.
11. Engage the Membership Committee to participate in the recruitment of their circle of friends and family who are eligible for membership.
12. See to it that member dues are paid and/or collected in a timely manner.

*Job Description of the Administrative Assistant*

**Title: Administrative Assistant**

**Reports to: the CEO**

**Position Requirements:**

- Highly organized and efficient.
- Excellent, articulate, personable and diplomatic customer service skills.
- Strong verbal and written communication skills in English and Arabic, including an excellent telephone manner.
- Ability to multi-task and work independently and efficiently under deadlines.
- Ability to assess what needs to get done for successful meetings and events and the energy to complete those tasks or communicate the needs to the responsible parties.
- Ability to write business correspondence.
- Proficiency in computer database technology is highly desirable.
- Proficiency in MS Word is required. Knowledge of other MS Office programs, i.e. Outlook, Excel, PowerPoint is desirable.
- A positive team-player attitude.

**General Description of Duties:**

Office support to the CEO and the Membership Officer.

**Accountabilities:**

A smooth running headquarters for Madaba Tourist Association administration and membership participation.

**Specific Responsibilities:**

1. Receptionist and administrative assistant to the CEO and Membership Officer.
2. Clerical and telephone support to both the CEO and Membership Officer.
3. Assistance in event planning.
4. Preparation and production of materials for board and committee meetings, as well as membership meetings and events.
5. Office hospitality.

## **Annex B: Financial Projections**

## Financial Projections –Association Start Up

### Expected expenses:

	Monthly		Annually
<b>Capital expenses</b>			
Computers (5)	5,000 JD	2 additional computers for membership use.	
Fax, printer and copier	1,500 JD		
Furniture	1,500 JD		
Web site development	5,000 JD	Consultancy	
Branding-logo development	5,000 JD	Consultancy	
<b>Subtotal</b>	<b>18,000 JD</b>		<b>18,000 JD</b>
<b>Running Expenses</b>			
Salaries:			
CEO	1,000 JD		12,000 JD
Membership officer	600 JD	Inclusive of commission by targets (on retention and new members)	7,200 JD
Office manager	250 JD		3,000 JD
Incentives	TBD	2.5% of revenue 2006 – 854 JD projected 2007 – 1016 JD projected 2008 – 1268 JD projected	
Facilities			
Office space	150 JD		1,800 JD
Expenses (elec., water, comm., including web site maintenance)	400 JD		4,800 JD
Image			
Stationery	100 JD first month	Consultancy	5,000 JD
Event Posters & Flyers	150 JD	.	500 JD
Member brochures			1,800 JD
<b>Subtotal</b>	<b>2,650 JD per month</b>		<b>500 JD</b>
			<b>34,250 JD</b>

<b>Program Budgets</b>		
PR expenses and events: Awareness, outreach events, networking, membership input and feedback, focus groups and neighborhood groups with events.	20 events, x 150 JD per event.	3,000 JD Per year
Develop communication plan	Consultancy	3,000 JD Per year
Develop collateral	Brochures, business cards, stationary	2,000 JD Per year
Training programs	Four trainings per year, budget for 20 trainees per session, 1000 JD.	4,000 JD Per year
Training for the association members		2,000 JD Per year
Newsletter on Madaba	Electronic and hard copy, cost be recovered from adverts.	2,000 JD Per year
Retreat for the board	Annual event	2,000 JD per year
Market studies and strategic studies		5,000 JD per year
Events management company	Based in Madaba if possible, and to work with association to build capacity of the association	5,000 JD per year
Cultural events, activities, festivals	Marketing expenses Implementation requirement Sponsorships will be sought on each event (five events)	10,000 JD 10,000 JD
<b><i>Subtotal</i></b>		<b><i>48,000 JD</i></b>
<b><i>Total Annual Expenses, not including Capital Expenses</i></b>		<b><i>82,250 JD Annually</i></b>

**Expected Revenue**

	<b>2006</b>	<b>2007</b>	<b>2008</b>
# Members – Start	0	185	268
# Members – End Yr	205	335	418
90% Retention Rate			
<b>Start Up Donations</b>	10,000 JD per year	--	--
<b>Member Dues</b>	<b>16,125 JD</b>	<b>22245 JD</b>	<b>28470 JD</b>
Corporate members 1000 + 25 JD	5,125 JD (5)	5000JD Renew (5) +1025 JD New (1)	6000JD Renew (6) + 1025 JD New (1)
Business owners 100 + 5 JD	5,250 JD (50)	4500 JD Renew (45) +2100 JD New (20)	5800 JD Renew (58) +2625 JD New (25)
Small business owners 50 + 5 JD	2,750 JD (50)	2250 JD Renew (45) +2750 New (50)	4250 JD Renew (85) +2750 JD New (50)
Individuals 25 + 5 JD	3,000 JD (100)	2250 JD Renew (90) +2370 New (79)	3800 JD Renew (152) +2220 JD New (74)
<b>Membership Fees</b>	<b>8060 JD</b>	<b>18400 JD</b>	<b>21080 JD</b>
• 10 JD/member mtg	1500 JD – 2 events w 30 ppl	4000 JD– 4 events w 40 ppl	5000 JD-4 events w 50 ppl
• 25 JD/training events	6560 JD –7 mtgs w 80% participation of membership prorated	14400JD-12 mtgs w 60% participation	16080 JD-12 mtgs w 50% participation
Sponsorships, Grants & Fundraising	TBD	TBD	TBD
<b>Total Revenue</b>	<b>34185 JD</b>	<b>40645 JD</b>	<b>49550 JD</b>
<b>Incentive Pay @ 2.5% of revenue</b>	<b>854.625</b>	<b>1016.125</b>	<b>1238.75</b>

**Starting Capital and Donations:**

- 10,000 JDs anticipated from families, Jordan Tourism Board, and corporate sponsors.

Dues should be approximately 40-60% of the total revenue stream

## **Annex C: Strategic Plan Document**

## 2006-2008 Strategic Plan and Objectives

### Madaba Tourist Mission:

1. Increase number of visitors to Madaba,
2. Optimize the tourist experience and increase business transactions,
3. Increase tourist (per wallet) spending in Madaba.

### Overall Goals for the Madaba Tourist Association:

1. Unifying the business community to support and creatively build Madaba as a tourist destination.
2. Developing a coordinated business community approach to tourism in the Madaba and the region.
3. Contributing to the differentiated identity and high quality standards for tourism in Madaba and the region.

Strategic Goals	Objectives	Strategies	2006 Goals	2007 Goals	2008 Goals
<b>1.0 Membership</b>					
A thriving and unified community of local members from diverse tourist sectors operating in Madaba.	1.1 Strategically position the association in its documentation	1.1.1 Complete initial organizational planning	Define strategic plan, business plan, bylaws, governance structure, and staffing structure		
	1.2 Calibrate the member dues rate and member benefit package to attract the target audience; provide an attractive member benefit package that provides win/win value for members	1.2.1 Develop a member benefit package that members will value and buy into	Develop a segmented member benefit package design Define concept for a member network discount package		
	1.3 Recruit enough members in diverse tourism sectors to establish depth, awareness and commitment throughout the whole community.	1.3.1 Recruit 200 members	2006 Recruit	2007 Retain	2008 Retain
		<ul style="list-style-type: none"> <li>• five corporate members,</li> <li>• 50 business owners</li> <li>• 50 small business owners</li> <li>• 100 individuals</li> </ul>	90% members + 150 new members	90% members + 150 new members	

	<p>1.4 Engage existing membership to achieve 90% retention rate into 2<sup>nd</sup> &amp; 3<sup>rd</sup> yrs.</p>	<p>1.4.1 Assure members are in the communication loop, actually intercepting messages sent by MTA. 1.4.2. Assure members fully participate in contributing to the efforts of the MTA. 1.4.3. Assure members are getting value for their investment in membership.</p>	<p>Develop and implement a member communication plan and participation tracking to keep people involved in the loop of MTA communication and activities.</p>	<p>7 member meetings with 80% participation</p>	<p>12 member meetings w 60% of members</p>	<p>12 member meetings w 50% of members</p>
<p><b>2.0 Management &amp; Administration</b> Establish organizational capacity to achieve operational plans</p>	<p>2.1 Hire a competent and qualified CEO.</p>	<p>Define criteria and qualifications, advertise and hire the right person. 2.2.2 Hire and orient necessary support staff.</p>	<p>Hire qualified CEO.  Delegate new CEO to hire admin asst and membership officer  Orient and train CEO and staff in mission and plans of the MTA</p>	<p>CEO + 3 staff (add event coordinator)</p>	<p>CEO + 4 staff (add marketing coordinator)</p>	
<p>3.0 <b>Marketing/Communication</b> Community awareness and engagement in the development of Madaba as a tourist destination</p>	<p>3.1.1. Activity based on a comprehensive and coordinated marketing/communications plan.</p>	<p>3.1.1. Develop a comprehensive marketing/communications plan, that includes brand, a systematic promotional process inside the tourism sector, external promotional approach for Madaba and its events, and an internal communications process for the members. 3.1.2. High-profile local launch of MTA</p>	<p>Outsource marketing, communication and branding development  Plan and implement event</p>	<p>Review and update plan  Annual Meeting</p>	<p>Annual Meeting</p>	

		3.1.3. Board member visits to corporate members, investors and relevant governmental officials.	Plan, target and implement plan		
		3.1.5 Community/ Membership meetings that deliver information about the MTA mission and opportunities for participation, as well as capacity building.	12 meetings annually (See above)		
		3.1.6 Development of high-profile campaigns and competitions impacting diverse sectors that lift quality and service in the community tourism sector.	2006 Launch two campaigns	2007 Launch 2 campaigns	2008 Launch 2 campaigns
	3.2 Full community support and commitment to MTA's mission	3.2.1 Develop a tracking process of member, sector, and community participation in the community events, evaluate and target awareness activity to sectors not participating.	Ongoing	Ongoing	Ongoing
Public awareness that Madaba is a quality Jordanian tourist experience and a "must experience" while visiting Jordan.	3.3 Develop external promotion and communication vehicles for independent tourists and tour development by tour operators	3.3.1 Develop and launch website relevant to the external need and internal use of the internet.	Launch website	Upgrade website	Review and upgrade website

**4.0 Advocacy**

Local municipality ministries support tourism development needs.

4.1 The ministries remove barriers to business owner entrepreneurialism and tourist convenience and experience

4.1.1. Form an advocacy committee to define priorities, advocacy strategies, and implementation of those strategies.

Appoint an advocacy committee to carry on the work.

Ongoing

Ongoing

**5.0 Education**

Systematic education to enhance the business management, quality, or service

5.1 Capacity-building of members to manage their business interests to optimize tourist time and spending in their establishments.

5.1.1. Conduct 4 business improvement seminars annually that will contribute to the management and quality capacity of the members.

2 events in 2006 with 30 people each

4 events with 40 people each

4 events with 50 people each

**6.0 Community Events**

High quality, well publicized and diverse community events in alignment with and contributing to the “Madaba brand.”

6.1. Plan, promote and carry out a regular basis successful community events to attract tourist groups to Madaba.

Conduct a minimum of 3 successful events in 2006, i.e.

3 themed events for implementation in 2006, that involve diverse sectors of the tourism industry.

6 themed events

12 themed events

## **Annex D: Comprehensive Work Plan Schedule**

## **2006 Work Plan**

### **Madaba Tourist Mission:**

1. Increase number of visitors to Madaba,
2. Optimize the tourist experience and increase business transactions,
3. Increase tourist (per wallet) spending in Madaba.

**Madaba Tourist Association Goals:**

1. Unifying the business community to support and creatively build Madaba as a tourist destination.
2. Developing a coordinated business community approach to tourism in the Madaba and the region.
3. Contributing to the differentiated identity and high quality standards for tourism in Madaba and the region.

Strategic Goals	Objectives	Strategies	Specific Goals	Timeline	Person/Entity Responsible			
<b>1.0 Membership</b> A thriving and unified community of local members from diverse tourist sectors operating in Madaba.	1.1 Position the association	1.1.1 Complete initial infrastructural planning	Create and approve strategic plan	May 2	Board & Siyaha			
			Create business plan	May 2	Siyaha			
			Define and approve bylaws, including how members will be approved for membership, i.e. automatic with application and payment submission OR approved by Board, then payment due?	June 1	Board with Siyaha assistance			
			Develop a communications plan with key messages to recruit charter members.	June 1	Outsource to communications specialist			
			Develop a membership packet.	June 1	Membership Committee			
			Develop website	Aug 1	Outsource to communications specialist			
			Develop a segmented member benefit package design	May 2	Membership Committee with TA from Siyaha			
			Define concept for a member network discount package	June 1	Membership Committee with TA from Siyaha			
			1.2 Calibrate the member dues rate and member benefit package to attract the target audience; provide an attractive member benefit package that provides win/win value for members	1.2.1 Develop a member benefit package that members will value and buy into				

1.3 Recruit enough members in diverse tourism sectors to establish depth, awareness and commitment throughout the whole community.	1.3.1 Recruit 200 members -1 <sup>st</sup> yr	Appoint a membership committee	May 2	Board
		Develop membership recruitment kit, defining reasons why to join MTA, benefits and value to the members, a list of the benefit package and an application for membership.	May 15	Membership Committee with TA from Siyaha
		Develop a targeted recruitment plan for membership recruitment by sector and by member category, including the top 10 of whom to recruit and which members will commit to recruiting.	May 15	Membership Committee with TA from Siyaha
		Implement and monitor progress on the plan, using the membership recruitment kit.	June 1 + ongoing	CEO
		Conduct neighborhood visits with the business owners	June 1	CEO/Membership Officer

	1.4 Engage existing membership to achieve 90% retention rate into 2 <sup>nd</sup> & 3 <sup>rd</sup> yrs.	1.4.1 Assure members are in the communication loop, actually intercepting messages sent by MTA. 1.4.2. Assure members fully participate in contributing to the efforts of the MTA. 1.4.3. Assure members are getting value for their investment in membership.	Develop a member communication plan and participation tracking to keep people involved in the loop of MTA communication and activities.	Aug 1	Membership Committee & Membership Officer
			Implement the plan	Sept 1 + Ongoing	Membership Officer
			Design and plan monthly membership meetings to create awareness and build capacity in the minds, hearts and wallets of the members.	June 1	Membership Committee /CEO
<b>2.0 Management &amp; Administration</b> Establish organizational capacity to achieve operational plans	2.1 Hire a competent and qualified CEO.	2.1.1.	Define job description and desired qualities.	April 25	Ad Hoc Personnel Committee
			Define criteria for selection.	April 25	Ad Hoc Personnel Committee
			Develop advertisement to attract candidates.	April 25	Ad Hoc Personnel Committee
			Advertise the position in key markets.	April 25-May 10	Ad Hoc Personnel Committee
			Interview candidates and evaluate merits against the criteria established.	May 15	Ad Hoc Personnel Committee/Board
			Hire qualified CEO.	May 31	Board

	2.2 Establish a functional office	2.2.1. Find appropriate office space, furnish and equip appropriately	Locate and contract for appropriate office space Order and obtain computer, fax and telephone equipment and initial office supplies Purchase contact management and accounting software	May 31 May 31 May 15	Ad Hoc Facilities Committee Ad Hoc Facilities Committee Ad Hoc Facilities Committee
		2.2.2 Hire and orient necessary support staff.	Delegate new CEO to hire admin asst and membership officer Orient and train CEO in basics of association mgmt and mission and plans of the MTA Orient and train staff in mission and plans of the MTA	June 15 June 10	Board Siyaha/CEO CEO
3.0 <b>Marketing/Communication</b>	Community awareness and engagement in the development of Madaba as a tourist destination	3.1.1. Activity based on a comprehensive and coordinated marketing/communications plan.	3.1.1. Develop a comprehensive marketing/communications plan, that includes brand, a systematic promotional process inside the tourism sector, external promotional approach for Madaba and its events, and an internal communications process for the members.	May 1	Outsource to Communication Specialist
		3.1.2. Public launch of MTA	Plan event including venue, message and image.	Apr 16	Founding Members with Siyaha TA

	Plan and implement method of effective promotion inside the business community	Apr 25	Founding Members
	Plan and prepare what materials will be distributed to interested parties.	Apr 25	Founding Members with Siyaha TA
	Implement event	May 2	
	Develop press release and arrange for local media coverage	Apr 30	Siyaha TA
3.1.3. Board member visits to corporate members, investors and relevant governmental officials.	Develop a target list for contacts and who should contact them	June 1 – June 30	Membership Committee
	Develop key messages and materials		Membership Committee
	Implement plan		Board members
3.1.4 Systematic neighborhood recruitment visits to small business and individual members.	Develop prioritized list of key neighborhoods, based on the walking tour development, merchant and business neighborhoods with a defined schedule for visits	June 1- June 30	CEO/Membership Officer
	Develop a promotional plan and key messages and materials to be delivered in the neighborhood meetings/visits.		CEO/Membership Officer
	Implement the system		CEO/Membership Officer
3.1.5 Community/ Membership meetings that deliver information about the MTA mission and opportunities for participation, as well as	Develop program plan for the first membership meeting, including a draft schedule of meeting days and times for the next six months.	June 1	Membership Committee

	capacity building.	Develop effective promotional approach for to attract at least 90% participation from local members.	June 1	Membership/Marketing Committee
		Implement promotional plan	June 2-15	Marketing Committee
		Conduct meeting	June 15	Membership Committee/Board
	3.1.6 Development of high-profile campaigns and competitions impacting diverse sectors that lift quality and service in the community tourism sector.	Brainstorm and prioritize the list of issues that need to be addressed, i.e. cleanup Madaba campaign with possible contest for the most improved member shop.	Ongoing w launch in fall 2006	Business Development & Training Committee
		Create a systematic schedule for the campaigns to coincide with Madaba tourism developments: 2 annually		Business Development & Training Committee
		Develop and implement a communications and promotional plan for each event, creating high profile community awareness.		Business Development & Training Committee/CEO
		Systematically implement the campaigns		CEO
3.2 Full community support and commitment to MTA's mission	3.2.1 Develop a tracking process of member, sector, and community participation in the community events, evaluate and target awareness activity to sectors not participating.	Obtain and receive training on software that will allow for tracking participation data.	Oct 31	CEO/Membership Officer/Admin
		Define a process for accurate reporting of participation that can sync with the database.	Aug 1	CEO/Membership Officer
		Begin tracking participation as soon as possible.		Membership Officer/ Membership Committee

Public awareness that Madaba is a quality Jordanian tourist experience and a “must experience” while visiting Jordan.	3.3 Develop external promotion and communication vehicles for independent tourists and tour development by tour operators	3.3.1 Develop website relevant to the external need and internal use of the internet.	Analyze participation after each community event to mark baseline participation by sector, note progress and develop increased sector participation. Develop RFP for website development and service.	June 1	Membership Committee  CEO/Marketing & PR Committee
			Contract with local web designer and service provider Establish committee to work with the contractor to determine and shape optimal content and use for the website. Launch website	July 1  Aug 30	CEO  CEO/Marketing-Communications Committee
			Appoint an advocacy committee to carry on the work.		Board
<b>4.0 Advocacy</b> 4.1 Local municipality ministries support tourism development needs.	4.1 The ministries remove barriers to business owner entrepreneurialism and tourist convenience and experience	4.1.1. Form an advocacy committee to define priorities, advocacy strategies, and implementation of those strategies.			

**5.0 Education**

Systematic education to enhance the business management, quality, or service

5.1 Capacity-building of members to manage their business interests to optimize tourist time and spending in their establishments.

5.1.1. Conduct 4 business improvement seminars annually that will contribute to the management and quality capacity of the members.

Establish an Business Development and Training Committee to plan member education events.  
Brainstorm and prioritize program topics that are most needed by business owners in Madaba that contribute to management and quality capacity of members.  
Develop a tentative comprehensive schedule of events for announcement to the membership and implementation  
Create an event plan for each program using the template attached with first event scheduled in the fall, 2006.

May 2

Board

Business Development and Training Committee

June 2

Business Development and Training Committee

Fall 2006 + ongoing

Business Development and Training Committee

**6.0 Community Events**

High quality, well publicized and diverse community events in alignment with and contributing to the “Madaba brand.”

6.1. Plan, promote and carry out a regular basis successful community events to attract tourist groups to Madaba.

6.1.1. Conduct a minimum of 3 successful events in 2006, i.e.

Establish an Events Committee  
Develop 3 themed events for implementation in 2006 that involve diverse sectors of the tourism industry.  
Develop a schedule for implementation of each event for announcement to the membership.  
Develop an internal communications and external promotional plan for each event.

May 2

Board

June 2

Events Committee

June 2

Events Committee

Marketing & PR Committee in coordination with Events Committee

**Annex E: Chronological Work Plan Schedule**

## Annex E, 1 of 6

## Start Up Work Plan by the Month

<b>Date</b>	<b>Task</b>	<b>Responsible Parties</b>	<b>Project Completed</b>
Apr 16	Plan event including venue, message and image.	Founding Members with Siyaha TA	
April 25	Define job description and desired qualities.	Ad Hoc Personnel Committee	
April 25	Define criteria for selection.	Ad Hoc Personnel Committee	
April 25	Develop advertisement to attract candidates.	Ad Hoc Personnel Committee	
April 25- May 10	Advertise the position in key markets.	Ad Hoc Personnel Committee	
Apr 25	Plan and implement method of effective promotion inside the business community	Founding Members	
Apr 25	Plan and prepare what materials will be distributed to interested parties.	Founding Members with Siyaha TA	
Apr 30	Develop press release and arrange for local media coverage	Siyaha TA	
May 1	Develop a comprehensive marketing/communications plan, which includes brand, a systematic promotional process inside the tourism sector, external promotional approach for Madaba and its events, and an internal communications process for the members.	Board/Siyaha: Outsource to Communication Specialist	
May 2	Launch MTA Implement event	Board & Siyaha	
May 2	Create and approve strategic plan	Board & Siyaha	
May 2	Create business plan	Siyaha	
May 2	Develop a segmented member benefit package design	Membership Committee with TA from Siyaha	
May 2	Appoint a membership committee	Board	
May 2	Establish an Business Development and Training Committee to plan member education events.	Board	
May 2	Establish an Events Committee	Board	
May 15	Develop membership recruitment kit, defining reasons why to join MTA, benefits and value to the members, a list of the benefit package and an application for membership.	Membership Committee with TA from Siyaha	

May 15	Develop a targeted recruitment plan for membership recruitment by sector and by member category, including the top 10 of whom to recruit and which members will commit to recruiting.	Membership Committee with TA from Siyaha
May 15	Purchase contact management and accounting software	Ad Hoc Facilities Committee
May 15	Interview candidates and evaluate merits against the criteria established.	Ad Hoc Personnel Committee/Board
May 31	Hire qualified CEO.	Board
May 31	Locate and contract for appropriate office space	Ad Hoc Facilities Committee
May 31	Order and obtain computer, fax and telephone equipment and initial office supplies	Ad Hoc Facilities Committee
June 1	Define and approve bylaws, including how members will be approved for membership, i.e. automatic with application and payment submission OR approved by Board, then payment due?	Board with Siyaha assistance
June 1	Develop a communications plan with key messages to recruit charter members.	Outsource to communications specialist
June 1	Develop a membership packet.	Membership Committee
June 1 + ongoing	Implement and monitor progress on the plan, using the membership recruitment kit.	CEO
June 1	Conduct neighborhood visits with the business owners	CEO/Membership Officer
June 1	Define concept for a member network discount package	Membership Committee with TA from Siyaha
June 1	Design and plan monthly membership meetings to create awareness and build capacity in the minds, hearts and wallets of the members.	Membership Committee /CEO
June 1	Develop program plan for the first membership meeting, including a draft schedule of meeting days and times for the next six months.	Membership Committee
June 1	Develop effective promotional approach for to attract at least 90% participation from local members.	Membership/Marketing Committee
June 1 – June 30	Develop a target list for contacts and who should contact them Develop key messages and materials	Membership Committee
June 1- June 30	Develop prioritized list of key neighborhoods, based on the walking tour development, merchant and business neighborhoods with a defined schedule for visits	CEO/Membership Officer
June 1	Develop RFP for website development and service.	CEO/Marketing & PRCommittee

June 2	Develop a tentative comprehensive schedule of events for announcement to the membership and implementation	Business Development and Training Committee
June 2-15	Implement promotional plan	Marketing Committee
June 2	Develop 3 themed events for implementation in 2006, that involve diverse sectors of the tourism industry.	Events Committee
June 2	Develop a schedule for implementation of each event for announcement to the membership. Develop an internal communications and external promotional plan for each event.	Events Committee Marketing & PR Committee in coordination with Events Committee
June 15	Delegate new CEO to hire admin asst and membership officer	Board
June 15	Conduct meeting	Membership Committee/Board
June 20	Develop a promotional plan and key messages and materials to be delivered in the neighborhood meetings/visits.	CEO/Membership Officer
June 20	Establish committee to work with the contractor to determine and shape optimal content and use for the website.	CEO/Marketing-Communications Committee
July 1	Contract with local web designer and service provider	CEO
July 1	Implement membership recruitment plan	Board members
July 1	Implement the neighborhood promotional plan/membership recruiting system	CEO/Membership Officer
July 20	Appoint an advocacy committee to carry on the work.	Board
July 20 w launch in fall 2006	Brainstorm and prioritize the list of issues that need to be addressed, i.e. cleanup Madaba campaign with possible contest for the most improved member shop.	Business Development & Training Committee
July 20	Create a systematic schedule for the campaigns to coincide with Madaba tourism developments: 2 annually	Business Development & Training Committee
Ongoing	Develop and implement a communications and promotional plan for each event, creating high profile community awareness.	Business Development & Training Committee/CEO
Aug 1	Develop website	CEO: Outsource to communications specialist
Aug 1	Develop a member communication plan and participation tracking to keep people involved in the loop of MTA communication and activities.	Membership Committee & Membership Officer
Aug 1	Define a process for accurate reporting of participation that can sync with the database.	CEO/Membership Officer

Aug 1	Define a process for accurate reporting of participation that can sync with the database.	CEO/Membership Officer
Aug 30	Launch website	
By Sept 1	Begin tracking member participation as soon as possible.	Membership Officer/ Membership Committee
Sept 1 + Ongoing	Implement the membership recruitment plan	Membership Officer
By Sept 1	Begin tracking participation as soon as possible.	Membership Officer/ Membership Committee
Ongoing	Analyze participation after each community event to mark baseline participation by sector, note progress and develop increased sector participation.	Membership Committee
Ongoing	Orient and train staff in mission and plans of the MTA	CEO
Oct 31	Obtain and receive training on software that will allow for tracking participation data.	CEO/Membership Officer/Admin
	Systematically implement the campaigns	CEO
Fall 2006 + ongoing	Create an event plan for each program using the template attached with first event scheduled in the fall, 2006.	Business Development and Training Committee
	Brainstorm and prioritize program topics that are most needed by business owners in Madaba that contribute to management and quality capacity of members.	Business Development and Training Committee

## **Annex F: Work Plan Assignments by Responsible Party**

Annex F, 1 of 7

## Start Up Work Plan by Responsible Party

### Ad Hoc Facilities Committee

May 15	Purchase contact management and accounting software	Ad Hoc Facilities Committee
May 31	Locate and contract for appropriate office space	Ad Hoc Facilities Committee
May 31	Order and obtain computer, fax and telephone equipment and initial office supplies	Ad Hoc Facilities Committee

### Ad Hoc Personnel Committee

April 25	Define job description and desired qualities.	Ad Hoc Personnel Committee
April 25	Define criteria for selection.	Ad Hoc Personnel Committee
April 25	Develop advertisement to attract candidates.	Ad Hoc Personnel Committee
April 25- May 10	Advertise the position in key markets.	Ad Hoc Personnel Committee
May 15	Interview CEO candidates and evaluate merits against the criteria established.	Ad Hoc Personnel Committee/Board

**Founding Members/Board of Directors**

Apr 16	Plan launch event including venue, message and image.	
Apr 25	Plan and prepare what materials will be distributed to interested parties at the launch.	
May 1	Develop a comprehensive marketing/communications plan, that includes brand, a systematic promotional process inside the tourism sector, external promotional approach for Madaba and its events, and an internal communications process for the members.	Board/Siyaha: Outsource to Communication Specialist
May 2	Launch MTA Implement event	Board & Siyaha
May 2	Refine and approve strategic plan	Board
May 2	Appoint a Membership Committee	Board
May 2	Establish an Business Development and Training Committee to plan member education events.	Board
May 2	Establish an Events Committee	Board
May 2	Appoint Marketing & PR Committee	Board
May 15	Interview candidates and evaluate merits against the criteria established.	Ad Hoc Personnel Committee/Board
May 31	Hire qualified CEO.	Board
June 1	Define and approve bylaws, including how members will be approved for membership, i.e. automatic with application and payment submission OR approved by Board, then payment due?	Board with Siyaha assistance
June 15	Delegate new CEO to hire admin asst and membership officer	Board
June 15	Conduct meeting	Membership Committee/Board
July 1	Implement membership recruitment plan	Board members
July 20	Appoint an Advocacy Committee to carry on the work.	Board

## Membership Committee

- **Membership:** 5-7 members, chaired by a Board Officer, with at-large membership representing diverse sectors.
- **Purpose:** Actively package and plan for membership recruitment, engagement, and retention, track progress and respond to gaps in all membership functions.
- **Functions:** Work in coordination with the Membership Officer to
  - Analyze and target new members for priority recruiting.
  - Develop creative and relevant member benefits and services concepts.
  - Develop key messages to recruit in various sectors.
  - Track and analyze membership recruitment, retention and growth by tourism sector
  - Actively participate in recruiting new members and assuring dues payment of those recruited.
  - Actively participate in encouraging members to participate in MTA.
  - Make introductions for the Membership Officer to recruit new members.

May 15	Develop membership recruitment kit, defining reasons why to join MTA, benefits and value to the members, a list of the benefit package and an application for membership.	Membership Committee with TA from Siyaha
May 15	Develop a targeted recruitment plan for membership recruitment by sector and by member category, including the top 10 of whom to recruit and which members will commit to recruiting.	Membership Committee with TA from Siyaha
June 1	Develop a membership packet.	Membership Committee
June 1	Define concept for a member network discount package	Membership Committee with TA from Siyaha
June 1	Design and plan monthly membership meetings to create awareness and build capacity in the minds, hearts and wallets of the members.	Membership Committee /CEO
June 1	Develop program plan for the first membership meeting, including a draft schedule of meeting days and times for the next six months.	Membership Committee
June 1	Develop effective promotional approach for to attract at least 90% participation from local members.	Membership/Marketing Committee
June 1 – 30	Develop a target list for contacts and who should contact them Develop key messages and materials	Membership Committee
Aug 1	Develop a member communication plan and participation tracking to keep people involved in the loop of MTA communication and activities.	Membership Committee & Membership Officer
By Sept 1	Begin tracking member participation as soon as possible.	Membership Officer/ Membership Committee
By Sept 1	Begin tracking participation as soon as possible.	Membership Officer/ Membership Committee
Ongoing	Analyze participation after each community event to mark baseline participation by sector, note progress and develop increased sector participation.	Membership Committee

**Marketing & PR Committee**

**Membership:** 5-7 Members, chaired by a Board member, with at-large membership representing diverse sectors.

**Purpose:**

- To conceptually plan external communication tools for specific community events
- To plan, develop and implement internal communication tools for membership events.

**Functions:**

- Work in coordination with the Events Committee to identify the target markets and promotional vehicles for attracting tourists
- Work in coordination with outsourced PR/graphic design firms for appropriate and relevant marketing materials and communication plan for each community event.
- Evaluate the effectiveness of event promotion campaigns and continuously improve the process to optimize effectiveness.
- Develop a systematic process to build community and unify the MTA members toward a common goal, keep members informed of MTA activities, needs for engagement and successes.
- See to it that the internal communication with members is systematically carried out. with at large membership representing diverse sectors.
- Work with the Business Development and Training Committee to create public and meaningful recognition in the community to build the spirit of pride and coopetition in the business community.

June 1	Develop a communications plan with key messages to recruit charter members.	Outsource to communications specialist
June 1	Develop effective promotional approach for to attract at least 90% participation from local members.	Membership/Marketing Committee
June 1	Develop RFP for website development and service.	CEO/Marketing & PRCommittee
June 2-15	Implement promotional plan	Marketing Committee
After Events Committee Develops Calendar	Develop an internal communications and external promotional plan for each event.	Marketing & PRCommittee in coordination with Events Committee
June 20	Establish committee to work with the contractor to determine and shape optimal content and use for the website.	CEO/Marketing Committee

**Business Development & Training Committee**

**Membership:** 5-7 members, chaired by a Board member with at large membership representing diverse sectors.

**Purpose:**

- Build the capacity of the membership toward the mission of the Madaba Tourism Strategy.

**Function:**

- Prioritize need and plan four education events each year for the membership.
- Prioritize need and develop themed campaigns to address the capacity building of the member businesses, i.e. Clean Up Madaba campaign or Creative Display Campaign.
- Plan competitions, set criteria for awards and conduct award ceremonies to develop the capacity building in the community, i.e. Most improved business, best customer service, cleanest shop, etc.
- Work with the Marketing/Communications Committee to develop meaningful recognition in the community to build the spirit of pride and coo-petition in the business community.

June 2	Develop a tentative comprehensive schedule of events for announcement to the membership and implementation	Business Development and Training Committee
July 20 w launch in fall 2006	Brainstorm and prioritize the list of issues that need to be addressed, i.e. cleanup Madaba campaign with possible contest for the most improved member shop.	Business Development & Training Committee
July 20	Create a systematic schedule for the campaigns to coincide with Madaba tourism developments: 2 annually	Business Development & Training Committee
Ongoing	Develop and implement a communications and promotional plan for each event, creating high profile community awareness.	Business Development & Training Committee/CEO
Fall 2006 +	Create an event plan for each program using the template attached with first event scheduled in the fall, 2006.	Business Development and Training Committee
ongoing	Brainstorm and prioritize program topics that are most needed by business owners in Madaba that contribute to management and quality capacity of members.	Business Development and Training Committee

**Events Committee**

**Membership:** 5-7 Members, chaired by a Board officer, with at-large membership representing diverse sectors.

**Purpose:**

- Plan and organize community events for tourists and see to it that appropriate and relevant promotion and quality are present in each MTA event implementation.

**Function:**

- Determine and schedule themed events.
- Develop plans for creating awareness within MTA, capacity building in the members and the at-large community of Madaba to meet the quality and service needs for the event.
- Organize the events, including recruiting the human resources for the event.
- Communicate with the Marketing Committee about relevant event concepts and details.
- Implement the event.

June 2	Develop 3 themed events for implementation in 2006, that involve diverse sectors of the tourism industry.	Events Committee
June 2	Develop a schedule for implementation of each event for announcement to the membership.	Events Committee
Ongoing	Plan and organize the events that have been scheduled.	Events Committee

### **CEO & Membership Officer**

June 1 + ongoing	Implement and monitor progress on the plan, using the membership recruitment kit.	CEO
June 1	Conduct neighborhood visits with the business owners	CEO/Membership Officer
June 1	Design and plan monthly membership meetings to create awareness and build capacity in the minds, hearts and wallets of the members.	Membership Committee /CEO
June 1-June 30	Develop prioritized list of key neighborhoods, based on the walking tour development, merchant and business neighborhoods with a defined schedule for visits	CEO/Membership Officer
June 1	Develop RFP for website development and service.	CEO/Marketing & PR Committee
June 20	Establish committee to work with the contractor to determine and shape optimal content and use for the website.	CEO/Marketing-Communications Committee
July 1	Contract with local web designer and service provider	CEO
July 1	Implement the neighborhood promotional plan/membership recruiting system	CEO/Membership Officer
Aug 1	Develop website	CEO: Outsource to communications specialist
Aug 1	Develop a member communication plan and participation tracking to keep people involved in the loop of MTA communication and activities.	Membership Committee & Membership Officer
Aug 1	Define a process for accurate reporting of participation that can sync with the database.	CEO/Membership Officer
Aug 1	Define a process for accurate reporting of participation that can sync with the database.	CEO/Membership Officer
Aug 30	Launch website	
By Sept 1	Begin tracking member participation as soon as possible.	Membership Officer/ Membership Committee
Sept 1 + Ongoing	Implement the membership recruitment plan	Membership Officer
By Sept 1	Begin tracking participation as soon as possible.	Membership Officer/ Membership Committee
Ongoing	Analyze participation after each community event to mark baseline participation by sector, note progress and develop increased sector participation.	Membership Committee
	Orient and train staff in mission and plans of the MTA	CEO
Oct 31	Obtain and receive training on software that will allow for tracking participation data. Systematically implement the campaigns	CEO/Membership Officer/Admin CEO
Ongoing	Orient and train staff in mission and plans of the MTA	CEO
Oct 31	Obtain and receive training on software that will allow for tracking participation data. Systematically implement the campaigns	CEO/Membership Officer/Admin CEO