COMMUNICATION STRATEGY
2010-2011
For the Development Zones Commission

September 2010
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COMMUNICATION STRATEGY 2010-2011
For the Development Zones Commission

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Executive Summary

The purpose of this presentation is to set the guidelines & strategy for the Development Zones Commission’s communication on both external & internal levels.

From an external perspective, the purpose of this strategy is to communicate DZC’s brand, potential, and opportunities on a local & regional level for the years 2010-2011 through PR, advertising, social media and direct marketing.

From an internal perspective, this strategy aims to train employees to become the brand ambassadors to the outside world and have a better two way communication flow between employees and management. Equally important is to set the guidelines & polices for the communications and media division (C&M), when faced with activities such as training and PR events, campaigns, and press conferences.
Section I

PURPOSE AND FOCUS

Purpose and Focus

External:
• Communications will act as a cross cutting solution between DZC and the outside world to ensure awareness, image reputation & key messaging

Internal:
• Communications will act as a cross cutting solution between all departments to ensure proper key messaging delivery
Section II

DZC EXTERNAL STRATEGY

DZC External Strategy

- Vision and Mission
- Objectives
- Principle Values
- Competitive Edge
- Geography and Target Group
- Positioning and Messaging
- Public Relations
- Advertising
- Direct Marketing
- Social Media
Vision & Mission

- **Vision:**
  To become a model of institutional excellence in private-public partnership by creating sustainable economic development that builds on the competitive advantage of each zone, while enabling and empowering local communities to participate in and benefit from their own development.

- **Mission:**
  To drive a sustainable development process by directing, regulating, and embedding differentiated economic activities in the development zones. DZC strives to provide and preserve an attractive business environment to enable the private sector to flourish and attain mutual success to the general community. DZC is committed to institutional excellence to satisfy the needs of both the private sector and local communities, enhanced by first-class partnerships with its key stakeholders.

Objectives

- Dramatically increase public awareness on DZC and its potentials locally and regionally
- Effectively communicate brand identity locally and regionally
- Increase investments
Principle Values

- Clarity, simplicity, and efficiency
- Quality service and value delivery oriented
- Leadership
- Focused on Local Economic Developments
- Team work
- Integrity and ethical work approach
- Good governance
- Transparency and accountability
- Community focused
- Sustainable development approach

Competitive Edges

- Full government support
- One of the first in its region
- Learning experiences from ASEZA
- No competition locally
- One stop shop
- Ease for investors
Geography & Target groups

Geography
- Local
- Regional

Target Groups
- Shareholders:
  - Master developers
  - Developers
  - Investors
  - Partners
- Government
- Citizens
- Opinion makers (Businesses, NGOs, Trade Associations, etc)
- Employees
- Partners
- Media

Positioning and Messaging

Positioning

- Zones dedicated for investment and leisure created to increase the investors’ return on investment, while simultaneously benefiting local communities through good governance, transparency, and accountability ensuring increased & sustainable economic development
Positioning and Messaging

**Messaging**

- Clarity, simplicity, and efficiency
- Quality service and value delivery oriented
- Leadership
- Focused on Local Economic Developments
- Team work
- Integrity and ethical work approach
- Good governance
- Transparency and accountability

**Messaging Cont.**

- Community focused
- Sustainable development approach
- Institutional excellence
- One stop shop
- Empowering local communities
- Public private partnerships
- Sustainable economic development
- Provide and preserve the business environment
- Private sector flourishing
Public Relations

Will involve
- Local communities, shareholders, stakeholders, government, media
- Key messages
- Media Kits
- Success Stories
- Spokesperson building
- Direct E-mail

Prepare
- Prepare editorials once a month (Local & Regional)
- Prepare interviews once a month (Preferably same spokesperson) (Local & Regional)
- Press releases & ceremonies to have new announcements and be visible in newspapers, online, and in magazines
- Outreach to the local communities (e.g: Seminars) in order to have them understand potentials & available job opportunities (Mainly east, south, and North Jordan)
- Ensure the promotion of Local Economic Development activities
- Distribute Newsletters to the full database
- Implement regional media visits to Jordan & the zones & allow them to write their own feature stories
- Implement local media visits, to show them real progress & allow them to write their own feature stories
- Feature stories to concentrate on real progress on ground, as these are our success stories

Tactics
- Direct mailer campaigns well planned & well designed
- Direct mailer campaigns (e.g. Newsletters) to include key messages
- Direct mailer campaigns (e.g. Newsletters) must be consistent with the brand
- Direct mailer campaigns (e.g. Newsletters) must be distributed to the full database
- Direct mailer campaigns (e.g. Newsletters) to include clear contact personal information

Advertising & Collaterals

Will involve
- Local communities, shareholders, stakeholders, government, media
- Key messages
- Marketing collaterals
- One clear brand
- Designs that commit to showing the potential of zones
- Clear contact personal information

Prepare
- E-banners (Concentrating on regional & international)
- Regional events related ad tools (Research top events, and place ads during special editions in magazines mainly) Even if DZC is not participating in this particular event
- Local advertising (Strictly for employment opportunities) (Showing local development)
- Create clear messaged brochures
- Build brand for priority sectors (Outsourcing, medical tourism, Architecture & Engineering, Environment, Financials)
- First brand “Turn to Jordan… Your Smart Shore Destination” for outsourcing has been created. Promotional items have been produced & distributed regionally & internationally

Tactics
- Develop a strong strategy for the brand
- Develop a strong strategy for the brand
- Develop a strong strategy for the brand
- Develop a strong strategy for the brand
- Develop a strong strategy for the brand
- Develop a strong strategy for the brand
Direct Marketing

Direct Marketing will act as a support for the Investor Services Commission

- Shareholders, stakeholders
- List with contact information
- Brochures
- Schedule for visiting
- Newsletters that will include success stories

Tactics

- Create personalized letters to all database obtained from different participated events & visitors to come visit
- Inbound missions: Create a schedule & invite top niche investors to come for a visit (This should be very targeted due to budget constraints)
- Communications & Media divisions to dedicate half an hour daily to read regional news and hence,
  - Study the investor history (e.g. Companies they own) & create personalized cards for them (e.g. Anniversary of company establishment, or milestones that happened with that company)
  - Send them updated newsletters

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Social Media

Social Media will involve

- Local communities, shareholders, stakeholders, media
- Website
- Open pages on linkedin, twitter, and youtube
- Bloggers

Tactics

- Launch of website
- Registering the URL on important search engines (Yahoo, google, etc…)
- E-mail shots to all databases
- Create linkedin, twitter, and youtube accounts, so the community & investors would be updated
- Create different weekly questions that people will give opinions on & direct them to DZC website
- Research top blogs, and hire a famous blogger in the field to start writing about DZC and create continuous blogging
- Social media will be the key to get feedback

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DZC INTERNAL STRATEGY

DZC Internal Strategy

- Objectives
- Information Dissemination Tools
- Processes
- Staffing
- Documentation
- Checklists & Templates
## Objectives

- To develop an open two way communication
- To follow timely and accurate communication that reflects the corporate position of the DZC
- To reflect in all internal and external communication the corporate style and brand identity and be instantly recognizable as being from the DZC
- To use consistent themes, messages, tone and style that ensures a constant look and feel to all communications from the DZC to all target audiences
- To ensure employees satisfaction by sharing organizational mission, main principles and goals
- To educate all staff and members about the DZC
- To develop brand awareness among the employees, in order for them to become the DZC’s brand ambassadors
- To improve the work environment climate
- To ensure proper downward, upward, and horizontal communication and create an effective feedback mechanisms

## Information Dissemination Tools

<table>
<thead>
<tr>
<th>Special Events and Meetings</th>
<th>Frequency</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee Retreat</td>
<td>Once/year</td>
<td>1-2 days&lt;br&gt;Implemented by Business Development&lt;br&gt;Presentation set in an informal matter&lt;br&gt;Learning’s about new trends&lt;br&gt;Discussing future plans&lt;br&gt;Entertainment, team building</td>
</tr>
<tr>
<td>Celebrate Major Achievements for DZC</td>
<td>Twice/year</td>
<td>Enhancing flow of information about DZC’s achievements and significance&lt;br&gt;Develop a feel of ownership among staff&lt;br&gt;Organize a small event after work&lt;br&gt;Share results and success stories</td>
</tr>
</tbody>
</table>
# Information Dissemination Tools

## Downward Communications
(Each head to his staff)

| Welcome Kit | • New employees  
| • Includes strategic plan, policies, laws & regulations, organizational chart  
| • Schedule a briefing program |
| Yearly appraisals | • Once/year  
| • Employees evaluation  
| • Objectives vs. results  
| • Review job descriptions |
| Head of division meetings  
(head is defined as the leader of each segment) | • Once/2 weeks  
| • Each division head to sit with his staff. i.e. Chief commissioner with commissioners or head directorate with directorate  
| • Discuss status |

## Upward Communication
(Staff to head division)

| Status meetings | • Once/week  
| • Each employee to give his head division status  
| • What will happen in the coming weeks  
| • Discuss any concerns |
## Information Dissemination Tools

<table>
<thead>
<tr>
<th>Horizontal Communication</th>
<th>(Between Heads)</th>
<th>(Between Staff)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive meetings</td>
<td>• Once/2weeks</td>
<td>• Information to be distributed horizontally between commissioners</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Information to be distributed horizontally between heads of directorates</td>
</tr>
<tr>
<td>Staff meetings</td>
<td>• Once/month</td>
<td>• Share major events and planned activities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Concerned questions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Each time a department would present an issue / new concept</td>
</tr>
<tr>
<td>Central Files (Being currently implemented through intra share point)</td>
<td>• Relevant documents</td>
<td></td>
</tr>
<tr>
<td>Internal E-Newsletter</td>
<td>• Quarterly</td>
<td>• To be done electronically</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• For new announcements</td>
</tr>
<tr>
<td>DZC News Board</td>
<td>• Daily</td>
<td>• C&amp;M will post daily DZC news on a board before 10:00</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Media report to be distributed with competitor news</td>
</tr>
</tbody>
</table>

## Processes

1. Process for organizing local training & events where Communications & Media (C&M) division will act as support
   a. Unit leader (Commissioner) sends an email to events management and C&M divisions about the new activity & will include the following:
      • Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline
   b. Both divisions will hold a planning meeting and get required details
   c. C&M division will work on matters related to their end: collaterals, talking points, speeches, press release
   d. C&M will add event to DZC website
   e. C&M will open a file under the central files
   f. C&M will send procurement enquiries to Administrative Directorate for requirements & costs
   g. The Administrative Directorate will get three offers & decide on supplier
   h. C&M will be in charge of quality control of any communication collaterals produced
   i. C&M will ensure that the necessary talking points or speeches are done
   j. After the event C&M will be responsible to collect the following:
      • Attendance list, file event media coverage & produce ROIs, save all information in the central files, and Finalize payments
### Processes

#### 2. Process for organizing international training & events
*Where Communications & Media (C&M) division will act as support*

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Unit leader (Commissioner) sends an email to events management and C&amp;M division about the new activity &amp; will include the following:</td>
</tr>
<tr>
<td></td>
<td>• Event title, planned date &amp; duration, agenda, main objectives, planned budget, no. of speakers, main speakers, deadline</td>
</tr>
<tr>
<td>b.</td>
<td>Both divisions will hold a meeting and get required details</td>
</tr>
<tr>
<td>c.</td>
<td>C&amp;M division will work on matters related to their end: collaterals, speeches, press release, Pre-departure orientation kit</td>
</tr>
<tr>
<td>d.</td>
<td>C&amp;M will add event to DZC website</td>
</tr>
<tr>
<td>e.</td>
<td>C&amp;M will open a file under the central files</td>
</tr>
<tr>
<td>f.</td>
<td>C&amp;M will send procurement enquiries to Administrative Directorate for requirements &amp; costs</td>
</tr>
<tr>
<td>g.</td>
<td>The Administrative Directorate will get three offers &amp; decide on supplier</td>
</tr>
<tr>
<td>h.</td>
<td>C&amp;M will be in charge of quality control of any communication collaterals produced</td>
</tr>
<tr>
<td>i.</td>
<td>C&amp;M will ensure that the necessary talking points and messages are done</td>
</tr>
<tr>
<td>j.</td>
<td>After the event C&amp;M will be responsible to collect the following:</td>
</tr>
<tr>
<td></td>
<td>• Attendance list, file event media coverage &amp; produce ROIs, save all information in the central files, and Finalize payments</td>
</tr>
</tbody>
</table>

#### 3. Process for organizing promotion/production of material
*When receiving a request to create materials for production*

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>Unit leader (Commissioner) sends an email to C&amp;M giving clear directions on:</td>
</tr>
<tr>
<td></td>
<td>• Objective, target groups, content and deadline</td>
</tr>
<tr>
<td>b.</td>
<td>C&amp;M will send a brief to the designing agency</td>
</tr>
<tr>
<td>c.</td>
<td>C&amp;M division will receive a first draft to amend and send to until leader for feedback</td>
</tr>
<tr>
<td>d.</td>
<td>Agency will work on amendments and send to C&amp;M</td>
</tr>
<tr>
<td>e.</td>
<td>C&amp;M will open a file under the central files</td>
</tr>
<tr>
<td>f.</td>
<td>C&amp;M will send procurement enquiries to Administrative Directorate for requirements &amp; costs</td>
</tr>
<tr>
<td>g.</td>
<td>The Administrative Directorate will get three offers &amp; decide on supplier for printing</td>
</tr>
<tr>
<td>h.</td>
<td>C&amp;M must request a mock before final production</td>
</tr>
<tr>
<td>i.</td>
<td>C&amp;M will be in charge of quality control of any communication collaterals produced</td>
</tr>
<tr>
<td>j.</td>
<td>C&amp;M will provide final approval for final production</td>
</tr>
<tr>
<td>k.</td>
<td>C&amp;M will receive the deliverables and check numbers</td>
</tr>
<tr>
<td>l.</td>
<td>C&amp;M will add final designs to central files</td>
</tr>
</tbody>
</table>
4. Process for writing press releases (Arabic & English)

- Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Brief and any resource document, deadline, target audience, objectives, key messages

- C&M will draft the first release from raw materials & send to unit leader or approval
- C&M will receive first version amendments & then send to partners for approval and will ensure that all necessary quotes are there
- The release should have clear contact information
- The release should have a clear DZC boiler plate, as well for partners

- C&M will have a contact list for media
- C&M will send the release locally and online, and regionally and internationally if needed
- C&M will add final documents to the central files
- C&M will follow up with the media through phone calls
- C&M will collect all clippings & follow up with media who did not publish
- C&M will post clippings on dedicated board and save originals in a file
- C&M will prepare ROI calculations

5. Process for writing talking points/speech

- Unit leader (Commissioner) sends an email to C&M giving clear directions through:
  - Brief and any resource document, deadline, language, target audience

- C&M will decide on which is more appropriate (talking points/speech)
- C&M will work on first draft & secure feedback and approvals
- If there are multiple partners a clear flow chart must be made showing what each partner will concentrate on
- Ample time must be given for approvals
- C&M must ensure that the speaker has a copy from (talking points/speech) in the event. C&M must also have another copy
- C&M must add final documents to the central files
Processes

6. Process for organizing a press conference

a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:

- Reasons for conference, brief and any resource document, deadline, language, target audience

b. C&M will coordinate with events team on location
c. C&M will work on who are the speakers and the seating plan
d. C&M will draft talking points for speakers
e. C&M will send invitations to media
f. C&M will follow up with media on phone calls
g. C&M will prepare press kits that includes factsheets, biographies, speeches, and press release
h. C&M will follow up with media on release dissemination, collect and post media clippings, prepare ROI calculations.

Processes

7. Process for developing awareness campaigns

a. Unit leader (Commissioner) sends an email to C&M giving clear directions through:

- Brief and any resource documents, objectives, target audience, planned budget, and time frame.

b. C&M will meet with designing agency to give them a full brief and clear direction
c. Concept will be created with a main theme
d. Amendments will proceed until objectives have been met
e. Campaign will have proper and concise key messages
f. A well distributed media plan, advertising & PR activities and tools will be planned to be launched at the same time
g. C&M will also be responsible to launch the campaign through social media
Processes

8. Process for Crisis Management

a. Guidelines for crisis should be set ahead of time that take into consideration different crisis that may take place and that will outline rules & procedures
b. As soon as a crisis occurs an immediate action should be set for the public who are expecting an explanation
c. Fast action should be taken
d. The spokesperson will sit with the C&M to ensure that all key messages have been worked on
e. Make sure that the key messages feed on concerns of involved people and not the organization itself
f. Feed the media depending on guidelines set
g. Inform staff immediately and regularly about the crisis and actions to come

C&M ---Structure and Staffing

* C&M acts as a cross cutting division for all directorates in the DZC
Documentation

1. All DZC communications activities should be monitored, through
   • Press clippings collection
   • Monitoring phone calls, letters
   • Video & audio materials
   • TPs/Speeches
   • Photos

2. After monitoring, you should evaluate your communications through
   • Analysis of coverage
   • Surveys & qualitative interviews
   • Comparison of results with objectives

This way the C&M can fine tune messages, and identify the most efficient tools

Checklists & Templates

a. Local events checklist
b. International event checklist
c. Production of material checklist
d. Press release checklist
e. Talking points/speech checklist
f. Press conference checklist
g. New campaign checklist
h. Crisis management checklist
i. E-mail shot template
j. Invitation template
k. Certificate template
l. Attendees template
Section IV

ACTION PLAN

Action Plan

- 2010-2011 Action Plan
- Impacts and Indicators
## 2010-2011 Action Plan

### External Communications Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PR</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Editorial</td>
<td>X</td>
<td>XX</td>
</tr>
<tr>
<td>2 Interviews</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Advertising</strong></td>
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<td></td>
</tr>
<tr>
<td>Production of collaterals</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>E banners</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Regional ads</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td><strong>Direct Marketing</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investors for inbound mission</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Etc…</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Social Media</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Website Launch</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Linkedin, Twitter</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

### Internal Communications Plan

<table>
<thead>
<tr>
<th>Item</th>
<th>2010</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Information Dissemination</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Event</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Celebrate major achievements</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Downwards Communications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media Kit</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td><strong>Upward</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Status Reports</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td><strong>Horizontal</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managements Meetings</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Staff Meetings</td>
<td>X</td>
<td>X</td>
</tr>
</tbody>
</table>
Impacts & Indicators

Internal and External Implications & Indicators

1. **PR indicators:**
   - Number of events per geographical distribution
   - Number of attendees per type (local, international), and per gender
   - Total cost (Per event & per quarter)

2. **Communication indicators:**
   - Press release analysis in terms of circulation and ROI
   - Number of website visitors (per country)
   - Number of publications
   - Number of press releases
   - Number of e-mail shots
   - Number of press conferences
   - Impacts & indicators (i.e. Feedback from a certain ad that came on a specific day)
   - Impacts & indicators for campaigns

Section V

APPENDICES
Checklists

Checklist for Organizing Local Trainings & Events (C&amp;M in Support)

- Unit leader (Commission) has sent an email to events management and C&amp;M division about the new activity & has included the following:
  - Date, time, planned date & duration, main speakers, agenda, planned budget, no. of speakers, main speakers, deadline, no.
  - Both divisions have had a meeting and have received all required information
  - C&amp;M division has worked on all matters related to their end
  - Media release, talking points, collaterals, speeches have been done
  - C&amp;M has checked for quality control on any collaterals that have been produced
  - C&amp;M has ensured that all necessary talking points/speeches have been done
  - Checklist for organizing international trainings & events (C&amp;M as support)

Checklist for Organizing International Trainings & Events (C&amp;M as Support)

- Unit leader (Commission) has sent an email to events management and C&amp;M division about the new activity & has included the following:
  - Date, time, planned date & duration, main speakers, agenda, planned budget, no. of speakers, main speakers, deadline
  - Both divisions have had a meeting and have received all required information
  - C&amp;M division has worked on all matters related to their end
  - Media release, talking points, collaterals, speeches have been done
  - C&amp;M has checked for quality control on any collaterals that have been produced
  - C&amp;M has ensured that all necessary talking points/speeches have been done
  - Checklist for organizing international trainings & events (C&amp;M as support)
Checklists

Checklist for organizing promotion products of material

- Unit leader (Commissioner) has sent an email to C&BM giving clear directions on:
  1. Objectives for producing key messages deadlines.
  2. Administrative support to the planning team.
  3. Final draft has been approved and sent to unit leader for feedback
  4. Approval has been sent to the Commissioner & has been sent to C&BM for feedback.
  5. Final version has been sent to the printing office.
  6. Procurement requests have been sent to Administrative Directors for approval.
  7. Admin Directors have received 3 offers & has decided on supplier.
  8. Mockup before production has been made.
  9. Request for quality control has been made.
  10. Final approval has been given for production.
  11. Final delivered have been made.
  12. Final designs have been added as central files.

Checklist for writing press releases

- Unit leader (Commissioner) has sent an email to C&BM giving clear directions on:
  1. Objectives for producing key messages, brief, resource documents, quotes, deadlines, target audience.
  2. The first draft from new materials has been sent to unit leader for approval.
  3. The release has clear contact information.
  4. The release has been sent to the Commissioner & for partners if necessary.
  5. Media release has been sent to audience.
  6. The release has been sent locally and online, and depending on brief regionally and internationally.
  7. Final releases have been sent to the campaign.
  8. All follow ups and follow ups have been made.
  9. C&BM has posted clippings on dedicated board and saved originals in a file.
  10. All publications have been collected and follow up with media who did not publish.
Checklists

Checklist for writing talking points/speeches

- Unit leader (Commissioner) has sent an email to C&M giving clear directions on:
  - Objectives, key messages, brief resource documents, quotes, deadlines, target audience
- First draft has been written from raw materials and sent to unit leader for approval
- Final copy has been proofed with clarifications and has been sent to partners for approval and has ensured that all necessary quotes have been added
- The release has brief contact information
- The release has brief contact information
- Contact list for media is available
- Release has been sent properly and online, and depending on local reality and internationally
- Final draft has been edited to send to press
- Follow-up has been made

Checklist for press conference

- Unit leader (Commissioner) has sent an email to C&M giving clear directions through:
  - Reasons for conference, brief any resource document, deadline, and language
  - Room number and assigned contacts on location
  - Names of people to be on the head table have been chosen
  - Sitting arrangement for each position on head table has been drafted
  - Invitations have been sent to media
  - Names of contacts made
  - Press kits have been prepared that includes factsheet, biographies, talking points, press release
  - Follow up with media on release of dissemination has been made
Checklists

Checklist for: Crisis Management

a. Guidelines for crisis has been set ahead of time that take into consideration different situations that may arise and that unit plans, rules & procedures are in place.

b. A spokesperson for the unit has been identified and that there is a single point of contact.

c. The spokesperson has consulted with the C&M to ensure that all key messages have been reviewed and approved.

d. Key messages for crisis, including those that involve people and not the organization itself, are established and that the media key points are set.

e. Staff has been informed.
Templates-E-mail Shot

Templates-Invitations
Templates-Certificates

Certificate of Achievement
This certificate acknowledges that

Mr.
Successfully participated in the
“Name of Event”

Date
Development Zones Commission

Brig. Al Bader
Chief Commissioner
Development Zones Commission

USAID Jordan Economic Development Program

Templates-Attendees List

Name of Training
Name & Phone
Sign In Sheet

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<thead>
<tr>
<th>Attendee Name</th>
<th>Position</th>
<th>Organization</th>
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Appendix A: Checklists

Checklist for Organizing Local Trainings & Events (C&M as Support)

a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following:
   Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, and deadline

b. Both divisions have held a meeting and have received all required information

c. C&M division has worked on all matters related to their end:
   Press Releases, Talking Points, Collaterals, speeches

d. C&M has added the event to DZC website

e. C&M has opened a file under central files

f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs

g. The Administrative Directorate has received 3 offers & has decided on supplier

h. C&M has checked for quality control on any collaterals that have been produced

i. C&M has ensured that all necessary talking points/speeches have been done

j. C&M after event has collected all necessary information related to them: Attendance list, media coverage, ROIs, payments finalized, central files updated
Appendix A: Checklists

Checklist for Organizing International Trainings & Events (C&M as Support)

a. Unit leader (Commissioner) has sent an email to events management and C&M division about the new activity & has included the following:
   Event title, planned date & duration, main objectives, agenda, planned budget, no. of speakers, main speakers, deadline

b. Both divisions have held a meeting and have received all required information

c. C&M division has worked on all matters related to their end:
   Press Releases, Talking Points, Collaterals, speeches

d. C&M has added the event to DZC website

e. C&M has opened a file under central files

f. C&M has sent procurement enquiries to Administrative Directorate for requirements and costs

g. The Administrative Directorate has received 3 offers & has decided on supplier

h. C&M has checked for quality control on any collaterals that have been produced

i. C&M has ensured that all necessary talking points/speeches have been done

j. C&M after event has collected all necessary information related to them:
   Attendance list, media coverage, ROIs, payments finalized, central files updated
Appendix A: Checklists

Checklist for Organizing Promotion/Production of material

a.  Unit leader (Commissioner) has sent an email to C&M giving clear direction on:

   - Objectives for producing, key messages deadlines
   - A brief has been sent to the designing agency
   - A first draft has been amended and sent to unit leader for feedback
   - Agency has worked on amendments & has sent back to C&M for feedback
   - Files has been open on central files
   - Procurement enquiries have been sent to Administrative Directorate for requirements and costs.
   - The Administrative Directorate has received 3 offers & has decided on supplier
   - Mock before production has been made
   - Request for quality control has been made
   - Final approval has been given for production
   - Final deliverables have been made
   - Final designs have been posted on central files
Appendix A: Checklists

Checklist for writing press releases

a. Unit leader (Commissioner) has sent an email to C&M giving clear direction on:
   Objectives, key messages, brief, resource documents, quotes, deadlines, target audience

b. The first draft from raw materials has been sent to unit leader for approval

c. First version with amendments and has been sent to partners for approval and has ensured that all necessary quotes have been added

d. The release has clear contact information

e. The release has a clear DZC boiler plate & for partners if necessary

f. Media contact list is available

g. The release has been sent locally and online, and depending on brief regionally and internationally

h. Final releases have been sent to the central files

i. Follow up calls have been made

j. All clippings have been collected and follow up with media who did not publish

k. C&M has posted clippings on dedicated board and saved originals in a file

l. ROI calculations have been made
Appendix A: Checklists

Checklist for writing talking points/speeches

a. Unit leader (Commissioner) has sent an email to C&M giving clear direction on:
   Objectives, key messages, brief, resource documents, quotes, deadlines, target audience

b. First draft has been written from raw materials and sent to unit leader for approval

c. First version has been received with amendments and has sent to partners for approval and has ensured that all necessary quotes have been added

d. The release has clear contact information

e. The release has a clear DZC boiler plate & for partners if necessary

f. Media contact list is available

g. The release has been sent locally and online, and depending on brief regionally and internationally

h. Final have been sent to the central files

i. Follow up calls have been made
Appendix A: Checklists

Checklist for press conference

a. Unit leader (Commissioner) has sent an email to C&M giving clear direction through:
   Reasons for conference, brief and any resource documents, deadlines, language, target audience

b. C&M has coordinated with events on location

c. First Representatives to be on the head table have been chosen

d. Talking points for related people on head table has been drafted

e. Invitations have been sent to media

f. Follow up calls have been made

g. Press kits have been prepared that includes factsheets, biographies, talking points, press release

h. Follow up with media on release dissemination has been made
Appendix A: Checklists

Checklist for new campaigns

a. Unit leader (Commissioner) has sent an email to C&M giving clear direction through:
   Brief and any resource documents, deadlines, language, target audience, planned budget

b. Brief has been provided to designing agency

c. Designs have been created with main theme

d. Amendments have been made until objectives were met

e. Campaign has proper and concise key messages

f. A well distributed media plan (Advertising & PR) has been sent as for both to be launched at the same time

g. Campaign is also being launched through social media
Checklist for Crisis Management

a. Guidelines for crisis has been set ahead of time that take into consideration different crisis that may take place and that will outline rules & procedures

b. As soon the crisis occurred an immediate action has been taken

c. Fast action has been worked on

d. The spokesperson has sat with C&M to ensure that all key messages have been worked on

e. Key messages fed on concerns involve people and not the organization itself

f. Feed the media depending on guidelines set

g. Staff has been informed
## Appendix B: Email Shot

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Appendix C: Invitations

The Development Zones Commission is pleased to invite you to attend the [Name of event] under the patronage.

On [Day, time, and date]

AGENDA

9:30am – 10:00am
Registration

10:00am – 10:10am
Speech 1

10:10am – 10:20am
Speech 2

10:20am – 11:00am
Coffee Break

For more information please refer to the following link:

RSVP: Development Zones Commission (Name & contact)
Appendix D: Certificates

Certificate of Achievement

This certificate acknowledges that

Mr.

Successfully participated in the

“Name of Event”

Date

Development Zones Commission

Bilal Al Bashir
Chief Commissioner
Development Zones Commission
## Appendix E: Attendees List

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<th>Attendee Name</th>
<th>Position</th>
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