



IRBID CHAMBER OF INDUSTRY: ORGANIZATIONAL ASSESSMENT AND RECOMMENDATIONS

21st of October 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by To-Excel Consulting Association

IRBID CHAMBER OF INDUSTRY: ORGANIZATIONAL ASSESSMENT AND RECOMMENDATIONS

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

CONTRACT NUMBER: 278-C-00-06-00332-00

BEARINGPOINT, INC.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

21ST OF OCTOBER 2007

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5A.1.1.3 ORGANIZATIONAL AUDIT OF THE REGIONAL
CHAMBERS OF COMMERCE AND INDUSTRY IN IRBID &
KARAK

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INTRODUCTION

Irbid Chamber of Industry was established in 1999 as a national non-profit institution. It is one of the three chambers in the Kingdom, serving as a link between the government and the Industrial sector, the Chamber seeks to serve the interests of the industrialists affiliated with the Chamber, engage in the industrial policy-making in the Governorate, develop and implement the strategic plans and make the needed efforts to create a highly-developed and investment-attractive industrial sector to develop and promote the national industry, in order to achieve economic prosperity and encourage economic activities in the different areas and the development programs carried out by the state, thus helping to create a favorable environment for economic activities and surmounting obstacles facing implementation

Business Associations in Jordan, including chambers of commerce and industry, were identified as SABEQ's entry point for developing the sectors they represent and are considered to be a vehicle for cooperation between private organizations and a platform from which to identify and address issues with a common voice. Regional Chambers of Commerce and Chambers of Industry are considered to be key players in the process of achieving local economic growth, mainly in Irbid and Karak.

InsTran's main aim is to induce institutional transformation by enhancing the relevancy of these chambers to reach the point where they can act as partners in achieving SABEQ's goals in Irbid & Karak.

MAIN OBJECTIVES

Since membership is mandatory in those chambers; sustainability is not an issue. However; relevancy is an important factor and a key goal that the chambers should be concentrating its efforts and resources to achieve. The efficiency and effectiveness of these efforts could be measured in terms of revenue ratios split (dues and non-dues), and the degree of satisfaction among members.

The key objective of this assignment is to conduct a thorough organizational audit of the regional chambers of commerce and industry, utilizing SABEQ's Benchmark Assessment Tools to:

1. Assess their structures, systems, procedures and resources in relevance to their strategic plans and membership goals.
2. Recommend specific changes and potential technical assistance that would enhance the Chamber's relevancy to its members and regions.

METHODOLOGY

In order to study the state of Irbid Chamber of Industry in terms of the institutional framework and its strengths and weaknesses, and to come up with recommendations that would contribute to activating the performance of this Chamber, SABEQ has formed a specialized work team in order to achieve the objectives of this study.

Recommendations suggested would assist in activating the performance of this Chamber and achieving the intended goals of participating in economic decision-making by developing the industrial sector in the Governorate, serving the interests of its affiliates, stimulating industrial and economic activity in the Governorate to promote the economic development in the Governorate, in addition to increasing its contribution to local community development and improving living standards.

The following comprises the methodology used:

- **Reviewing the evaluation tools and mechanisms** proposed by SABEQ Program and revising these tools to properly use them to evaluate the Chamber in accordance with its current state (Appendix 1- Evaluation Tools). The evaluation tools clued the following criteria:
 - Leadership Criterion, which includes:
 - Strategic Planning
 - Promoting democratic culture and values which contribute to achieving the Chamber's mission and strategic goals.
 - Follow-up and evaluation mechanisms.
 - Human Resources Management Criterion
 - Recruitment Policies
 - Job Descriptions and Classifications
 - Training workers and improving their efficiency
 - Compensations and staff incentives.
 - Administrative Development
 - Relations with workers
 - Processes and Procedures Criterion
 - Managing and streamlining Processes
 - Chamber's relationship with members and affiliates
 - The Chamber's role in supporting women in the commercial sector
 - Building relationships with partners
 - Continuous improvement and development
 - Lobbying
 - Knowledge Management Criterion
 - Financial Management Criterion
 - Market Study Criterion
- **Reviewing all the available documents** related to the Chamber's work, such as the laws, regulations, instructions, work plans and bulletins issued by the Chamber, in

order to learn about the goals, tasks and services offered by the Chamber and its role in serving the interests of its affiliates and networking between different institutions.(Appendix 2- Industry Law No. (10) of 2005),(Appendix 3- Industry Regulation No. (56) of 2005)

- ***Studying the experiences of other industrial chambers*** in Jordan as well as the experiences of other International Chambers of Industry.
- ***Holding meetings*** with the Chairman , some members of the Board of Directors, Chamber Director, a number of Chamber's employees and a random sample of the General Assembly, taking into consideration:
 - Services provided by the Chamber, the degree of satisfaction of the services, the procedures for providing them, development proposals
 - Chamber's role in representing and defending the interests of industrial and vocational institutions,
 - Familiarity with the Chamber's strategic orientations and the goals they seek to achieve (Appendix 4- List of Interviewees).

DESCRIPTION OF THE CHAMBER'S STATE

A descriptive study of the state of the Chamber was conducted, using the methodology adopted by the team. Its current states were then analyzed in order to reach results. Proposals and recommendations that aim to help the Chamber achieve its goals, serve its affiliates and contribute in developing the industrial sector in the Governorate will be prepared in light of these results.

To this end, the Chamber was studied in terms of the following:

THE CHAMBER COMPOSITION

THE CHAMBER'S BOARD OF DIRECTORS

The Board of Directors consists of 9 members, including the Chairman. Members are elected by the General Assembly once every four years according to the guidelines set forth in the Chambers of Industry Law of 2005. The Chamber's General Assembly consists of the affiliated industrial institutions, which fulfilled their financial obligations according to the provisions of this law and the regulations issued there under. They represent the interests of the General Assembly. The Board of Directors meets once a month in the presence of the Chamber Director. It works voluntarily without pay.

THE CHAMBER OF INDUSTRY AIMS TO ACHIEVE THE FOLLOWING:

- Serving the interests of all industrial and vocational institutions affiliated with the Chamber and representing them in the Chamber.
- Strengthening cooperation among the members of industrial chambers.
- Contributing in promoting local industrial products.

THE BOARD'S TASKS

According to the Chambers of Industry Law of 2005, the following comprises the main tasks of the Chamber:

The Board assumes the following tasks:

- Proposing the Chamber's policy and work plan, and overseeing their implementation.
- Managing the Chamber's administrative and financial affairs.
- Inviting the General Assembly to convene and discuss the Board's recommendations.
- Serving industrialists' interests and protecting their rights.
- Approving instructions concerning the financial and administrative affairs, including those related to personnel and supplies.
- Cooperating with the relevant bodies in preparing draft legislation on industry and economy.

- Forming the committees needed to implement the provisions of the law and the regulations issued there under.
- Preparing the annual budget, the balance sheet, the final accounts and the annual report and submitting them to the General Assembly for approval.
- Appointing the Chamber's employees, setting their salaries and their employment terms and terminating their services.

THE CHAMBER'S AFFILIATES AND THE GENERAL ASSEMBLY

The Chamber has about 1200 affiliate members, as follows:

1. Affiliate Industrial Institutions: There are 100 affiliate members. According to the Chambers of Industry Law, the industrial institution is defined as "any individual company or institution established mainly for industrial purposes, which conducts business in a certain industrial sector, has a registered capital of JD30,000 or more and employs 10 Jordanian workers or more covered by Social Security, or any other institution established mainly for industrial purposes recognized by the Minister as being an industrial institution based on its export volume and the amount of its registered capital. They only represent the Chamber's General Assembly, and have the right to run and vote.
2. The remaining number represents the member vocational institutions. Vocational institution is any individual company or institution established mainly for industrial purposes, which has a registered capital of less than JD30,000 or employs less than 10 Jordanian workers covered by Social Security. According to the Chambers of Industry Law, these institutions are not entitled to participate in discussing issues related to the powers and responsibilities entrusted to the General Assembly, including the right to vote and be elected, even though it accounts for 90% of membership revenues (according to the Chamber's Director).

THE BOARD'S MAIN COMMITTEES

The Board of Directors has the following technical committees:

- Industry Development Committee,
- Financial Committee,
- External Relations Committee
- Personnel Committee.

Currently, these Committees are not active with the exception of the Financial Committee.

THE CHAMBER STAFF

The Chamber's total staff is 15 employees, including the Chamber's Director.

THE CHAMBER'S KEY POSTS

THE CHAMBER'S DIRECTOR GENERAL

- Secretariat,
- Responsible for Certificates of Origin (2),
- Membership Officer (2)

- Mail unit (Diwan),
- Public Relations Officer,
- Accountant,
- Computer Manager,
- Five employees work with this cadre at the Chamber's branch in Al Hassan Industrial City to provide services to affiliates and facilitate their transactions.

The Chamber's staff enjoys the following benefits:

1. Social Security.
2. Thirteen Salaries.
3. A 15% annual increase (Amount determined by Board).

CHAMBER MEMBERSHIP

The Chamber is member in the Jordan Chamber of Industry.

THE CHAMBER TASKS AND SERVICES

The Chamber has the following tasks and powers:

- Issuing Certificates of Origin for industrial products.
- Approving invoices, signatures and assessing the affiliates' financial ability.
- Membership and membership renewal services.
- Submitting recommendation letters to the embassies to grant visas to merchants.
- Expressing opinion on draft laws and regulations related to industry and submitting proposals it deems appropriate.
- Offering the necessary vocational training to develop industry and industrial and vocational institutions.
- Contributing to the promotion of investment in the Kingdom.
- Resolving disputes that arise between its members or between them and the industrialists, or between the members of the other chambers of industry, either by a friendly settlement or by arbitration.
- Organizing seminars, courses and workshops on various topics of interest to its affiliates and the industrial sector in general.

SERVICES OFFERED TO CHAMBER'S AFFILIATES AND LOCAL COMMUNITY

- The Chamber of Industry organizes, in cooperation with several institutions, a number of programs to serve its affiliates, their families and local community members, such as:
 - Jordan Upgrading and Modernization Program (JUMP), which aims to provide technical and financial assistance to as many Jordanian companies as possible, while focusing on small and medium enterprises (SMEs). JUMP has an office in the Chamber.

- Maharat (Arabic for “skills”) Program to train and recruit recently graduated students from Jordanian Universities by, providing them with the necessary skills and training needed by the labor market.
- The Pioneers Program, which aims to develop competencies in certain areas needed by the labor market. It also helps to create jobs and job opportunities in the area of their training
- Holding various seminars and meetings with the official bodies and specialists in the industrial sector at the Governorate level, in order to discuss the topics of interest to this sector, its affiliates and the local community.
- There is cooperation between the Chamber and Municipalities in Ajlun and Jerash to facilitate for industrialists who want to affiliate with the Chamber in these two Governorates. Irbid’s Chamber of Industry covers the Northern Governorates (Irbid, Ajlun, and Jerash), and currently the Chamber is trying to encourage industries and vocational institutions in Ajlun and Jerash to register as members in the Chamber.

KNOWLEDGE MANAGEMENT AND DISSEMINATION

The Chamber seeks to provide useful information and data about the industrial sector to affiliates, helping them to develop their business, by:

1. Preparing monthly cumulative statistics and reports on exports from Al Hassan Industrial City, comparing them with previous years and providing them to the press and various bodies.
2. The Chamber recently launched a bulletin that includes information on various activities of the Chamber and the topics related to its work, to be circulated to the General Assembly, affiliate industrialists and concerned institutions.
3. Creating a computerized database that contains basic information about the Chamber’s members affiliated with the Chamber, in addition to storing the information in the traditional way.
4. Archiving information, data and statistics that were received by the Chamber during the last six years and cumulatively compiling them.
5. Organizing meetings between industrialists and officials from ministries and directorates, governorate deputies and influential economic figures inside and outside the Governorate, in order to discuss the legislation, procedures and policies related to the industrial sector activities, examine the services offered and study the difficulties faced by the sector in the Governorate.
6. Organizing various activities, such as workshops and training programs, to improve the performance efficiency of the industrial sector and inform it of the latest local, regional and international developments. The Chamber hosts delegations at its headquarters, exchange visits and information, review available investment opportunities in Irbid Governorate and exchange opinions on promoting industrial exchange between Jordan and the entities represented by the delegations.

THE CHAMBER’S ROLE IN SERVING LOCAL COMMUNITY

The Chamber supports local community activities by participating in organizing various activities and initiatives, including:

1. Supporting the fund of poor university students.
2. Providing support for needy students, a number of charities and cooperatives and the associations concerned with the sick and people with special needs.
3. Providing aid for the poor in Ramadan.

4. Training university and college students according to the required courses, and training fresh graduates to provide them with practical expertise to help them find jobs in the labor market, giving them a monthly reward of JD50.
5. Offering the Chamber's halls for free to official institutions and civil society organizations to hold their various activities, and hosting different events at the Governorate level.
6. Helping job-seekers. The Chamber assisted factories to find workers, about 80% of factories' workers found a job in Al Hassan Industrial City through the cooperation between the Chamber and the National Employment Project.

THE CHAMBER'S FINANCIAL PERFORMANCE

THE CHAMBER'S REVENUES AND EXPENDITURES

The Team was not provided with the Chamber's budget. The Chamber's Director indicated that the Chamber's revenues are around JD400,000. Expenditures account for around 30% of revenues. An external auditing office examines the Chamber's budget, in implementation of the articles of the Chambers of Industry Law. Expenditure is allocated in accordance with the regulations issued under this law.

Although the law stipulates that the Chamber should prepare the Chamber's annual balance sheet, it is evident that the Chamber does not prepare an annual balance sheet that contains the expected expenditures and revenues and the programs and projects that will be implemented during the coming year. All it does in this regard is preparing a monthly financial position by the accountant which shows the Chamber's financial situation. It is then submitted to the Board of Directors, and accordingly, the Chamber's expenditures and activities are determined.

THE CHAMBER'S FINANCIAL REVENUES AND EXPENDITURES

THE CHAMBER'S DIRECT REVENUES

- Membership fees from companies and factories, which recently joined the Chamber of Industry¹.
- Membership renewal fees from companies and factories.
- Certificates of origin fees.

THE CHAMBERS EXPENDITURES

- Monthly administrative expenditures, which require the approval of the Chairman and the Chamber's Director.
- Salaries.
- Bulletins and promotional materials.
- Non-fixed donations, which require the approval of the Board of Directors, such as donations for needy families, schools, student and youth clubs in the Governorate, sick and elderly, and donations to build mosques and help students in financial need.

¹ The Chamber did not provide a Balance Sheet.

In the context of the Chamber's future revenues, the Chamber's revenues from certificates of origin may be reduced during the coming period, since 90% of these certificates of origin are for non-Jordanian industries facing extinction as a result of closing or relocating several factories in Al Hassan Industrial City. This is due to labor laws, which restrict recruitment of foreign labor, which will result in a loss of some revenues. The Chamber contacted the relevant authorities in this regard (according to one Board Member) but was unable to reach a settlement in this matter.

RESULTS

The analytical study of the current state of Irbid's Chamber of Industry examined a number of criteria which were addressed in detail to measure the Chamber's performance in achieving the goals for which it was established and in fulfilling its functions as stipulated in the Chambers of Industry Law No. (10) of 2005. These criteria are:

LEADERSHIP CRITERION

Leadership criterion is one of the most important criteria which indicate the Chamber's ability to mobilize resources and contribute to achieving results and goals. It measures the extent to which the Chamber achieves the following:

- Developing a realistic strategic plan and executive work programs to maximize the Chamber's contribution in achieving its goals.
- Promoting democratic culture which supports good governance and the optimal use of the Chamber's resources.
- Developing and implementing a system to evaluate the Chamber's performance, its cooperation with other institutions and how it deals with risks.

STRATEGIC PLANNING

The Chamber's strategic planning process was studied, in terms of the strategic plan, including the vision, mission and strategic goals, in order to assess the extent to which the specified strategic goals -if any- have achieved the Chamber's vision and mission. From the interviews that were conducted and the documents that were obtained, it was found that the planning process in the Chamber is non-institutional. Members propose programs and activities based on their experiences and expertise. This led to:

- Lack of clarity by the Board of Directors, Members and workers, regarding the Chamber's future vision,
- Poor documentation of the Chamber's vision and mission, which in turn resulted in the absence of planned strategic orientations and therefore resulted in a poor planning process.

The sessions of the Chamber's Board of Directors are routine meetings in which the incoming and outgoing correspondence are discussed, the decisions on them are made and the financial position is reviewed, without holding a strategic discussion or developing policies, plans and programs.

PROMOTING DEMOCRATIC CULTURE AND VALUES WHICH CONTRIBUTE TO ACHIEVING THE CHAMBER'S MISSION AND STRATEGIC GOALS

According to the Chambers of Industry Law No. (10) of 2005, the Chamber's Board is elected by the Chamber's General Assembly, which includes industrial institutions only (100 institutions are industrial out of 1200 industrial and vocational institutions). According to the Law, vocational institution affiliates, which account for more than 90%, are not allowed to nominate a candidate or vote .

The Boards of Directors works voluntarily without pay. It has four technical committees: the Industry Development Committee, the Financial Committee (the only active Committee), the External Relations Committee and the Personnel Committee.

The Chamber's Director General attends the meetings of the Board of Directors but he does not have the right to vote. He also participates in the meetings of the technical committees.

FOLLOW-UP AND EVALUATION MECHANISMS

The existence of a system to follow-up and evaluate performance is one of the most important secondary themes related to leadership. It helps to determine the extent of the:

- Chamber's contribution in achieving the strategic goals of its members
- Chamber's effectiveness and performance in identifying opportunities and areas of development
- Making and implementing decisions to strengthen the Chamber's capacity to help its members.

Yet, as a result of the weakness of the institutional planning process and the absence of job descriptions that define functions and duties of workers, the Chamber does not have a clear and approved follow-up and evaluation mechanism nor a system to monitor, measure, analyze and prepare the report on the actual performance of all key outputs.

As for the evaluation of employees, the Chamber adopted and implemented a model to evaluate the performance of administrative staff, but the results of this evaluation are not considered for employees' motivation, promotions and rewards.

HUMAN RESOURCES MANAGEMENT CRITERION

Human resources are the basis and instrument of the production process. The interviews that were conducted were aimed at identifying the Chamber's efforts in building human capital and creating a supportive environment that encourages excellent performance by workers, in addition to measuring the Chamber's effectiveness in terms of:

- Identifying the needed human resources and developing training and programs for them.
- Implementing fair and transparent policies on recruitment, rewards and compensations, in addition to the plans to motivate employees.
- Designing and implementing programs to increase employees satisfaction and help in staff retention.

To learn more on human resources, the following points were investigated:

RECRUITMENT POLICIES

The meetings revealed that the Chamber has recruitment policies based on the announcement of job vacancies in daily newspapers, receiving job applications, calling candidates to assess whether they are competent enough to meet the requirements of the post and then making a choice depending on the assessment result and the previous experience and competence of candidates. The decision of the Board of Directors is considered final on this matter.

There is no salary scale to ensure fairness and credibility in determining the salaries of workers. Although there are work contracts between the Chamber and its employees the employees do not feel job security, because they are aware that their services can be terminated at any time.

JOB DESCRIPTIONS AND CLASSIFICATIONS

The absence of written and detailed Job descriptions and classifications to select and appoint employees and define their duties and references indicates a certain lack of professionalism. The Chamber's Director is considered the reference authority and immediate supervisor of all employees.

AUTHORITY DELEGATION

The Board's authorities, as stipulated in the Law, are clear. The authorities of the Chamber's Director General are not defined in writing, which led the different administrative levels to exceed their limits in terms of administrative practices and expenditures. In the absence of job descriptions and classifications, the authorities granted to the Chamber Director are not written. The Director represents the main link between the Chamber's administrative system and the Board of Directors. The Director is the immediate supervisor of employees in the different Departments, and he implements the Board's decisions. The financial authorities are not clear; the Chamber's Director seeks the Board's approval for procurement. But when necessary, the Director exercises sometimes his spending authority without seeking prior approval, which creates a kind of overlap between the Board's role and that of the Administrative Manager.

TRAINING WORKERS AND IMPROVING THEIR EFFICIENCY

There is no approved mechanism to train the workers and improve their efficiency. Training programs are offered to employees based on the Director's assessment of the employee's need for training. Training the Chamber's workers is offered by the Chamber in cooperation with Maharat Program and the University of Science and Technology.

COMPENSATIONS AND STAFF INCENTIVES

There are no transparent and effective policies for the compensations and incentives that help to increase workers' productivity and raise the quality of performance to motivate employees to seek excellence in achieving the Chamber's strategic goals.

RELATIONS WITH WORKERS

Workers in the Chamber have friendly relationships with the Board of Directors. The Chamber's Director General is the link between employees and the Board of Directors; he submits the complaints presented to him to the Board, since he attends its meetings. There is no mechanism to measure the employees' satisfaction. In addition, there is no suggestion or complaint box.

PROCESSES AND PROCEDURES CRITERION

MANAGING AND STREAMLINING PROCESSES

The Chamber offers many services and activities in an easy and accessible manner. But the Chamber's employees do not have maps that show the inputs, requirements and procedural steps of each operation. They rely on their expertise and memory in this area. There is no mechanism to regularly monitor the implementation of these processes in order to ensure the optimal use of human resources in offering services in a timely and cost-effective manner.

CHAMBER'S RELATIONSHIP WITH MEMBERS AND AFFILIATES

As for the procedures and services offered by the Chamber to meet members' expectations and needs, the interviews showed that the Chamber has no mechanism to measure the members' satisfaction, or the extent to which employees seek to obtain feedback from members and use it to improve their performance. There is no suggestion or complaint box through which the opinions of members and affiliates can be monitored to be efficiently and transparently addressed.

BUILDING RELATIONSHIPS WITH PARTNERS

The Chamber has positive relations with all the official and civil institutions in the Governorate. It is represented by several councils and committees established by these institutions, which helps it to play a key role in the economic decision-making process at the governorate level. The Chamber also enjoys good relations with the local community, through supporting several official and civil society institutions, based on its belief in social responsibility towards society. But it needs to institutionalize and use this relationship to reflect its role.

LOBBYING

Lobbying is defined as the strategic use of media, mobilizing votes, litigation, marketing and immediate action in order to support an initiative, a change in economic or social policies or other. The good relations the Chamber has with the members and different partners, and the positive relations with civil society institutions, enabled it to lobby support, build alliances, expand the support base to

facilitate and encourage more participation of all sectors in the community in the issues related to the industrial sector, through the activities that are aimed at decision-makers. This role becomes more evident when it comes to new economic draft laws and regulation, imposing taxes, international agreements and labor issues. Yet, the Chamber does not have a clear strategy to explain the means of lobbying to reach policy-makers in the aim of making change.

KNOWLEDGE MANAGEMENT CRITERION

Knowledge Management Criterion addresses the systems and strategies of managing knowledge and evaluates the institutions' understanding of managing knowledge, implementing a sound strategy to manage and develop knowledge resources, whether the Chamber effectively uses knowledge resources to achieve its strategic goals and whether it disseminates the relevant information in a timely manner and provide them to the concerned members and institutions.

The interviews conducted showed that this concept exists, but in its initial stage; the Computer Department in the Chamber issues reports on the industry in the Governorate of interest to affiliates. In addition, the information about members is computerized. As for the tacit knowledge, which reflects accumulated expertise, whether at the level of the Board of Directors or at the level of the Executive Administration, the Chamber does not have a mechanism to maintain such knowledge, especially in terms of external participations of the Chamber's members, which often are undocumented.

In addition, the role of the Chamber in disseminating knowledge and raising awareness of the importance of the industrial sector at the Governorate level, especially among young people, is weak. The Governorate lacks skilled workers and therefore is not able to replace foreign labor in the factories with local labor.

FINANCIAL MANAGEMENT CRITERION

This criterion aims to identify the financial management and balance sheet preparation and evaluate the effectiveness of the Board of Directors in preparing the Chamber's balance sheet, allocating the necessary funds to achieve the goals of the strategic plan, designing and implementing accounting systems to ensure financial accountability and prevent mismanagement, enabling the Chamber to optimize the use of the available resources and analyzing the financial performance to upgrade and improve the balance sheet and the financial management.

The interviews and the documents available showed that the Chamber does not prepare an annual balance sheet that contains the expected expenditures and revenues and the programs and projects that will be implemented during the coming year. All it does in this regard is preparing a monthly financial position by the accountant which shows the Chamber's financial situation. It is then submitted to the Board of Directors, and accordingly, the Chamber's expenditures and activities are determined. This means the absence of financial planning, and the Chamber's inability and ineffectiveness in preparing the balance sheet and allocating the necessary funds to achieve the goals of the strategic plan.

Expenditure is allocated in accordance with the financial regulations. The General Assembly supervises the administrative and financial work of the Board of Directors. An external auditing office examines the Chamber's budget.

MARKET STUDY CRITERION

Market studies are essential to clarify the possibility of project's success in offering their products or services to as many consumers as possible, and the project's ability to continue and sustain the work. Although the Chamber has been established a long time ago and provided several services, it is still unable to provide data and information on the local and national industrial sector, except for the exports of Al Hassan City. It also lacks studies and researches in general, especially those related to the industrial sector. Also, there are no studies conducted to determine the needs of the Members.

CONCLUSION

Since the leading role of Irbid Chamber of Industry in strengthening and enhancing the competitiveness of the industrial sector is among its goals, it was essential to offer an integrated package of services to its members and support them in serving their interests and develop, expand and manage their business.

The results of the institutional evaluation, implemented by SABEQ's team of experts reveal the following:

- The Chamber has positive relations with all the official and civil institutions in the Governorate. It is represented by several councils and committees established by these institutions, which helps it to play a key role in the economic decision-making process at the governorate level.
- The Chamber enjoys good relations with the local community, through supporting several official and civil society institutions, based on its belief in social responsibility towards society.
- There is a weak relationship between the Chamber and its members, especially vocational institutions. Some members reported that they are not fully informed about the services offered by the Chamber. Others indicated that the Chamber has no effective mechanisms to defend their interests or interfere in issues related to high production costs, particularly transportation cost.

In order to maximize the Chamber's role in achieving its institutional and national goals, serving the interests of its members and those of the industrial sector in the Governorate and moving beyond its traditional role of ratifying official documents of industrialists and issuing certificates of origin, it is essential to highlight the most important challenges facing the Chamber in achieving its goals, which emerged during the evaluation process, and the need to address them, including:

- The weakness of the institutional structure, since the work is not based on a clear strategic vision and plan, in addition to the absence of organizational structure which clarifies the chain of commands and the relations among the different units.
- Weak performance in serving the affiliated members of Irbid Chamber of Industry in terms of raising awareness of the Chamber's role and the services it offers and providing data, information and studies that would contribute to the investment decision-making in the Governorate.
- The absence of a strategic plan and clear programs and the lack of harmony among Board members prevented the Chamber from playing a big role in serving its members.
- The weak performance of the Board's Committees.
- Although the Chambers of Industry system identified the Sectoral committees, the Chamber's administration did not form Committees which represent the different

industrial sectors, which in turn created a gap between the Chamber and its members.

PROPOSALS TO IMPROVE THE CHAMBER

In light of the outputs of the evaluation study, the following pillars are suggested for the process of development and improvement that should be adopted to assist the Chamber develop and institutionalize its work in order to be able to serve its affiliates and play a key role in developing the industrial sector in the Governorate in general:

1. *Developing the Chamber's Institutional Structure by:*

- Preparing a strategic plan, which defines the Chamber's future vision, strategic orientations and role in achieving the national and local goals, and preparing annual implementation work plans.
- Developing an organizational structure which clarifies the chain of command, the relations between the different units, tasks and job descriptions at various levels, so as to guarantee role distribution, authority delegation and quality management.
- Activating the decision of the Board of Directors to establish the Industrial Relations Unit.

2. *Developing Informative and Awareness Programs in the Industrial Sector*

- Creating a mechanism to support and develop the Chamber's relationship with members, inform them on the services offered by the Chamber to its members, addressing the problems faced by industrialists, especially in transport and clearing and educating industrialists about the documents necessary for export and the filling and packaging system.
- Strengthening communication and expanding networking activities with member institutions in the Chamber and their local and international counterparts, and supporting the activities of these institutions to contribute to their success, ensure their progress and sustainability and increase their participation in the overall economic development in the Governorate.
- Establishing a permanent exhibition of the products of local factories and asking the industrial companies to provide the Chamber with samples of their products to present them to delegations to Jordan, or in the international events attended by the members.
- Activating the role of the Chamber's office in Al Hassan Industrial City in cooperation with the Investors Association and the factories present in the Industrial City.
- Promoting joint ventures projects.
- Raising awareness about the culture of labor among factory workers and community members.

3. *Establishing a Center to develop textile and clothing*

This Center can be established in cooperation with the Chamber of Industry, SABEQ Program and international institutions. The objective of such a Center is to:

- Build national cadres capable of providing the garment industry with the necessary technical expertise in improving productivity and quality, in order to enhance the competitive edge of Jordanian products in local and foreign markets. This can be achieved by offering administrative, technical and advisory courses and services to the companies. Hence the Center can participate in supervising the Vocational Training Center in Al Hassan Industrial City, and benefiting from the expertise of the companies and factories of Al Hassan Industrial City.

4. *Supporting and developing small and medium industries in the industrial sector.*

This is especially true for the vocational sector, which accounts for the biggest share of the Chamber's affiliates. The reason being is to assist this sector in finding the necessary funding to start or develop projects, by working with the concerned bodies to create an institution that operates within the concept of venture capital.

5. *Institutionalizing the process*

Institutionalizing the process of issuing the Chamber's reports by creating a data and research unit is important.

The Team highlights the importance of starting to simultaneously implement the above mentioned recommendations, as the powerful institutional framework and the qualified human resources would support achieving the Chamber's goals and serve the interests of its affiliates, in cooperation with SABEQ Program, to help improving the services offered by the Chamber to its affiliates and to the local community.

APPENDICES

APPENDIX 1 – EVALUATION TOOLS

APPENDIX 2 – INDUSTRY LAW NO. (10) OF 2005

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APPENDIX 4 – LIST OF INTERVIEWEES

APPENDIX 1- EVALUATION TOOLS

ANNEX D. ASSOCIATION CRITERIA FOR EXCELLENCE, INC.

Definitions for the Excellence, Inc. Association Criteria

Definitions	<p>Business, professional and philanthropic associations bring together like-minded people with shared aspirations who volunteer their time, talent, and money to strive for a common vision of the future. Their leaders attempt to create their vision by designing agreed-upon missions to accomplish sets of strategic objectives. With the assistance of paid professional employees, these dues-paying members and/or volunteer workers of these non-governmental organizations realize their objectives by carrying out activities through democratically elected policy boards and working committees and by interacting with other groups within the civil society or within particular market sectors. The purposes of their actions are to take advantage of mutual opportunities or to solve common problems.</p> <p>Business associations include organizations with members in the industrial, trade, technology, financial, service, and retail sectors that are dedicated to improving the nation's business climate, thereby assisting their members grow and prosper.</p> <p>Professional associations, often called societies, include organizations whose members have professional certifications, i.e. medical doctors, lawyers, engineers, etc., and are dedicated to improving the individual members' skills, knowledge, and technology.</p> <p>Philanthropic associations, often called non-governmental organization (NGOs), include charitable, educational, community development, health, and similar groups whose strategic objectives are carried out by volunteer workers and paid staff.</p> <p>Dues-paying members refer to interested individuals who invest their money in an association and serve also as unpaid personnel. Often these members willingly help achieve the strategic objectives of the organization, investing their time, talent, and money by serving on boards and committees and working on programs, projects and events.</p> <p>Volunteer workers refer to interested individuals who are unpaid personnel who willingly help achieve the strategic objectives of the organization by serving on boards and committees and working on humanitarian programs, projects and events.</p> <p>Board of directors refers to a group of members who are democratically elected by the general assembly of the association's membership. These directors have the leadership, the oversight, and the fiduciary responsibilities for the conduct of the association's performance. Decisions are made by the rule of law and a majority vote as established by the bylaws of the association.</p> <p>The chief elected volunteer officer, usually given the title of Chairman of the Board or sometimes President, is democratically elected by the general assembly of the membership or by the board of directors and serves as moderator for board meetings.</p> <p>The chief staff officer (CSO) usually has one of the following titles: president, executive director, general manager, executive vice president, or similar titles. The CSO is the top-paid executive officer hired by the board and is in charge of maintaining the organization's philosophy and administering the policies and programs established by majority vote of the board of directors and by the general assembly of the membership. With an employment contract approved by board, the CSO serves at the pleasure of the board and acts as an equal partner with the chief elected volunteer in recommending policy and administering programs of the association.</p> <p>The staff refers to paid employees of the association who are hired, supervised, and assigned exclusively by the CSO to help the volunteers achieve the organization's strategic objectives that are created and approved by the board and the membership.</p>
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A. Purpose of Association Leadership Criterion and Sub-Criteria

Criterion: Association Leadership

Purpose	<p>This criterion examines the association leadership's ability to mobilize resources and successfully contribute to member-centered, results-oriented goals. It assesses the extent to which the association has:</p> <ul style="list-style-type: none"> developed a logical, realistic strategy to guide actions and maximize contribution to the association's goals; created and maintained a democratic culture that supports good governance and the full utilization of the association's resources; and developed and implemented a system for monitoring and evaluating associational performance, collaboration with other associations, and risks.
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Sub-Criterion 1: Strategic Planning

Purpose	<p>This sub-criterion examines the association's strategic planning process, including its vision, mission, and strategic objectives. It assesses to what extent the association's vision and mission act as effective guides for the association's policies and actions. It assesses the effectiveness of the design, review, implementation, and utilization of the strategic plan. It also assesses whether the leadership has correctly identified the strategic objectives of the association's membership to which it contributes, and to what extent the vision, mission, and strategic plan are in line with these strategic objectives.</p>
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Sub-Criterion 2: Democratic and Supportive Culture

Purpose	<p>This sub-criterion examines the association's democratic culture. It assesses the leadership's effectiveness in setting and reinforcing suitable core values for the association and empowering the staff to achieve their potential in order enhance the association's ability to achieve its mission and strategic objectives.</p>
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Sub-Criterion 3: Monitoring and Evaluation

Purpose	<p>This sub-criterion examines the association's system for monitoring and evaluating its performance and contribution to the strategic objectives of the association's membership. It assesses how effectively the association reviews and evaluates its performance, identifies opportunities and areas of improvement, makes decisions, and follows through on these decisions to enhance the association's ability to help its membership. It assesses how effectively it collaborates with other associations to coordinate outputs to achieve these common goals. It also assesses how effectively the association manages major threats.</p>
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B. Association Leadership Assessment Factors

B1. Sub-Criterion 1: Strategic Planning

Factor 1: Vision and Mission

Purpose	<p>Defining why the association exists helps its staff employees and members understand how their own individual and team roles contribute to achieving output targets and member-centered, results-oriented objective. The vision acts as a compass to guide the association, offering a clear, succinct expression of what an association wants to become. The mission statement identifies the association's essential purpose (i.e. key roles and responsibilities) and outlines how it intends to fulfill this purpose.</p>
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Specific Questions for Client	No	To some extent	To a great extent	Yes
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<ul style="list-style-type: none"> • Is the association a mini-democracy? • Does the association have a written vision and mission statements? <p>if no, move to factor 2 : strategy</p> <ul style="list-style-type: none"> • Is the vision well-conceived and clearly written? • Does the vision statement outline standards of excellence that contribute to achieving the association's strategic objectives in a member-centered, results-focused, and transparent manner? • Was the association's vision decided upon in a systematic and democratic way and with wide member and staff participation and agreement? • Does the association's professional management embrace and support this vision? • Does the chairman of the board or the chief elected volunteer embrace and support this vision? • Has the vision been published and made available to the association's key stakeholders? • Can the association demonstrate that key stakeholders support the vision? • Can the association cite specific examples of how the vision statement helps in making particular decisions, initiatives, or actions? • Does the mission statement accurately define why the association exists? • Does the mission statement outline broadly how the association intends to fulfill its role and purpose? • Is the mission statement consistent with both the association's vision of excellence and its strategic objectives? • Was the association's mission decided upon systematically and with wide member and staff participation and agreement? • Does the professional management embrace and support the mission? • Has the mission statement been published and made available to its key stakeholders? • Can the association demonstrate that key stakeholders support the mission? • Can the association cite specific examples of how the mission helps in making key decisions? 				
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Factor 2: Strategy

Purpose	A well-developed strategic plan helps the association achieve specific, measurable targets and assists in outlining the actions and timeframe for accomplishing them.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
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<p>1. Does the association have a written strategic plan?</p> <p>if no move to B2. Sub-Criterion 2: Supportive Culture:Factor 1: Values</p> <p>2. Does the strategic plan incorporate underlying objectives that clearly link the association's outputs to the members' goals?</p> <p>3. Has the association prioritized these objectives in a manner that is consistent with the vision and mission?</p> <p>4. Does the association's strategic plan include specific, measurable output performance targets and a specific timeframe for accomplishing them?</p> <p>5. Does the association use the strategic plan as a guide when allocating resources, delegating responsibilities, and creating detailed work plans to produce the targeted outputs?</p> <p>6. Does the strategic plan have clear objectives with detailed action plans?</p> <p>7. Is the strategic plan the result of consultation with the association's staff?</p> <p>8. Is this strategic plan supported by the professional management?</p> <p>9. Is this strategic plan embraced and supported by the chief elected volunteer officer?</p> <p>10. Has the association's strategic plan been published and made widely available to its key stakeholders?</p> <p>11. Can the association demonstrate that key stakeholders support the strategic plan?</p> <p>12. Is the strategic plan reviewed regularly to determine what, if any, changes are required for the association to better achieve its objectives?</p> <p>13. Does this review process generally result in changes to the strategic plan?</p>				
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B2. Sub-Criterion 2: Supportive Culture

Factor 1: Values

Purpose	The association's values are those ethical standards, personal values, and work attitudes that the organization's leaders want to encourage among its members and its paid employees. These values enhance the association's ability to achieve its vision, mission, and strategic objectives by fostering a democratically operated organization with a culture of excellence.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
1. Has the association adopted a set of clearly defined core values?				
2. Are policy boards and committees using democratic parliamentary procedures a core value and a institutional methodology of the association?				
3. Are these core values appropriate for fostering a culture of excellence and promoting member-centered, results-focused, and transparent governance?				
4. Does the association actively promote the application of these core values?				
5. Do key stakeholders understand and approve of these core values?				
6. Do these core values permeate the on-the-job performance of the association's staff?				

Factor 2: Staff Empowerment

Purpose	An association can <i>empower</i> its staff to contribute as effectively as possible to achieving member-centered, results-focused strategic objectives by <i>motivating</i> employees to strive for excellence and by ensuring that they have the <i>opportunities</i> and resources to do so.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> 1. Do the association's leaders recognize and systematically acknowledge excellent staff performance by individuals, committees, and task forces? 2. Are employees authorized and encouraged to respond quickly—subject to clear guidelines and with appropriate accountability reporting—to member needs and concerns? 3. Does the association have a transparent, merit-based system of promotion and salary increases for the paid staff? 4. Do the leaders think that employees generally feel that they are appreciated? 5. Do the leaders actively encourage employees to be innovative and <i>creative</i> in seeking to achieve the association's strategic objectives? 				

B3. Sub-Criterion 3: Monitoring and Evaluation

Factor 1: Achievement of Output Targets

Purpose	An association's leadership needs to know the extent to which it has actually achieved the output targets identified in its strategic plan (in terms of both quality and quantity) in order to determine how to improve performance.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none">1. Has the chief staff officer (CSO) set performance targets for each of its key outputs to achieve in the current planning period or financial year?2. Has the CSO sub-divided these targets into sub-targets for each of the various areas of management and staff responsibility?3. Are these targets disseminated to the association's committee chairs and to the staff?4. Does the association have a system to monitor, measure, analyze, and report the actual performance of each key output, both on a regular basis and if unusual performance is observed?5. Does the association regularly inform its directors, members and key stakeholders—and the general public—about its output performance?				

Factor 2: Strategic Partnerships

Purpose	Effective cooperation with key allies and other stakeholders is often critical to achieving the association's strategic objectives. Associations work with other organizations to achieve mutual objectives, with private-sector members and non-members to facilitate economic growth, and with civil society to clear obstacles and ensure results. Encouraging this collaboration at committee and staff levels within the association helps leverage the association's impact by combining and aligning its efforts with its strategic partners.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Has the association's leadership accurately identified its key stakeholders? Have the directors and the CSO accurately identified and understood the nature of stakeholder interests in its outputs? Does the CSO meet regularly with principal stakeholders, including partner associations, to keep them well informed and seek their feedback on the association's activities, operational performance, current issues, policies, and any significant risks? Does the CSO also encourage staff employees to network with their counterparts in other associations and with colleagues in the public and private sectors to promote collaboration and cooperation? Is this coordination guided by formal arrangements? Where possible and appropriate, does the CSO maintain continuous communication with stakeholders about policy changes to avoid needlessly surprising them? Has the association's leadership generally succeeded in avoiding surprising its stakeholders? Does the CSO have a systematic way to evaluate the potential and actual benefits of partnerships with other entities? 				

Factor 3: Threat Management

Purpose	Threat management helps an association identify, understand, prioritize, and manage the major threats to its ability to produce results and contribute most effectively to its mission and strategic objectives.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
1. Has the association clearly identified the major risks to its outputs or to its members, such as legal, regulatory, or financial risks?				

Persons to Contact

- Chief Elected Volunteer, usually the Chair of the Board or the President
- Chief Staff Officer, usually called Executive Director
- Members of the Board of the association
- Committee Chairs of the association
- Random selection of paid staff at different levels of the association
- Random selection of dues-paying members of the association

C. Leadership Assessment Indicators

C1. Sub-Criterion 1: Strategic Planning

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Vision and Mission												
1	The association's <i>vision and mission</i> describes <i>what it wants to become</i> , captures its aims of excellence in carrying out its role, is consistent with its strategic objectives, and is supported by the chief elected volunteer officer and the membership.											
Factor 2: Strategy												
1	The association's strategic plan accurately defines its strategic objectives, outputs, and relative priorities, and is consistent with the association's vision and members' interests.											

C2. Sub-Criterion 2: Supportive Culture

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Values												
1	The association's <i>core values</i> are appropriate, focused on achieving excellence, and promote member-centered, results-focused, and transparent governance.											
2	These core values are widely understood and embraced by all levels of the association, and permeate the on-the-job behavior of the association's entire staff.											
Factor 2: Staff Empowerment												
1	The association's staff employees generally believe that they have been delegated enough responsibility and authority to fill their role in achieving the association's strategic objectives.											
2	The association follows a staff management <i>philosophy</i> that consistently recognizes and acknowledges excellent staff performance, encourages staff to be innovative and creative in achieving the association's strategic objectives, and understands the importance of creating opportunities for staff to realize their full <i>potential</i> .											
3	The association's staff promotion and appointment system is transparent and merit -based.											

C3. Sub-Criterion 3: Monitoring and Evaluation

Factor 1: Achievement of Output Targets												
1	The association uses performance targets as a transparent basis to direct and assess the performance of each of its key output types at all levels within the association.											
2	The association's output performance targets are specified clearly in terms of both:											
	<ul style="list-style-type: none"> Quality standards; and Quantity standards based on transparent, realistic assumptions 											
3	The association systematically monitors, assesses, and reports on its output performance, both regularly and on an exceptions basis.											
Factor 2: Strategic Partnerships												
1	The association's leadership has identified and built alliances with other organizations with similar strategic objectives.											
2	The CSO works closely with principal stakeholders, including partner associations, keeping them well informed and seeking their cooperation on the association's activities and current issues.											
3	The CSO encourages members and staff employees to network with their counterparts in other associations to promote teamwork and cooperation.											
Factor 3: Threat Management												
1	The association has identified and understands the major threats to its ability to achieve its mission and strategic objectives.											
2	The CSO has a strategy for managing these threats with a clearly documented strategy and plan of action.											

Leadership Scored Items

Sub Criterion 1: Strategic Planning

Factor 1: Vision and Mission

Score Definition

- 0 Does not exist:** The association has no vision or mission statement.
- 1-2 Poor:** The association has a vision and/or a mission statement, but they are vague and reveal little about what the association wishes to become or its broad strategy for fulfilling its purpose. They are either unwritten/unofficial or not well written. They are inconsistent or unconnected with the association's strategic objectives, and do not place a clear emphasis on excellence. The staff was not involved in the development of the vision. The staff is largely unaware of the association's vision and mission, and the association has not made an attempt to promote any understanding of how they relate to individual roles. There is little or no awareness of them outside the association.
- 3-5 Fair:** The association has written vision and mission statements that mention specific objectives, values, and actions, but may be vague in defining the association's guiding purpose or present an outdated overall strategy. The vision and mission were developed largely by the leadership, with little or no participation from the staff. The association has made some attempt to promote these documents within the association's membership, but there is still widespread misunderstanding and/or disinterest among general members. There is little or no awareness of them outside the association.
- 6-8 Good:** The association has clear vision and mission statements that capture the association's aims of excellence and its broad strategy for fulfilling its role. These documents are generally consistent with the association's current legal mandate. The process by which the vision and mission were conceived was generally inclusive, involving some staff of the association. The association promotes these documents within the association, and members generally understand and accept them. There is some awareness of and support for the vision among key stakeholders. The leaders demonstrate some understanding of the need to enact the vision and mission by using them as a guide in decision-making.
- 9-10 Excellent:** The association's vision and mission are the compass that guide the association. They are well-conceived, clearly written, and up-to-date. They capture the association's aims of excellence in carrying out its role, clearly outline how the association intends to fulfill its purpose, and are consistent with its strategic objectives. They are clearly supported by the membership and the key stakeholders. The documents were created through a participatory process within the association, and there is widespread awareness, understanding, and acceptance of the vision and mission among the staff and the general membership. The association can demonstrate how the vision and mission statements guide the association by citing examples of how the vision has informed recent decisions, initiatives, and actions.

Factor 2: Strategy

Score Definition

- 0** **Does not exist:** The association has not defined its objectives or developed a strategic plan.
- 1-2** **Poor:** The association has a plan, but it is not strategic or useful for decision-making, having failed to define specific objectives and timeframes for meeting them. It is not clearly linked to the vision and mission. Little or no attempt has been made to review or update the plan.
- 3-5** **Fair:** The association has a strategic plan and its mission is broken down into specific objectives, but they may not be prioritized, and their link to specific outputs may be unclear. Some committees within the association have developed more detailed work plans that elaborate on specific objectives of the strategic plan, but this practice is not institutionalized. The plan was developed with limited participation of the staff and members, which are generally aware of the strategic plan but uncertain as to how it affects their work. The strategic plan is not well-known outside the association. The association may review its strategic plan, but on an irregular basis, and the results of the review may be only marginally useful for updating the plan.
- 6-8** **Good:** The association has a strategic plan that breaks down the association's mission into specific objectives, including measurable performance targets and a timeframe for meeting them. It was developed with some participation from the staff and members are generally aware of its purpose and its impact on their businesses. The staff generally understands the objectives toward which they are working, and most committees within the association have more specific action plans. The association has made some attempt to publicize it among key stakeholders. The association reviews the plan on a fairly regular basis with fairly useful results, which are used to some extent to update the plan.
- 9-10** **Excellent:** The association's strategic plan effectively translates the association's vision and mission into tangible, realistic objectives. It clearly outlines and prioritizes specific objectives, and defines measurable performance targets. The association uses the strategic plan and associated action or work plans to decide on output targets for the planning period, allocate resources, and delegate responsibilities. The strategic plan was developed with the participation of the staff and is understood and supported throughout the association's membership. The association's leaders thoroughly review the strategic plan on a regular basis, and use the results of this review to update the plan and enhance the association's ability to achieve its objectives.

Sub-Criterion 2: Supportive Culture

Factor 1: Values

Score Definition

- 0** **Does not exist:** The association does not have shared values, written or understood, or the values are wholly inappropriate and foster a negative, uncooperative work environment.
- 1-2** **Poor:** There is some evidence of shared values among the staff and the membership, but core values do not exist at the associational level and there is little attempt on the part of leadership to foster them.
- 3-5** **Fair:** The association has some identifiable core values, but they may not be in writing or clearly defined. The staff may be aware of these values, but not yet have a common understanding of them. While these values may influence individual performance, they are not well-developed or widely accepted enough to help make decisions.
- 6-8** **Good:** The association has a written set of official core values that are appropriate for fostering excellence. The values are well-known, widely understood, and generally accepted among the members and the staff. Most values are well-reflected in performance at both the individual and associational level. The association makes an effort to promote these core values among the staff and the membership and stakeholders are aware of them.
- 9-10** **Excellent:** Core values that promote excellence permeate performance of the association. These values are clearly defined in writing, and are appropriate for an association that strives to be member-centered, results-focused, and transparent in its governance. The leadership embodies these values, the staff consciously embraces them, and the members approve of them. These values guide decisions as well as day-to-day actions, and define interactions among staff as well as between staff and the members.

Factor 2: Staff Empowerment

Score Definition

0 Does not exist: ??

- 1-2 Poor:** The chief staff officer (CSO) has little understanding of the need to empower his or her staff and makes little effort to ensure that employees are able to contribute effectively to achieving the association's objectives. Employees are unmotivated. They report feeling constrained and unable to perform their jobs effectively. This is true particularly for those who deal with members or the general public on a daily basis. They do not feel encouraged to develop their potential or contribute in a meaningful way to improving associational performance. Personal prejudices permeate the promotion system.
- 3-5 Fair:** The CSO understands to some degree the need to delegate sufficient responsibility and resources to the staff, but decision-making authority is still largely concentrated in the CSO, compromising the association's efficiency. Staff employees are able to perform their jobs with a certain degree of effectiveness and may generally have the appropriate resources to do so, but do not feel particularly encouraged to be creative or innovative in seeking to achieve the association's objectives. The CSO offers some opportunities to develop staff potential, but these do not typically include opportunities for enhancing their ability to make decisions or solve problems. The CSO has no policy for systematically acknowledging and rewarding excellent staff performance, and recognition is given inconsistently. The promotion system is theoretically merit-based, but in practice personal prejudices still play a role.
- 6-8 Good:** The CSO understands the importance of empowering staff, and has made significant efforts to delegate authority and deploy resources to enable staff to contribute more efficiently and effectively. The CSO generally encourages staff to take the initiative when faced with new challenges, and seeks to acknowledge and reward excellent performance. The CSO has made an effort to create a variety of opportunities for employees to develop their potential. Promotions and appointments are awarded largely based on merit.
- 9-10 Excellent:** The association's employees are innovative, creative, and proactive in helping the association meet its objectives. They have sufficient authority and resources to carry out their responsibilities effectively, and feel empowered to take calculated risks. They feel that their efforts are appreciated by the leaders of the association. They have the opportunity to develop their potential in a variety of ways, including offering skill-building training and enabling staff to participate in projects that broaden their experience and understanding of the association's work. The board and the CSO have developed equitable and motivational ways to acknowledge and reward excellent staff performance. The promotion system is sufficiently transparent to prevent bias and avoid the perception of favoritism.

Sub-Criterion 3: Monitoring and Evaluation

Factor 1: Achievement of Output Targets

Score Definition

- 0** Does not exist:
- 1-2** Poor:
- 3-5** Fair:
- 6-8** Good:
- 9-10** Excellent:

Factor 2: Strategic Partnerships

Score Definition

- 0** Does not exist:
- 1-2** Poor:
- 3-5** Fair:
- 6-8** Good:
- 9-10** Excellent:

Factor 3: Threat Management

Score Definition

- 0** Does not exist:
- 1-2** Poor:
- 3-5** Fair:
- 6-8** Good:
- 9-10** Excellent:

A. Purpose of Human Resource Capital Criterion and Sub-Criteria

Criterion: Association Human Resource Capital

Purpose	<p>The Human Resource Capital criterion examines the association's efforts to build and maintain a supportive environment that encourages excellent performance from paid staff employees. It assesses how effectively the association:</p> <ul style="list-style-type: none">• plans workforce supply to meet current and anticipated demand for paid staff;• implements paid employee training and development programs that meet the association's needs;• applies fair and transparent employment policies and implements reward/compensation schemes to motivate its paid employees; and• designs and implements programs that promote employee satisfaction and retention.
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Sub-Criterion 1: Management

Purpose	<p>This sub-criterion examines the association's recruitment, selection, supervisory, and placement policies. It assesses the extent to which these policies are designed to employ qualified human resources in the appropriate jobs in a timely fashion. It assesses how well the association uses results-based job descriptions to plan activities such as recruiting, training, and evaluating employees. It also assesses for paid employees the accuracy, transparency, and fairness of salary scales and job grading, compensation and rewards policies, results-based employee performance appraisal systems, and other workforce policies and practices.</p>
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Sub-Criterion 2: Planning

Purpose	<p>This sub-criterion examines the association's human capital forecasting and planning procedures and policies. It assesses how accurately the association anticipates future staffing needs to ensure that the available workforce is sufficient for meeting the objectives of the strategic plan.</p>
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Sub-Criterion 3: Training and Development

Purpose	<p>This sub-criterion examines the association's programs for enhancing the skills and competencies of its workers, as well as its paid staff. It assesses how accurately the association identifies training and development needs, and to what extent these needs are prioritized to help the association achieve results. It also assesses how effectively training and development programs are designed, implemented, and reviewed to enhance the association's overall performance and productivity.</p>
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Sub-Criterion 4: Workers and Paid Employee Welfare

Purpose	<p>This sub-criterion examines the association's strategies for enhancing paid staff employee satisfaction and retention. It assesses how well the association identifies and addresses employee needs and concerns, and the extent to which these efforts help motivate the employee to continue working for the association.</p>
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B. Human Resource Capital Assessment Factors

B1. Sub-Criterion 1: Management

Factor 1: Volunteer Committee Job Descriptions

Purpose	Most associations do not have enough financial resources to pay a sufficient number of employees to do all the work that needs to be done, so volunteers, usually from the association's membership, are recruited, trained, and motivated to carry out selected tasks in the organization's strategic plans. These volunteers usually accomplish their assigned responsibilities by participating on committees. These committees are often managed and supported by paid staff with the volunteers doing a large percentage of the actual work. Clearly written committee job descriptions are useful tools for recruiting and selecting association volunteers for committees and for special events.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
1. Has the association written and officially adopted a clear, detailed, results-based job description for each committee and/or event?				
2. Do all volunteers receive their job descriptions at the beginning of the program or project?				
3. Does the association use the committee job descriptions to help plan volunteer policies?				

Factor 2: Job Descriptions and Classifications of Paid Staff

Purpose	Clearly written job descriptions are essential tools for recruiting and selecting association staff employees, conducting fair and accurate performance appraisals, and identifying training needs. In both large and small associations, a fair, transparent, and accurate job classification system that grades positions according to an overall scale is crucial to effective human capital planning, transparent salary grading, and fair recruitment and promotion.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
1. Has the board of directors established a clear, unambiguous policy that the chief staff officer has exclusive supervisory responsibilities for all paid employees of the association?				
2. Has the association written a clear, detailed, results-based job description for each paid staff position?				
3. Do all employees receive their job descriptions at the beginning of their employment?				

Documents Required	<ul style="list-style-type: none">• Job description• Job classification table
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Factor 3: Employment of Paid Staff

Purpose	Excellent employment policies ensure that the association's staffing needs are filled in a timely manner by applicants whose talents, competencies, and skills match the job requirements, and that the process is in compliance with the association's strategic objectives as well as applicable legislation.
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Specific Questions for Client	No	To some extent	To great extent	a Yes
1. Does the association with a relatively large staff routinely attempt to recruit from within to fill vacancies before searching for applicants from outside the association? 2. Does the association circulate notices of job vacancies, including the timeframe for recruitment, among the staff? 3. Does the association encourage qualified staff to apply for these jobs as a means of career advancement and/or improving/diversifying their skills? 4. Does the association have a set of clear procedures for recruiting and selecting potential candidates and placing new employees?				

Documents Required	<ul style="list-style-type: none">• Job analysis• Recruitment policy• Selection methods and forms
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Factor 4: Performance Appraisal of Paid Employees

Purpose	An accurate and transparent appraisal system that measures employee performance against reasonable, tangible objectives is helpful in meeting those objectives. Regular, results-based performance appraisals provide feedback that the association can use to improve its performance and employee satisfaction, and also help identify opportunities for rewarding excellent performance.
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Specific Questions for Client	No	To some extent	To great extent	Yes
1. Does the CSO conduct a regular, results-based performance appraisal of all employees? 2. Does the association with larger staffs provide training to help both supervisors and employees better understand and administer the performance appraisal process? 3. Are employees notified of performance appraisal results in a timely manner? 4. Do the results of performance appraisals have a clear effect on an individual's career progression? 5. Does the CSO use the results of performance appraisals in giving promotions? 6. Does the CSO have procedures for addressing poor employee performance?				

Documents Required	<ul style="list-style-type: none">• Performance appraisal guidelines• Performance appraisal forms
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Factor 5: Compensation and Incentives for Paid Employees

Purpose	Transparent, equitable, and effective compensation and incentive policies improve employee productivity and boost performance quality by motivating employees to strive for excellence in achieving the association's strategic objectives.
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Specific Questions for Client	No	To some extent	To great extent	Yes
<ol style="list-style-type: none"> Has the association established a system for rewarding excellent employee performance? Are the association's job grading scale and salary ranges fair and transparent? Are employees' salaries based on their job grade, educational qualifications, experience, and workload? Does the association have transparent, equitable, and merit -based policies and standards for promoting individuals? 				

Documents Required	<ul style="list-style-type: none"> Reward system Compensation schemes Salary scale Job grading
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B2. Sub-Criterion 2: Planning

Factor 1: Forecasting

Purpose	Forecasting helps the association's CSO and chief financial officer anticipate future requirements for paid employees. For paid employees these forecasts may include promotions, retirement, and resignations.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none">1. Does the CSO forecast the need for paid staff using the strategic plan and other operational plans?2. Does the association keep a computerized record of the talents and the qualifications of current paid staff?3. Does the CSO regularly compare paid staff assignments with the priorities of its strategic plan to determine the number and quality of staff the association needs to meet its strategic objectives?4. Does the CSO use forecasting to develop training to help paid employees to perform new assignments, tasks, or jobs?5. Does the CSO take into account the objectives of the strategic plan when deciding which positions to prioritize when hiring paid employees?				

Documents Required	<ul style="list-style-type: none">• Organization Chart• List of vacant jobs
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B3. Sub-Criterion 3: Training and Development

Factor 1: Paid Employee Training

Purpose	Well-designed and implemented employee training programs enhance overall organizational and individual performance, optimize employee productivity, and help ensure continuous employee satisfaction and performance improvement.
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Specific Questions for Client	No	To some extent	To great extent	Yes
<ol style="list-style-type: none"> Does the CSO assess training needs of the association's paid employees? Does the CSO or a designee regularly gather and consider feedback from employees and their supervisors on training needs? Are employee training plans based on the association's strategic plan? Does the CSO focus special attention on training employees who deal with members? Does the CSO consider both formal training and informal methods, such as coaching and mentoring, when developing plans to address training needs? Does the association staff balance the training needs of individual employees with those of the association when planning training and career development programs? Does the CSO regularly evaluate the results of training programs? Does the CSO use the results of employee performance appraisals in assessing training needs? Does the CSO include funds for staff training in the association's budget? 				

Documents Required	<ul style="list-style-type: none"> • Training needs analysis • Training plan • Training budget
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B4. Sub-Criterion 4: workers and paid Employee Welfare

Factor 1: Employee Relations

Purpose	Caring programs and open communication channels improve employee welfare and maintain a healthy work environment, contributing to employee satisfaction, well-being, and motivation.
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Specific Questions for Client	No	To some extent	To great extent	Yes
1. Does the CSO take employee complaints seriously and consider them fairly? 2. Does the CSO encourage employees to contribute ideas for improving workplace conditions? 3. Does the CSO analyze key program results to identify elements of the work environment and employee support climate that need to be improved? 4. Do the association's board and CSO analyze employee needs to plan and establish caring programs that are appropriate for improving employee welfare? 5. Does the association board allocate sufficient funds to implement caring programs?				

Documents Required	<ul style="list-style-type: none">Wellbeing programs for employees
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Factor 2: Employee Retention

Purpose	Maintaining a positive, appreciative, and supportive work environment that contributes to the wellbeing, satisfaction, and motivation of the staff is essential for reducing staff turnover. Retaining high-performing volunteers and employees is critical to the association's continual improvement.
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Specific Questions for Client	No	To some extent	To great extent	Yes
1. Does the CSO regularly attempt to measure the level of employee satisfaction?				
2. Does the CSO have procedures for monitoring employee satisfaction on an ongoing basis, such as a feedback or suggestion program or a policy of conducting regular field visits?				
3. Are the association's human capital management policies and procedures designed to improve employee retention and decrease the rate of turnover?				
4. Has the association identified those key positions in each department that are critical to fulfilling the association's mission?				

Documents Required	<ul style="list-style-type: none">• Statistics of employee turnover• Employee satisfaction survey
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Persons to Contact

- Chief Staff Officer (CSO)
- Personnel Manager
- Financial Manager
- A random selection of staff at different management levels

C. Human Resource Capital Assessment Indicators

C1. Sub-Criterion 1: Management of volunteers and Paid Staff

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Volunteer Committee Descriptions												
1	The association's board has adopted clear job descriptions for each committee that it has established.											
2	Training programs have been developed that are specialized to meet the demands placed upon the association's volunteers.											
Factor 2: Employment of Paid Staff												
1	The association recruits internally to utilize existing skills and competencies, motivate staff to strive for excellence, and provide employees with opportunities for advancement.											
2	The association recruitment and selection criteria determines proper selection of potential candidates (including reference checks).											
3	The association carries out needs assessments and job analyses to determine the number and quality of staff needed.											
4	The association updates job classifications.											
5	The association has established recruitment and selection policies that are linked to the association's strategic objectives.											
6	The association internally circulates lists of vacant jobs reflecting the expected period of recruitment.											
Factor 3: Performance Appraisals												
1	The performance management system includes feedback to all employees on the level of their performance to encourage them to enhance future performance levels.											
2	Appraisals are periodically conducted and results are communicated.											
3	Assessed information on level of performance is used to determine promotion and/or training needs.											

Factor 4: Compensation and Incentives for Paid Employees												
1	The association has established and implemented reward systems and incentive programs that consider employee welfare and performance-based results.											
2	The association has aligned reward systems and compensation schemes with performance-related results, and motivated employees toward fulfilling the association's and individual needs.											
3	The association examines and regularly updates reward systems, incentive programs, and compensation schemes to ensure alignment with the association's priorities and desired outcomes.											
4	The association links pay and other compensation schemes with a performance-based management system, workload, and level of responsibilities.											
5	The association has adopted clear criteria to be considered in identifying job titles when preparing the employment budget rather than creating titles to respond to personal interests.											

C2. Sub-Criterion 2: Planning

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Forecasting												
1	Forecasts of staffing requirements are built on strategic requirements rather than an interest to supervise a large number of staff with a low volume of workload.											
2	An inventory of the types of current qualified employees is created to effectively meet operational objectives, especially with regard to dealing with members.											
3	Strategic, operational, and financial outcomes are reviewed and become the basis for the association's human resource planning.											
4	Policies, programs, and procedures are developed to specify how employees filling each position will be fairly recruited, selected, trained, and compensated.											

C3. Sub-Criterion 3: Training and Development

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: paid Employee Training												
1	Training needs are analyzed for each paid job title, per individual capacity, and at each management level, including leadership training.											
2	Paid employee training and development are addressed and associated with new employee orientation and performance improvement.											
3	A methodology is used to evaluate the results of delivered training courses, and findings are used to determine cost efficiency and measure the return on investment in training on the association's and individual performance.											
4	A supportive climate encourages the transfer of learning events into the workplace.											
5	Training and development plans are prepared according to the association's strategic plan and inputs from supervisors and individuals.											
6	The training budget is planned based on training and development priorities.											

C4. Sub-Criterion 4: Workers and Paid Employee Welfare

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Paid Employee Relations												
1	The association conducts recognition and incentive programs to ensure worker satisfaction, and retention.											
2	The association secures a high level of worker satisfaction by listening to suggestions and concerns, and expressing appropriate recognition and appreciation.											
3	Key factors that affect worker morale are addressed.											
Factor 2: Paid Employee Retention												
1	The association secures a high level of employee satisfaction by considering matters such as a friendly work environment and employee satisfaction.											
2	The association considers employee needs through various means, such as a suggestion program and “walk around” management.											
3	The association carries out effective communications with employees designed to improve morale and performance level.											
4	Employee retention rates are measured yearly and continuously increased.											

A. Purpose of Association Processes Criterion and Sub-Criteria

Criterion: Association Processes

Purpose	<p>The Association Processes Criterion examines the design and implementation of processes that the association uses to manage its board, committees, and staff and to deliver key programs, project, and services. It assesses how effectively the association:</p> <ul style="list-style-type: none">• manages its processes to meet its strategic objectives;• identifies member needs and expectations and designs processes to meet or exceed them;• gathers member feedback and incorporates suggestions and information into process design to improve member satisfaction; and• manages relationships with allies to help meet the association's needs.
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Sub-Criterion 1: Process Management and Streamlining

Purpose	<p>This sub-criterion examines how the association designs, implements, reviews, and improves its key activities including programs, projects, and events to ensure effective use of staff resources. It assesses how successfully the association controls costs, implements time management, integrates technology, and coordinates and tests processes to minimize, anticipate, and prevent problems and duplications.</p>
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Sub-Criterion 2: Membership Relations Management

Purpose	<p>This sub-criterion examines the association's processes for satisfying members' expectations. It assesses the association's ability to identify, anticipate, meet, and exceed member needs. It assesses how well the association understands the key elements of member satisfaction, including efficiency, transparency, and equal access to services. This sub-criterion assesses to what extent the staff gathers and uses member feedback to continually identify and act on opportunities to improve outputs. It also assesses how effectively the association manages its relationships with allied associations and other stakeholders.</p>
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B. Association Process Assessment Factors

B1. Sub-Criterion 1: Process Management and Streamlining

Factor 1: Process Design and Delivery

Purpose	By designing processes for managing committees, conducting events and advocacy, carrying out programs and projects, and for constantly monitoring their implementation, the association can enhance its ability to deliver services in a timely, cost-effective way.
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Specific Questions for Client	No	To some extent	To great extent	Yes
<ol style="list-style-type: none">1. Does the association staff, with committee member input, create process maps for each of its key activities, clearly defining the inputs, procedural steps, and outputs for each program, project, and/or event?2. Does the staff test its key processes to ensure that they are designed to be trouble-free and efficient?3. Does the day-to-day functioning of the association's key processes meet key performance requirements of the strategic plan?4. Has the chief staff officer (CSO) studied how key processes that deliver different services affect each other?5. Does the CSO coordinate these processes to ensure that they complement each other and contribute towards the same goals?6. Does the association staff accurately assess the types and quantities of resources required for each key process and deploy resources based on this assessment?7. Does the CSO encourage communication and cooperation among different departments and levels of staff to promote understanding and coordination of key processes?8. Are procedures for monitoring and reviewing delivery results built into the process itself?9. Does the staff person responsible for a particular process measure its results in a transparent manner and communicate the findings accurately to the CSO, the staff and involved members?				

Documents Required	Manual of associational processes Mind Map or Flow chart (mapping) of procedural steps Feedback post-result report
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B2. Sub-Criterion 2: Membership Relations Management

Factor 1: Member Needs and Expectations

Purpose	In order to provide members with excellent service, the association needs an accurate understanding of member requirements, expectations, and preferences.
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Specific Questions for Client	No	To some extent	To great extent	a Yes
1. Does the association staff communicate effectively with members about its benefits? 2. Does the association staff routinely solicit member feedback to gain a better understanding of their needs and expectations? 3. Does the association staff respond to member complaints by taking action to improve unsatisfactory performance? 4. Does the association staff provide members with brochures or pamphlets about how to gain benefits and to access programs and services? 5. Does the association staff regularly update data on member needs and expectations and use this data to determine changes in the association's strategic plan? 6. Does the association staff continually update processes according to changing member needs and expectations? 7. Does the association staff anticipate members' future needs and expectations to ensure that program, project, and event processes are updated before they become obsolete or inefficient?				

Documents Required	Member needs analysis Suggestion program Quality circles meetings Pamphlets/brochures Instructions on how to deal with member complaints
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Factor 2: Member Satisfaction

Purpose	Empowering staff to respond promptly and thoroughly to member inquiries and concerns is a key to member satisfaction. Maintaining open channels of communication with members ensures that their concerns are heard and understood and helps the association improve the level of programs, projects, events, and services it provides.
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Specific Questions for Client	No	To some extent	To great extent	a Yes
<ol style="list-style-type: none">1. Has the CSO instituted training for the association's staff to better respond to member inquiries and to analyze member feedback?2. Does the CSO ensure that the staff, particularly front-line employees, have the authority and resources they need to respond to member complaints and/or requests promptly and courteously?3. Does the association use modern systems, such as call centers or hot-lines, to receive member inquiries?4. Does the association respond promptly to member inquiries?5. Does the association use a documentation system to track how it deals with member complaints?6. Does the association staff take member feedback seriously, and apply lessons learned when redesigning processes?7. Does the CSO encourage staff employees to submit suggestions for improving member satisfaction?				

Documents Required	Surveys on member satisfaction Statistical report on member satisfaction Communication channels with members
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Factor 3: Continuous Improvement

Purpose	Excellence in member satisfaction entails continually searching for and identifying ways in which the association can achieve higher standards of programming and services by improving efficiency, effectiveness, and timeliness.
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Specific Questions for Client	No	To some extent	To great extent	a Yes
1. Do the CSO and the staff include strategies for improving member service, such as updating facilities, adding new programs and events or integrating new technology, into its strategic plan? 2. Do the board, committees, and the CSO regularly identify and follow through on opportunities for improvement in the association's processes for programming? 3. Do the CSO and staff regularly identify and follow through on opportunities for breakthrough improvement in program design? 4. Does the staff actively seek information and suggestions from members when streamlining or updating the association's processes, and use this information to anticipate and avoid potential problems? 5. Does the staff publicize the results of changes in programming processes? 6. Do the CSO and the staff regularly review and update the association's n performance standards to reflect improvements in programming?				

Documents Required	Added value model of member services Performance improvement indicators
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Persons to Contact

- Chief Staff Officer
- Chief Elected Volunteer Officer
- Staff Managers

C. Association Processes Assessment Indicators

C1. Sub-Criterion 1: Association Process Management and Streamlining

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Process Design and Delivery												
1	The association incorporates the changing requirements of members into program designs.											
2	Process design is tested to ensure the association has adequate capability for trouble-free and timely introduction of services.											
3	The association meets key performance requirements during the ongoing operation of key delivery processes.											
4	Resources required for each process are determined and made available to ensure quick delivery of services.											
5	The association has established effective communication channels that enhance cooperation and understanding between functional units during process delivery.											
6	Process delivery results are transparently measured and built into process design.											

C2. Sub-Criterion 2: Member Relationship Management

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Member Needs and Expectations												
1	Feedback from members is actively solicited through surveys and other methods to better identify member needs and expectations.											
2	The association's staff conducts periodic analyses of programs, projects, and events, and updates data on member expectations.											
3	The association's staff meets with members to solicit feedback and suggestions when attempting to improve activity design and processes.											
Factor 2: Member Satisfaction												

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
1	The association's staff makes a concerted effort to secure a high level of member satisfaction through various methods, including soliciting periodic feedback from members and promptly solving their complaints.											
2	The CSO and the staff have adopted a methodology whereby they can learn from mistakes during process delivery.											
3	Proper documentation is designed to easily deal with member complaints or comments on the level of member services.											
4	Employees are empowered to respond promptly to member inquiries.											
Factor 3: Continuous Improvement												
1	Rules and standard operating procedures are established and made consistent with improvement initiatives.											
2	The staff uses a feedback mechanism to continually assess and strengthen the quality of programs, projects, advocacy, and events.											
3	The board and the CSO review the processes and targets to seek continuous improvement.											
4	Procedural information is shared with members to continue the learning process.											
5	The association applies specific criteria and measurable indicators to encourage problem-solving through various tools such as quality circles meetings, regular contact with the media, and on-the-job coaching for volunteers and staff.											

A. Purpose of Association Knowledge Criterion and Sub-Criteria

Criterion: Association Knowledge

Purpose	<p>The Knowledge Criterion examines the association's knowledge management systems and strategies. It assesses to what extent the association:</p> <ul style="list-style-type: none">• understands what knowledge management entails;• uses a sound strategy for managing and improving knowledge resources;• uses its knowledge resources effectively to achieve its strategic objectives; and• disseminates timely, relevant information to members, employees, stakeholders, and other associations to build trust and cooperation.
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Sub-Criterion 1: Knowledge Operations

Purpose	<p>This sub-criterion examines the association's understanding of the key elements of knowledge management. It assesses how well the association manages its knowledge assets, including to what extent the association has accurately identified its vital knowledge assets, their relative priorities, where they are located, what the key risks to them are, and how they add value to its outputs.</p>
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Sub-Criterion 2: Knowledge Impact

Purpose	<p>This sub-criterion examines the association's strategies for developing and using knowledge assets. It assesses how effectively the association creates, captures, shares, and uses knowledge within it.</p>
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Sub-Criterion 3: Association Communications and Public Policy Advocacy

Purpose	<p>This sub-criterion examines the association's internal and external communications activities. It assesses how well the internal communication's strategy is designed and implemented to provide timely, relevant information to employees and the extent to which it enhances the association's performance. It assesses how well the external communications strategy is designed and implemented to help the association convey timely, appropriate messages to members and stakeholders.</p>
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B. Knowledge Assessment Factors

B1. Sub-Criterion 1: Association Knowledge Operations

Factor 1: Awareness and Commitment

Purpose	For a knowledge management system to be most effective for an association, the leadership and the staff must understand the concept of knowledge management (KM), and be willing and able to create, maintain, and use a KM system. The board of directors and the chief staff officer (CSO) must be committed to its use and should encourage KM activities that support and promote the association's strategic objectives.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none">1. Has the CSO explained the concept of KM to the staff of the association, including how good KM practices can help the association meet its strategic objectives more efficiently?2. Is there a general understanding of the concept of KM within the association?3. Does the CSO generally understand the concept of KM and the requirements for maintaining an effective KM system?4. Does the CSO demonstrate a strong commitment to KM policy, guidelines, and activities?5. Does the CSO understand the importance of promoting KM among paid employees?6. Are the KM responsibilities of each position clearly outlined in the job description?7. Is KM explicitly included as a priority in the association's mission statement and strategic objectives?8. Is training in the association's knowledge management systems and practices available to all the staff?9. Does the association actively promote good knowledge management practices (i.e., knowledge sharing) by providing employees with both resources and encouragement?10. Does the association encourage employees to check if knowledge already exists within the association before trying to create it or obtain it from an external source?11. Are individuals visibly rewarded for teamwork and knowledge sharing?				

B2. Sub-Criterion 2: Association Knowledge Impact

Factor 1: Knowledge Deployment

Purpose	Developing easy-to-use systems for capturing various types of knowledge and making it widely available is key to effective knowledge management. Allowing time and space for employees to exchange information and ideas is also critical to KM. By encouraging continuous knowledge sharing, the association can avoid spending time and effort to create knowledge or solutions that already exist, thereby improving efficiency and reducing costs.
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Specific Questions for Client	Yes	To some extent	To a great extent	No
1. Does the knowledge manager have a document management and archiving system, either manual or electronic?				
2. Does this system capture important and relevant internal documents as well as those created for external use?				
3. Does the knowledge manager have a system for archiving documents after a specified period of time?				
4. Does the knowledge manager capture the vital department knowledge of its key staff to make it more accessible in the association, for example by documenting it or holding internal cross-department trainings?				
5. Are there any restrictions on access to information that is not confidential or personal?				
6. Does the knowledge manager have a means of making captured knowledge available to the association's membership and to all staff employees, such as a library or electronic file-sharing system?				
7. Does this system include measures to protect the security, confidentiality, and/or integrity of the knowledge?				
8. Does the knowledge manager have a well-structured, up-to-date "knowledge map" to guide the staff and members to the information they seek?				
9. Is this map flexible, showing the staff multiple ways to find and access information?				
10. Has the knowledge manager clearly designated the best resource(s) for particular kinds of information?				
11. Does the CSO ensure that time and space exist to stimulate ideas, exchange knowledge, and to learn?				
12. Do the CSO and the knowledge manager regularly bring staff together across normal lines of responsibility to develop and/or share knowledge?				
13. Does the CSO arrange for regular internal staff meetings on important issues or topics of broad interest or applicability?				
14. Do the CSO and the knowledge manager have an information and communications technology (ICT) strategy for identifying ICT needs and developing ICT resources for meeting the association's strategic objectives?				

15. Does the association have an effective information technology system to support knowledge sharing, communication, and the association's learning?				
16. Are members and employees adequately trained to take full advantage of this system?				
17. Do association members and employees make use of information through information technology resources in their daily work as appropriate?				

B3. Sub-Criterion 3: Association Communications and Public Policy Advocacy

Factor 1: Internal Communications

Purpose	A well designed and implemented internal communications strategy can enhance the paid employees' performance by keeping them well informed of current administrative and programmatic issues, helping them feel more engaged in their work, and promoting staff cooperation.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Does the association have an internal communications strategy? Has the association assigned responsibility for internal communications to a specific staff employee? Does the assigned employee have the skills necessary to plan, implement, and evaluate the internal communications strategy? Has the assigned employee identified the appropriate objectives, messages, target audience, tools, and assessment mechanisms for its internal communications activities? Does the CSO support internal communications efforts? Are there clear guidelines for cooperation among staff from various departments devoted to internal communications? Is the internal communications assessment process centralized, or are there clear guidelines for cooperation among staff from various departments who are devoted to communications? Does the internal communications strategy include systems for dealing with emerging crises? Is there a clear action plan for implementing the communications strategy? Does the action plan assign responsibility and define clear tasks and timelines for the creation and dissemination of communications materials? Does the association assign an adequate number of qualified employees and devote sufficient financial resources to implement the action plan? When appropriate, are internal communications tools tested prior to actual production to ensure that the most effective format and method of delivery are used? Is the internal communications strategy regularly reviewed to ensure that the objectives of the strategy are being met? Does the association use feedback from staff to improve the effectiveness of the internal communications strategy? 				

Factor 2: External Communications and Public Policy Advocacy

Purpose	A well designed and implemented external communications strategy provides members and other stakeholders with timely, accurate information on association activities, programs, advocacy issues, and services. It also helps the association convey a positive image and build member and stakeholder confidence in the association's work.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Does the association have an external communications strategy, particularly in the arena of public policy advocacy? Does the association have communications and a public policy advocacy specialists? Do the communication and advocacy specialists have the skills necessary to plan, implement, advocate, and evaluate the external communications strategy? Has the CSO identified the appropriate objectives, issues, messages, target audience, tools, and assessment mechanisms for the association's external communications activities? Do the board and the CSO support proactive external communications and public policy advocacy efforts? Is the external communications strategy dynamic enough to capitalize on unforeseen opportunities? Are the processes for planning, implementing, and assessing external communications activities centralized? Are there clear guidelines for cooperation among staff from various departments devoted to external communications? Is the process for implementing the external communications strategy centralized? Is the process for approving external communications centralized in the CSO? Does the external communications strategy include systems for dealing with emerging crises, especially in the public policy advocacy area? Do the communication and advocacy employees have a well-organized KM system for researching, archiving and retrieving external communications and advocacy documents? Does the action plan assign responsibility, and define clear tasks and timelines, for the creation and dissemination of external communications materials? Does the association hire external service providers to carry out communications functions that the association cannot handle internally? When appropriate, are communications tools tested prior to actual production to ensure that the most effective format and method of delivery are used? 				

16. Is the external communications strategy regularly reviewed by the CSO to ensure that the strategic objectives of the strategy are being met?				
17. Does the association formally survey stakeholders to assess the extent to which external communications efforts help the association project a positive image, increase public awareness and recognition, and ensure that customers and other stakeholders are well informed of events, activities, or changes that will affect them?				
18. Does the association use feedback from staff and stakeholders to improve the effectiveness of the external communications strategy?				
19. Are there mechanisms, such as focus groups, in place for securing continuous feedback from stakeholders about communications activities?				
20. Does the association coordinate its communications planning with partner associations as appropriate?				

Persons to Contact

- Chief Elected Volunteer (Chair of the Board or President of the Association)
- Chief Staff Officer
- Knowledge manager for the association
- IT Manager
- Communications Manager
- Communications staff
- Random selection of association employee

C. Knowledge Management Assessment Indicators

C1. Sub-Criterion 1: Knowledge Operations

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Awareness and Commitment												
1	The association has full awareness and commitment from the board of directors, the CSO, and the staff to operate a KM system.											
2	The paid staff of the association uses good KM practices that help achieve the strategic objectives of the organization.											
3	The CSO generally understands the concept of KM and is willing to allot the association's resources to creating, maintaining and using such a system.											
4	The paid staff understands the importance of using and contributing to the KM system and their job descriptions include a requirement to participate.											
5	The CSO has appointed a knowledge manager, either formally or informally, and supports that paid employee in encouraging other employees and association members to contribute to the KM system.											

C2. Sub-Criterion 2: Knowledge Impact

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Knowledge Deployment												
1	The association encourages continuous knowledge sharing and avoids spending time and effort in creating knowledge or solutions that already exist.											
2	The association's knowledge manager has electronic management and archiving systems that capture important and relevant internal and external documents and vital departmental knowledge of key staff.											
3	The knowledge manager has a well-structured, up-to-date "knowledge map" to guide the staff and members to the information they seek.											
4	Association members and employees are adequately informed and trained to take full advantage of the KM system.											

C3. Sub-Criterion 3: Communications and Public Policy Advocacy

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Internal Communications												
1	The CSO has developed an internal communications strategy and has assigned responsibility for internal communications to a specific staff employee who has the skills and the motivation necessary to plan, implement, and evaluate the strategy.											
2	The paid staff employee in charge of internal communications has a clear action plan for implementing the CSO's strategy with assigned responsibility and defined tasks and timelines, for the creation and dissemination of communications materials.											
3	The CSO has assigned an adequate number of qualified employees and has devoted sufficient financial resources to implement the internal communication action plan.											
Factor 2: External Communications and Public Policy Advocacy												
1	The association has an external communications strategy and a communications or public relations person that has the skills necessary to plan, implement, and evaluate the strategy.											
2	The CSO has established clear guidelines for cooperation among staff for implementing the external communication strategy, which includes dealing with emerging crises.											
3	The association staff is implementing the external communication program by following its adopted strategy and adhering to its management's guidelines.											
4	The association has developed a list of issues for their public policy advocacy program.											
5	The association staff has developed research information that is used in their public policy advocacy program.											
6	The association staff and the board of directors have developed careful strategies to implement needed changes in public policy.											

A. Purpose of Association Finances Criterion and Sub-Criteria

Criterion: Association Finances

Purpose	<p>The Association Finances Criterion examines the association's financial decision-making process, including administration and budgeting. It assesses how effectively the association's democratically elected board of directors, who are the ultimate fiduciaries, and the chief staff officer and the chief financial officer:</p> <ul style="list-style-type: none">• develops its budget and allocates funds to meet the objectives of its strategic plan;• designs and implements accounting systems that ensure financial accountability, prevent mismanagement, and enable the association to make best use of available resources; and• analyzes its financial performance and applies lessons learned to continually update and improve budgeting and financial administration.
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Sub-Criterion 1: Planning

Purpose	<p>This sub-criterion examines the association's budget and allocation process. It assesses to what extent the association gathers sufficient, relevant information for making sound budgeting decisions, and how effectively the association develops the budget and allocates funds to achieve the objectives of the strategic plan.</p>
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Sub-Criterion 2: Implementation

Purpose	<p>This sub-criterion examines the association's financial administration system. It assesses the effectiveness of the association's accounting system for ensuring that funds are managed according to the priorities of the budget and for preventing financial mismanagement and corruption. It also assesses how well the association coordinates its purchasing and inventory activities to ensure both the continuous availability of supplies and the most efficient use of cash.</p>
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Sub-Criterion 3: Financial Assessment

Purpose	<p>This sub-criterion examines the association's system for reviewing and improving its budgeting and accounting activities. It assesses the effectiveness of the association's monitoring and evaluation system for providing continuous, critical feedback about budget performance. It also assesses how well the association applies lessons learned when updating budget priorities and revising the budgeting process.</p>
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B. Association Finances Assessment Factors

B1. Sub-Criterion 1: Planning

Factor 1: Projections

Purpose	Excellent financial management depends on the staff's ability to make accurate projections about its activities for the coming year and beyond. Directors, who have the fiduciary responsibility for the association, need reliable data about the association's expected revenues, well researched estimates of program costs, and a thorough understanding of the association's current and future strategic objectives to make sound budgeting decisions.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Does the association receive and review sufficient information about its financial requirements, with proper methodologies and well-thought out assumptions, to enable its board of directors to make sound funding decisions? Does the association receive and review sufficient information about the design, execution, monitoring and evaluation processes for its projects, programs, or activities? Does the association do a cost/benefit analysis of each proposed project? Does the association use the results of previous years' budgets in making current budgeting decisions? Does the association use the latest projection techniques and methods to predict its financial needs? Has the association identified what percentage of variation is acceptable in its financial projections? Do the directors and staff managers who are not involved in making projections have confidence in the projections? Does the association have a system for forecasting revenues and expenditures that is appropriate for developing projections that are relevant to the association's needs? Does the current budget take into consideration potential changes to the association's strategy that might occur in future years? Are variances reflected in the budget? Do the directors and the CSO regularly review the budget? 				

Documents Required	<ol style="list-style-type: none"> Financial Projections Written Assumptions for Projections Past Three Years Financial and Budget Documents
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Factor 2: Budgeting and Allocation

Purpose	Budgeting and allocation are an open-ended process. By developing a flexible, participatory approach to budgeting and managing and monitoring the allocation of funds on an ongoing basis, the association can ensure that its funds are always being used in the most effective and efficient way.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> 1. Is the budget prepared through a participatory process involving paid staff? 2. Does the CSO review and revise priorities throughout the budgeting process? 3. Do the association's budget drafting guidelines ensure that the budget is aligned with the priorities of the strategic plan and action plans? 4. Does the association take membership needs and expectations into consideration when developing the budget? 5. Does the association translate member needs and expectations into weighted factors to ensure that they influence budgeting decisions in an appropriate way? 6. Are new technological advancements that relate specifically to the association and its constituency taken into consideration in the budgeting process? 7. Is the rationale behind funding allocation decisions well known and understood throughout the association? 8. Does the association actively attempt to assess the effect of its allocation decisions on volunteer and employee morale? 				

B2. Sub-Criterion 2: Implementation

Factor 1: Financial Administration

Purpose	A well developed accounting system, designed according to internationally accepted standards and conventions, is essential for preventing financial mismanagement and corruption.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none">1. Do the bylaws require the association to maintain a high standard of financial accountability?2. Does the association have written policies and procedures for its accounting process?3. Are the association's financial reports readily available to the membership?4. Are these reports made available to the members in a format and style that is clear and easy-to-understand even to readers who do not have a technical background in accounting or finance?5. Does the association review its accounting system annually to identify strengths and weaknesses?6. Does the association's accounting system conform to the standards of international conventions of the accounting profession?7. Does the association have an applied cost accounting system that helps identify costs and assign them to the appropriate project or activity?				

Documents Required	<ul style="list-style-type: none">• Financial Documents
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Factor 2: Purchasing

Purpose	A clear, well defined system for purchasing supplies and services from outside sources that involves proper documentation and recordkeeping helps the association control and monitor its expenditures.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Does the association provide written documentation of proper purchasing methods to volunteers and staff? Does the association have procedures in place to prevent fraud and corruption in the purchasing process? Does the association conduct an assessment of its purchasing procedures as part of its regular auditing process? Does the association's purchasing system require a paper trail for every purchase, including signed vouchers with matching numbers and receipts? Does the association have clear and effective purchasing approval processes? Are these processes routinely implemented at all levels of the association? Does the association have a formal system for ensuring that it receives quality services and products at the best price? 				

Factor 3: Inventory Management

Purpose	Associations buy myriads of brochures, stationary, office supplies, and other printed material. Those associations involved in major trade shows, exhibitions, and events purchase displays, decorations, and other items that must be stored. Proper inventory management is critical to ensuring that the association always has adequate supplies on hand to carry out its functions. It also helps the association prevent unnecessary expenses.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none"> Does the association have a written inventory policy that clearly outlines what items can and cannot be placed in inventory? Does the association periodically inventory its storage facilities to prevent unnecessary purchasing? Does the association link inventory management to cash flow management? Does the association have property insurance that covers its inventory? 				

B3. Sub-Criterion 3: Financial Assessment

Factor 1: Monitoring and Auditing

Purpose	Constant monitoring and regular auditing of the association's financial administration is a necessary safeguard against corruption and the embezzlement of members' funds. Effective monitoring and auditing systems assess the accounting staff's performance using relevant indicators and compare actual outcomes with forecasted results to provide managers with information that can be used to update priorities and improve budgeting and funding allocation systems.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
<ol style="list-style-type: none">1. Does the association identify key indicators that are appropriate for assessing the effectiveness of the budgeting process?2. Do these indicators include measurements of the quality and quantity of the products or services it provides?3. Do these indicators include measurements that help the association assess the value of its outputs and compare them to the expenditures?4. Does the association assess the accuracy of its projections at the end of each budget year?5. Does the association document and update these techniques and methods each year?6. Does the association have systems for providing managers with updated financial information throughout the budget year?7. Does the association prepare comprehensive budget reports comparing actual expenditures and revenues to forecasted figures?8. Does the association generally adhere to its budget?				

Factor 2: Recommendations

Purpose	To ensure continuous improvement in the budgeting process, the chief staff officer, the chief financial officer and the board of directors must work together to apply lessons learned from previous budget years to the current and future financial challenges that the association faces.
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Specific Questions for Client	No	To some extent	To a great extent	Yes
1. Does the association's strategic plan drive its financial planning and administration?				
2. Does the association's chief financial officer make formal recommendations to the association's CSO and board about improving the budgeting process?				
3. Do the chief financial officer and the CSO ask the members for recommendations on how to make the association's reports more readable and understandable?				
4. Does the paid staff regularly review methods of data collection to ensure that they provide information of practical value to the association?				
5. Does the chief financial officer provide the association with information that is useful for justifying requests for additional dues revenue from the membership?				

Persons to Contact

- Chief Elected Volunteer Financial Officer, usually Treasurer or Chair of the Finance Committee
- Chief Staff Officer
- Financial Manager or Chief Accountant
- A random selection of staff at different management levels

C. Finances Assessment Indicators

C1. Sub-Criterion 1: Planning

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Projections												
1	The board of directors receives sufficient financial projections and the assumptions for those projections in order to make sound financial decisions.											
2	The board and the CSO receive and review sufficient financial data related to the association's projects, programs, and activities.											
3	The chief financial officer causes cost/benefit analyses and revenue and expenditure projections to be made on each major project or program under consideration.											
Factor 2: Budgeting and Allocation												
1	The association has a flexible, participatory budgeting process that ensures that its funds are being used effectively.											
2.	The association monitors the allocations of funds on an ongoing basis.											
3	The CSO and the chief financial officer insure that the association's revenues and expenditures are prioritized to achieve the objectives of the strategic plan.											
4	The rationale behind association's funding allocation decisions is well known and understood by the membership and the staff and the CSO actively attempt to assess the effect of the board's allocation decisions on volunteer and employee morale.											

C2. Sub-Criterion 2: Implementation

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Values												
1	The association's <i>core values</i> are appropriate, focused on achieving excellence, and promote member-centered, results-focused, and transparent governance.											
2	These core values are widely understood and embraced by all levels of the association, and permeate the on-the-job behavior of the association's entire staff.											
Factor 2: Staff Empowerment												
1	The association's staff employees generally believe that they have been delegated enough responsibility and authority to fill their role in achieving the association's strategic objectives.											
2	The association follows a staff management <i>philosophy</i> that consistently recognizes and acknowledges excellent staff performance, encourages staff to be innovative and creative in achieving the association's strategic objectives, and understands the importance of creating opportunities for staff to realize their full <i>potential</i> .											
4	The association's staff promotion and appointment system is transparent and merit -based.											

C3. Sub-Criterion 3: Financial Assessment

No.	Indicators	Poor		Fair			V. Good			Excellent		Total Score
		1	2	3	4	5	6	7	8	9	10	
Factor 1: Monitoring and Auditing												
1	The chief financial officer constantly monitors and regularly audits the financial administration as a necessary safeguard against corruption and the embezzlement of members' funds.											
2	The chief financial officer has systems for providing committee volunteers and staff with updated financial information throughout the budget year and prepares comprehensive budget reports comparing actual expenditures and revenues to forecasted figures.											
3	The association generally adheres to its annual budget.											
Factor 2: Recommendations												
1	The association's strategic plan drives its financial planning and administration.											
2	The chief financial officer provides the information to the CSO and the board of directors that is useful for justifying requests for additional dues revenue from the membership or for the implementation of new non-dues revenue sources.											

APPENDIX 2- INDUSTRY LAW NO. (10) OF 2005

قانون غرف الصناعة رقم 10 لسنة 2005

المنشور على الصفحة 1111 من عدد الجريدة الرسمية رقم 4702 بتاريخ 31/3/2005

حل محل قانون غرف الصناعة المؤقت رقم 47 لسنة 2003

المادة 1

يسمى هذا القانون (قانون غرف الصناعة لسنة 2005) ويعمل به من تاريخ نشره في الجريدة الرسمية .

المادة 2

يكون للكلمات والعبارات التالية حيثما وردت في هذا القانون المعاني المخصصة لها ادناه ما لم تدل القرينة على غير ذلك :

الوزارة : وزارة الصناعة والتجارة .

الوزير : وزير الصناعة والتجارة .

الغرفة : غرفة صناعة الاردن .

الهيئة العامة : الهيئة العامة للغرفة .

المجلس : مجلس ادارة الغرفة .

الرئيس : رئيس المجلس .

الغرف الصناعية : اي غرفة صناعية ورد النص عليها في المادة (22) من هذا القانون .

القطاع الصناعي : مجموع الشركات والمؤسسات العاملة في نوع او اكثر من انواع الصناعة كما يحددها مجلس الوزراء

بناء على تنسيب الوزير .

الصناعة : اي نشاط يهدف الى تحويل المواد بوسائل الانتاج المختلفة الى منتج جديد ، بحيث ينتج عن هذا التحويل تغيير اساسي في شكلها او مكوناتها او نوعها او طبيعتها بما في ذلك العمليات الكيميائية والخلط والقص والتشكيل والتجميع والتعبئة والتغليف مما يؤدي الى تغيير في بند التعريف الفرعي في النظام الجمركي المنسق او ان تكون القيمة المضافة لا تقل عن نسبة معينة يتم تحديدها لكل قطاع صناعي وفروعه بتعليمات يصدرها الوزير ، كما وتشمل أنشطة التعدين والكهرباء .

المؤسسة الصناعية : اي شركة او مؤسسة فردية غرضها الاساسي الصناعة وتعمل في قطاع صناعي معين ورأسمالها المسجل ثلاثون الف دينار فاكتر وعدد عمالها الاردنيين عشرة عمال فاكتر مشتركين في الضمان الاجتماعي ، او اي مؤسسة اخرى غرضها الاساسي الصناعة يقرر الوزير انها مؤسسة صناعية نظرا لحجم صادراتها ومقدار رأسمالها المسجل .

المؤسسة الحرفية : اي شركة او مؤسسة فردية غرضها الاساسي الصناعة ، رأسمالها المسجل اقل من ثلاثين الف دينار

او عدد عمالها الاردنيين المشتركين في الضمان الاجتماعي يقل عن عشرة عمال .

المادة 3

أ . تنشأ في المملكة غرفة تسمى (غرفة صناعة الاردن) تتمتع بشخصية اعتبارية ذات استقلال مالي واداري ولها بهذه الصفة تملك الاموال المنقولة وغير المنقولة والقيام بجميع التصرفات القانونية اللازمة لتحقيق اهدافها بما في ذلك ابرام العقود والاقتراض وقبول المساعدات والهبات والتبرعات ولها حق التقاضي وينوب عنها في الاجراءات القضائية اي محام توكله لهذه الغاية .

ب. يكون مركز الغرفة في مدينة عمان .

المادة 4

تهدف الغرفة الى تحقيق ما يلي :

أ . المشاركة في رسم السياسة العامة للصناعة وفي وضع الاستراتيجية والخطط اللازمة لتنفيذها .

ب. المشاركة في تنمية الصناعة الوطنية وتطويرها .

ج. رعاية مصالح جميع المؤسسات الصناعية والمؤسسات الحرفية .

- د . تعزيز التعاون بين الغرف الصناعية وبينها وبين الاتحادات وغرف الصناعة العربية والاجنبية .
هـ العمل على تعزيز قدرات الغرف الصناعية وتنسيق جهودها .

المادة 5

تتولى الغرفة في سبيل تحقيق اهدافها المهام التالية :

- أ . تمثيل الصناعيين والغرف الصناعية امام اي جهة ، رسمية او غير رسمية ، داخل المملكة او خارجها .
ب. المشاركة مع الجهات ذات العلاقة في عقد المؤتمرات الصناعية والاقتصادية وفي الانشطة المحلية والعربية والدولية ذات الطابع الصناعي والاقتصادي وتنظيمها .
ج. القيام بالدراسات والبحوث ذات العلاقة بالصناعة الوطنية ونشرها وتحديثها .
د . جمع المعلومات والاحصاءات المتعلقة بالصناعة الوطنية وتبويبها وتحديثها وتزويد الصناعيين بها وانشاء مركز للمعلومات لتوفير احدث البرامج المتعلقة بالصناعة والاقتصاد وذلك بالتعاون مع مراكز المعلومات الاردنية والعربية والدولية وبالتنسيق مع الغرف الصناعية والتجارية .
هـ تقديم المقترحات الخاصة بالتشريعات القائمة ومشروعات القوانين والانظمة ذات العلاقة بالصناعة والاقتصاد .
و . تقديم المشورة الفنية والتقنية الصناعية منها والاقتصادية والاستعانة لهذه الغاية بالخبراء والاقتصاديين .
ز . السعي لفض النزاعات التي تنشأ بين الغرف الصناعية او بينها وبين الصناعيين او اي جهات اخرى اردنية او غير اردنية بتسوية ودية او بالتحكيم .
ح. اي مهام اخرى ذات علاقة باهدافها .

المادة 6

تتألف الغرفة من هيئة عامة ومجلس ادارة .

المادة 7

الهيئة العامة :

تتكون الهيئة العامة للغرفة من المؤسسات الصناعية المنتسبة الى الغرف الصناعية والمسددة للالتزامات المالية المترتبة عليها وفقا لاحكام هذا القانون والانظمة الصادرة بمقتضاه .

المادة 8

تمارس الهيئة العامة للغرفة الصلاحيات التالية :

- أ . مناقشة السياسات العامة للغرفة واتخاذ القرارات اللازمة بشأنها .
- ب. اقرار مشروع الموازنة السنوية للغرفة .
- ج. اقرار التقرير السنوي عن اعمال المجلس والحسابات الختامية والميزانية العمومية للغرفة .
- د . تعيين مدقق حسابات قانوني لتدقيق حسابات الغرفة وتحديد اتعابه .
- هـ الرقابة الادارية والمالية على اعمال المجلس .
- و . مناقشة الامور التي يعرضها عليها المجلس واتخاذ القرارات اللازمة بشأنها .

المادة 9

- أ . تجتمع الهيئة العامة مرة على الاقل كل سنة ويتكون النصاب القانوني لاجتماعاتها بحضور اغلبية اعضائها المسددين لرسوم العضوية واذا لم يتوافر هذا النصاب خلال ساعة واحدة من الوقت المحدد للاجتماع فيؤجل الاجتماع مدة لا تزيد على خمسة عشر يوما من التاريخ المحدد للاجتماع الاول ، ويكتفى بنشر الدعوة في صحيفتين محليتين يوميتين لمرة، ويكون النصاب في الاجتماع الثاني قانونيا مهما كان عدد الحضور ، وتتخذ الهيئة العامة قراراتها في اجتماعها العادي باكثرية اصوات الاعضاء الحاضرين على الاقل .
- ب. يتم تبليغ الدعوة لاجتماعات الهيئة العامة بالبريد المسجل وبالنشر في صحيفتين محليتين يوميتين ولمرة واحدة قبل ثلاثين يوما على الاقل من موعد ذلك الاجتماع على ان تتضمن هذه الدعوة جدول الاعمال .

المادة 10

أ . تجتمع الهيئة العامة برئاسة الرئيس ثم نائبه الاول في حالة غيابه ثم النائب الثاني في حالة غيابهما.

ب. يكون التصويت في اجتماعات الهيئة العامة علنا .

المادة 11

أ . يجوز دعوة الهيئة العامة الى اجتماع غير عادي للنظر في امور معينة ، وفي هذه الحالة لا يجوز البحث في غير المسائل التي عقد الاجتماع من اجلها الا اذا كانت مرتبطة بها او متفرعة عنها .

ب. تتم دعوة الهيئة العامة الى الاجتماع غير العادي بدعوة من الرئيس او نائبه عند غيابه في اي من الحالتين التاليتين :

1. اذا رأى المجلس ضرورة لذلك .

2. بناء على طلب خطي مقدم من (25%) من اعضاء الهيئة العامة على الاقل ، وعلى المجلس في هذه الحالة دعوة الهيئة العامة للاجتماع خلال عشرين يوم عمل من تاريخ تسلم المجلس هذا الطلب شريطة ان تتضمن هذه الدعوة جدول اعمال الاجتماع .

ج. تتخذ الهيئة العامة قراراتها في اجتماعها غير العادي باكثرية لا تقل عن (75%) من اصوات الاعضاء الحاضرين .

المادة 12

اذا لم تستكمل الهيئة العامة بحث جميع الامور المدرجة على جدول اعمالها ، يجوز لرئيس الاجتماع وبموافقة الحاضرين في الاجتماع تأجيله الى موعد اخر يحدد اثناء الجلسة دون حاجة الى دعوة جديدة لاجتماع الهيئة العامة وفق الاصول المتبعة في هذا القانون .

المادة 13

مجلس ادارة الغرفة :

أ . يتولى شؤون الغرفة مجلس ادارة يتالف من عدد من الاعضاء لا يقل عن خمسة عشر عضوا وعلى النحو التالي :

1. رئيس كل غرفة وعضو يختاره مجلس ادارتها اذا كان عدد المؤسسات الصناعية المنتسبة لها يقل عن حد معين يتم تحديده بمقتضى نظام صادر استنادا لاحكام هذا القانون .

2. ممثل اضافي او اكثر يختاره مجلس ادارة الغرفة الصناعية يمثل عددا من المؤسسات الصناعية يزيد على الحد المشار اليه في البند (1) من هذه الفقرة على ان يتم تحديد هذا العدد بمقتضى النظام المشار اليه في البند (1) من هذه الفقرة .

3. عضو عن كل قطاع صناعي يتم انتخابه من قبل المؤسسات الصناعية المسجلة في هذا القطاع .

4. عضو واحد يمثل المؤسسات الحرفية .

ب. اذا كانت المؤسسة الصناعية المشار اليها في البند (3) من الفقرة (أ) من هذه المادة تعمل في اكثر من قطاع صناعي فيتم تمثيلها في قطاع صناعي واحد تختاره لهذه الغاية .

ج. 1. يتم اختيار العضو المشار اليه في البند (4) من الفقرة (أ) من هذه المادة في اجتماع يعقده المجلس لهذه الغاية بدعوة من الرئيس وبحضور رؤساء مجالس ادارة الغرف الصناعية ، ويتخذ القرار في هذه الحالة باغلبية اصوات الحاضرين على الاقل دون ان يكون للرئيس حق التصويت .

2. اذا تساوت الاصوات فيعطى الرئيس صوتا مرجحا .

المادة 14

أ . تكون مدة دورة المجلس اربع سنوات .

ب. ينتخب المجلس في اول اجتماع له من بين اعضائه الرئيس ونائبا اول ونائبا ثانيا وامينا للسر وامينا للصندوق ونائبا له .

المادة 15

يتولى المجلس المهام والصلاحيات التالية :

أ . اقتراح سياسة الغرفة وخطة عملها والاشراف على تطبيقها .

- ب. ادارة الشؤون الإدارية والمالية للغرفة .
- ج. العمل على تحقيق اهداف الغرفة ومهامها .
- د . دعوة الهيئة العامة للاجتماع ومناقشة توصيات المجلس .
- هـ رعاية مصالح الصناعيين والدفاع عن حقوقهم .
- و. اقرار التعليمات المتعلقة بالشؤون الإدارية والمالية للغرفة بما في ذلك التعليمات المتعلقة بشؤون الموظفين واللوازم .
- ز. التعاون مع الجهات ذات العلاقة في اعداد مشروعات التشريعات المتعلقة بالصناعة والاقتصاد .
- ح. تشكيل اللجان اللازمة لتنفيذ احكام هذا القانون والانظمة الصادرة بمقتضاه .
- ط. اي امور اخرى تحقق اهداف الغرفة والقطاع الصناعي في المملكة .

المادة 16

يجتمع المجلس بدعوة من الرئيس او نائبه عند غيابه مرة على الاقل كل شهر او بناء على طلب خطي يقدم من عشرة من اعضاء المجلس ويتكون النصاب القانوني لاجتماعاته بحضور ما لا يقل عن اغلبية اعضائه على ان يكون من بينهم الرئيس او نائبه ويتخذ قراراته باغلبية اصوات الاعضاء الحاضرين على الاقل وعلى العضو المخالف تثبيت مخالفته خطيا مع بيان اسبابها .

المادة 17

اذا انتهت مدة المجلس وتغذر اجراء انتخاب مجلس جديد لاسباب يقررها الوزير ، يستمر المجلس القائم في عمله الى حين انتخاب مجلس جديد خلال مدة اقصاها ستة اشهر وفقا لاحكام هذا القانون والانظمة والتعليمات الصادرة بمقتضاه .

المادة 18

يشترط في عضو المجلس ما يلي :

أ . ان يكون اردني الجنسية متمتعا بالاهلية المدنية الكاملة .

ب. ان لا يكون محكوما عليه بجناية او بجنحة مخلة بالشرف والاخلاق او محكوما عليه بالافلاس ما لم يكن قد رد اليه اعتباره .

ج. ان يكون مسددا للرسوم والاشتراكات المترتبة عليه لغرفة الصناعة التي ينتسب اليها .

د. ان يكون رئيسا لمجلس ادارة مؤسسة صناعية عضوا في الهيئة العامة للغرفة او رئيسا لهيئة مديري تلك المؤسسة او احد مالكيها او عضوا في مجلس ادارتها او هيئة مديريها .

المادة 19

أ . اذا شغل مركز العضو في المجلس بالوفاة او الاستقالة او باشهار افلاسه او افلاس المؤسسة الصناعية التي يمثلها او بصدر حكم قطعي عليه بجناية او بجنحة مخلة بالشرف والاخلاق او بالتخلف عن حضور ثلاث جلسات متتالية دون عذر مشروع او بفقد اي من شروط العضوية ، يحل محله وللمدة المتبقية من دورة المجلس الشخص الذي يليه في عدد الاصوات التي حصل عليها في الانتخابات واذا تعذر ذلك لاي سبب من الاسباب يختار الوزير من يحل محله للمدة المتبقية من دورة المجلس .

ب. اذا فقد المجلس نصابه القانوني او تم حله بقرار من مجلس الوزراء بناء على تنسيب الوزير وفقا لمقتضيات المصلحة العامة ، يشكل الوزير لجنة مؤقتة لادارة شؤون الغرفة واتخاذ الاجراءات لانتخاب مجلس جديد خلال مدة لا تزيد على تسعين يوما من تاريخ فقد المجلس لنصابه القانوني او حله ، ويجوز للوزير تمديد هذه المدة بحد اقصى تسعين يوما وفقا لما يراه مناسبا .

المادة 20

الشؤون المالية والادارية للغرفة :

أ . تبدأ السنة المالية للغرفة في اليوم الاول من شهر كانون الثاني من كل سنة وتنتهي في اليوم الحادي والثلاثين من شهر كانون الاول من السنة ذاتها .

ب. اما بالنسبة للسنة المالية الاولى للغرفة فتبدأ من تاريخ انشائها وفقا لاحكام هذا القانون وتنتهي في اليوم الحادي والثلاثين من شهر كانون الاول من السنة ذاتها .

المادة 21

تتكون الموارد المالية للغرفة مما يلي :

أ . نسبة من إيرادات الغرف الصناعية يتم تحديدها وطريقة تحصيلها بموجب الانظمة الصادرة بمقتضى هذا القانون .

ب. عوائد استثمار اموالها .

ج. الهبات والمساعدات والتبرعات واي موارد اخرى ترد اليها على ان تؤخذ موافقة مجلس الوزراء عليها اذا كانت من مصدر غير اردني .

د. رسوم الترشيح للانتخابات .

المادة 22

الغرف الصناعية :

أ . تكون الغرف الصناعية في المملكة على النحو التالي :

1. الغرف المنشأة بمقتضى قانون الغرف التجارية والصناعية رقم (41) لسنة 1949 والمبينة ادناه :

_ غرفة صناعة عمان .

_ غرفة صناعة اربد .

_ غرفة صناعة الزرقاء .

2. اي غرفة صناعية تنشأ في مركز اي محافظة بقرار من مجلس الوزراء بناء على تنسيب الوزير على ان يؤخذ بعين الاعتبار عدد المؤسسات الصناعية القائمة في تلك المحافظة وحجمها والكفاية المالية المتوقعة للغرفة الصناعية .

ب. على الرغم مما ورد في المادة (23) من هذا القانون ، يصدر الوزير ولمقاصد تنظيمية التعليمات اللازمة لتحديد علاقة الغرف الصناعية مع الغرفة .

المادة 23

تتمتع الغرف الصناعية بالشخصية الاعتبارية وبالاستقلال المالي والاداري ولها بهذه الصفة تملك الاموال المنقولة وغير المنقولة والقيام بجميع التصرفات القانونية اللازمة لتحقيق اهدافها بما في ذلك ابرام العقود والاقتراض وقبول المساعدات والهبات والتبرعات ولها حق التقاضي وينوب عنها في الاجراءات القضائية اي محام توكله لهذه الغاية .

المادة 24

- أ . يتم تحديد النطاق الجغرافي لاختصاصات الغرف الصناعية في المحافظات المنشأة او التي ستنشأ وفقا لاحكام هذا القانون بموجب قرار يصدره مجلس الوزراء بناء على تنسيب الوزير .
- ب. للغرف الصناعية فتح مكاتب لها ضمن منطقة اختصاصها الجغرافي وفقا لنظام يصدر لهذه الغاية بمقتضى احكام هذا القانون .

المادة 25

- أ . تهدف الغرف الصناعية ضمن اختصاصها المكاني الى تحقيق ما يلي :
1. رعاية مصالح جميع المؤسسات الصناعية والمؤسسات الحرفية المنتسبة لها وتمثيلها لدى الغرفة .
 2. توثيق اواصر التعاون بين اعضاء الغرف الصناعية .
 3. المساهمة في ترويج المنتجات الصناعية المحلية .
- ب. تتولى الغرف الصناعية في سبيل تحقيق اهدافها المهام والصلاحيات التالية :
1. اصدار شهادات المنشأ للمنتجات الصناعية والتصديق على الفواتير والتوقييع والكفالات والوثائق التجارية .
 2. المساهمة والقيام بالتدريب المهني والتدريب اللازم لتطوير الصناعة والمؤسسات الصناعية والمؤسسات الحرفية .
 3. المساهمة في تشجيع الاستثمار في المملكة .
 4. المشاركة في خدمة المجتمع المحلي .

5. السعي لفض النزاعات التي تنشأ بين اعضائها او بينهم وبين الصناعيين او بين اعضاء الغرف الصناعية الاخرى بتسوية ودية او بالتحكيم .

المادة 26

- أ . 1. مع مراعاة ما ورد في الفقرة (ب) من هذه المادة ، على المؤسسات الصناعية والمؤسسات الحرفية الانتساب الى الغرفة الصناعية التي يقع مصنع اي منها في منطقة اختصاصها ، وتعتبر تلك المؤسسات عضوا واحدا مهما كان عدد المصانع التي تمتلكها في المملكة .
2. الا انه يجوز للمؤسسات الصناعية والمؤسسات الحرفية التي يقع مركز ادارتها الرئيسي في منطقة اختصاص غرفة صناعية يختلف عن موقع المصنع او المصانع التي تمتلكها ، ان تختار بين العضوية في الغرفة الصناعية التي يقع مركز ادارتها الرئيسي في منطقة اختصاصها وبين العضوية في غرفة صناعة واحدة يقع احد مصانعها في منطقة اختصاصها .
- ب. لا تشارك المؤسسات الحرفية في بحث اي من الامور الداخلة في اختصاصات وصلاحيات الهيئة العامة للغرفة الصناعية المنتسبة لها بما في ذلك حق الانتخاب والتصويت .

المادة 27

- أ . تتالف كل غرفة صناعية من هيئة عامة ومجلس ادارة .
- ب. تتكون الهيئة العامة لكل غرفة صناعية من المؤسسات الصناعية المنتسبة لها والمسددة لالتزاماتها المالية المترتبة عليها .
- ج. تتولى الهيئة العامة لكل غرفة صناعية المهام والصلاحيات التالية :
 1. انتخاب مجلس ادارتها .
 2. مناقشة التقرير السنوي لمجلس ادارتها .
 3. اقرار الحسابات الختامية والميزانية العمومية .
 4. تعيين مدقق حسابات قانوني لغايات تدقيق حساباتها .
 5. النظر في الطلبات والمقترحات التي يقدمها اعضاء الهيئة العامة للغرفة الصناعية على ان تقدم لمجلس ادارتها قبل موعد عقد الاجتماع بعشرة ايام على الاقل .

6. الرقابة الإدارية والمالية على اعمال مجلس ادارتها .

المادة 28

أ . يتالف مجلس ادارة كل غرفة صناعية من تسعة اعضاء تنتخبهم هيئتها العامة وفقا لاحكام هذا القانون والانظمة الصادرة بمقتضاه .

ب. تكون مدة دورة مجلس ادارة الغرفة الصناعية اربع سنوات من تاريخ انتخابه وينتخب مجلس الادارة في اول اجتماع يعقده رئيسا لمجلس ادارة الغرفة الصناعية ونائبا له وامينا للسر وامينا للصندوق .

المادة 29

يتولى مجلس ادارة الغرفة الصناعية المهام والصلاحيات التالية :

أ . ادارة الشؤون الإدارية والمالية للغرفة الصناعية .

ب. اعداد الهيكل التنظيمي للغرفة الصناعية ورفع لهيئتها العامة للمصادقة عليه .

ج. العمل على تحقيق اهداف الغرفة الصناعية والقيام بمهامها .

د . اعداد مشروع الموازنة السنوية والميزانية العمومية والحسابات الختامية والتقارير السنوي ورفعها لهيئتها العامة للمصادقة عليها .

هـ تعيين موظفي الغرفة الصناعية وتحديد رواتبهم وشروط استخدامهم وانهاء خدماتهم .

المادة 30

احكام عامة :

أ . تطبق الشروط المتعلقة بعضوية المجلس على عضوية مجالس ادارة الغرف الصناعية .

ب. تطبق الاحكام والشروط المتعلقة بشغور عضوية المجلس وفقد النصاب القانوني وحل المجلس على مجالس ادارة الغرف الصناعية .

ج. تطبق الاحكام المتعلقة باجتماعات الهيئة العامة للغرفة على اجتماعات الهيئة العامة للغرف الصناعية .

د . تطبق الاحكام المتعلقة باجتماعات المجلس على اجتماعات مجالس ادارة الغرف الصناعية .

هـ تطبق الاحكام المتعلقة ببداى السنة المالية وانتهائها للغرفة على الغرف الصناعية .

المادة 31

احكام انتقالية :

يشكل الوزير لجانا لادارة كل من الغرفة والغرف الصناعية الى حين اجراء الانتخابات المنصوص عليها في هذا القانون في موعد لا يتجاوز ستة اشهر من تاريخ نفاذ احكامه .

المادة 32

يكون الوزير هو المرجع المختص بشؤون الغرفة والغرف الصناعية .

المادة 33

يصدر مجلس الوزراء الانظمة اللازمة لتنفيذ احكام هذا القانون بما في ذلك ما يلي :

أ . رسوم العضوية للغرف الصناعية .

ب. الامور المتعلقة بمجلس ادارة الغرفة والغرف الصناعية .

ج. تحديد الموارد المالية للغرفة والغرف الصناعية .

د . تحديد رسوم التصديق على الفواتير وشهادات المنشأ والكفالات والشهادات والمستندات الاخرى

التي تستوفى من المؤسسات الصناعية والمؤسسات الحرفية بحيث تكون الرسوم التي تستوفى من

المؤسسات الحرفية ربع الرسوم المقررة على المؤسسات الصناعية .

هـ اسلوب الادارة المالية وجميع ما يتعلق بها من امور .

و . الاحكام والاجراءات المتعلقة باي انتخابات تتم وفقا لاحكام هذا القانون بما فيها الترشيح لها والمدة

الخاصة بها .

المادة 34

يصدر الوزير التعليمات اللازمة لتنفيذ احكام هذا القانون ويتم نشرها في الجريدة الرسمية .

المادة 35

أ . تلغى الاحكام المتعلقة بالغرف الصناعية الواردة في قانون الغرف التجارية والصناعية رقم (41) لسنة 1949 وتعديلاته ولا يعمل باحكام اي تشريع اخر الى المدى الذي يتعارض فيه مع احكام هذا القانون .

ب. اعتبارا من تاريخ نفاذ هذا القانون ، تحل الغرفة محل غرفة صناعة عمان او اي غرفة صناعية اخرى ورد النص في اي تشريع على تمثيل اي منها لدى اي جهة عامة او خاصة .

المادة 36

رئيس الوزراء والوزراء مكلفون بتنفيذ احكام هذا القانون .

2005 /2 /21

APPENDIX 3- INDUSTRY REGULATION NO. (56) OF 2005

نظام رقم (56) لسنة 2005

نظام غرف الصناعة

صادر بمقتضى المادتين (13) و (33) من قانون غرف الصناعة رقم (10) لسنة 2005

- المادة 1

يسمى هذا النظام (نظام غرف الصناعة لسنة 2005) ويعمل به من تاريخ نشره في الجريدة الرسمية.

- المادة 2

أ- يكون للكلمات والعبارات التالية حيثما وردت في هذا النظام المعاني المخصصة لها ادناه ما لم تدل القرينة على غير ذلك:-

القانون: قانون غرف الصناعة الساري المفعول.

الغرفة: غرفة صناعة الاردن.

الغرف الصناعية: أي غرفة صناعية وفقاً لاحكام القانون.

اللجنة المركزية: اللجنة المركزية المؤلفة بمقتضى احكام هذا النظام.

لجنة الاشراف: أي لجنة اشراف على الانتخابات مؤلفة بمقتضى احكام هذا النظام.

ب- تعتمد تعاريف الكلمات والعبارات الواردة في القانون حيثما ورد النص عليها في احكام هذا النظام.

- المادة 3

للغرف الصناعية بقرار من مجلس ادارتها فتح مكاتب ضمن منطقة اختصاصها الجغرافي على ان يراعى في ذلك عدد المؤسسات الصناعية في المنطقة المطلوب انشاء المكتب فيها.

- المادة 4

أ- 1- يقدم طلب الانتساب للغرف الصناعية الى مكتب الغرفة الصناعية المختصة على الانموذج المعتمد لديها مرفقا به نسخة من شهادة تسجيل المؤسسة الصناعية او المؤسسة الحرفية في الوزارة.

2- يجب ان يتضمن الانموذج المشار اليه في البند (1) من من هذه الفقرة جميع التفاصيل الضرورية بما في ذلك عدد المصانع التي تملكها المؤسسة الصناعية وموقع كل منها وطبيعة عملها.

ب- 1- يحدد مقدم طلب الانتساب القطاع الصناعي الذي يعمل فيه اذا كان من المؤسسات الصناعية، ويبت مجلس ادارة الغرفة في أي خلاف ينشأ بخصوص ذلك ويكون قراره نهائيا 0

2- اذا كان مقدم الطلب يعمل في اكثر من قطاع صناعي فعليه ان يختار قطاعاً واحداً ليتم تسجيله فيه.

ج- على مجلس ادارة الغرفة الصناعية ان يبت في طلب الانتساب خلال ثلاثين يوماً من تاريخ تقديمه والا اعتبر مقبولا ،وفي حال رفض الطلب فعلى مجلس ادارة الغرفة الصناعية ان يبين اسباب الرفض، ولمقدم الطلب الاعتراض لمجلس ادارة الغرفة الذي يكون قراره نهائيا.

- المادة 5

أ- اذا كان عدد المؤسسات الصناعية المنتسبة للغرفة الصناعية من مؤسسة صناعية واحدة الى (400) فيمثل هذه الغرفة الصناعية في الغرفة رئيس مجلس ادارة الغرفة الصناعية وعضو يختاره مجلس ادارتها.

ب- مع مراعاة احكام الفقرة (أ) من هذه المادة ، اذا زاد عدد المؤسسات الصناعية المنتسبة للغرفة الصناعية على (400) فيكون لها في مجلس ادارة الغرفة ممثل اضافي واحد يختاره مجلس ادارة الغرفة الصناعية عن كل (200) مؤسسة صناعية تزيد على (400) ولا يجوز ان يزيد عدد الممثلين الاضافيين في جميع الاحوال على اثنين.

- المادة 6

تتولى الغرف الصناعية اعداد جداول بالمؤسسات الصناعية المسجلة لديها والتي يحق لها الانتخاب وكذلك بالقطاعات الصناعية التي تعمل فيها ، وتقوم بتسليمها الى لجنة الاشراف المختصة لتدقيقها واعتمادها.

- المادة 7

أ- يقدم طلب الترشيح لعضوية مجلس ادارة الغرفة الصناعية وطلب الترشيح لتمثيل القطاعات الصناعية الى مكتب الغرفة الصناعية المختصة خلال خمسة عشر يوماً تبدأ في

تمام الساعة الثامنة من صباح اليوم الاول لموعـد تقديم طلبات الترشيح وتنتهي في تمام الساعة الثانية من بعد ظهر اليوم الاخير لهذا الموعـد ، وعلى الموظف المسؤول في مكتب كل غرفة ان يقوم بتوقيع الطلبات وتسجيلها في تاريخ وساعة ورودها.

ب- لا يجوز الجمع بين الترشيح لعضوية مجلس ادارة غرفة صناعية والترشيح لتمثيل قطاع صناعي.

ج- يستوفى عن تقديم طلب الترشيح المنصوص عليه في الفقرة (أ) من هذه المادة رسم مقداره خمسمائة دينار غير مسترد.

د- ترفع في اليوم الذي يلي انتهاء المدة المحددة في الفقرة (أ) من هذه المادة طلبات الترشيح لعضوية مجالس ادارة الغرف الصناعية الى لجنة الاشراف وطلبات الترشيح لتمثيل القطاعات الصناعية الى اللجنة المركزية.

- المادة 8

أ- يحدد الوزير موعدا لاجراء انتخابات مجالس ادارة الغرف الصناعية وانتخابات ممثلي القطاعات الصناعية وكذلك موعـد تقديم طلبات الترشيح قبل شهر على الاقل من تاريخ اجرائها او من تاريخ انتهاء مدة مجلس ادارتها ، حسب مقتضى الحال ، ويتم الانتخاب في آن واحد على ورقتين منفصلتين بلونين مختلفين وفي صندوقين مختلفين.

ب?- يمثل المؤسسة الصناعية في الانتخابات رئيس مجلس ادارتها او رئيس هيئة مديريها او المفوض عنها خطياً للمشاركة في الانتخاب.

ج- يتم الانتخاب بالاقتراع السري ولا يجوز التصويت بالمراسلة او الانابة ، ويشترك في الانتخاب اعضاء مجالس ادارة الغرف الصناعية والقطاعات الصناعية جميع المؤسسات الصناعية الاعضاء في الهيئة العامة للغرفة الصناعية المسددين لرسوم العضوية المترتبة عليهم قبل خمسة عشر يوما على الاقل من الموعـد المحدد لاجراء الانتخابات.

د- يحق لكل مؤسسة صناعية انتخاب عشرة مرشحين على النحو التالي:-

1- تسعة مرشحين لعضوية مجلس ادارة الغرفة الصناعية التي تنتسب اليها.

2- مرشح واحد يمثل القطاع الصناعي الذي تعمل فيه ويعتبر مرشح كل قطاع صناعي يفوز باعلى الاصوات في جميع المناطق الانتخابية عضوا في مجلس ادارة الغرفة.

- المادة 9

أ- للمرشح نشر الاعلانات والبيانات الانتخابية المتضمنة اهدافه وخطته ومنهاج عمله بأي وسيلة شريطة عدم المساس بأي مرشح اخر بصورة مباشرة او غير مباشرة او اثاره النعرات الطائفية او القبلية او الاقليمية.

ب- لا يجوز استعمال شعار الدولة الرسمي في الاجتماعات والاعلانات والبيانات الانتخابية وفي جميع انواع الكتابات والرسوم والصور التي تستخدم في الدعاية الانتخابية ، كما يمنع لهذه الغاية استعمال مكبرات الصوت خارج القاعات وعلى وسائل النقل.

ج-? تحدد الاماكن المخصصة للدعاية الانتخابية ووسائلها من مجلس امانة عمان الكبرى والمجالس البلدية.

د- يحظر القيام باي مما يلي:-

1- الصاق أي اعلان او بيان انتخابي او وضعه على الجدران واعمدة الهاتف والكهرباء والاملاك العامة بما في ذلك الصور والرسوم والكتابات.

2- اقامة المهرجانات والتجمعات بالقرب من مراكز الاقتراع والفرز.

هـ- للمجالس المشار اليها في الفقرة (ج) من هذه المادة الحق في أي وقت ازالة أي مخالفة لاحكام الفقرتين (ج) و (د) من هذه المادة على نفقة من تتعلق به تلك الملصقات او الصور او الرسوم او الكتابات دون الحاجة الى انذاره.

- المادة 10

أ- تؤلف بمقتضى احكام هذا النظام لجنة تسمى (اللجنة المركزية) برئاسة امين عام الوزارة وعضوية كل من:-

1- ممثل عن وزارة الداخلية برتبة محافظ يسميه وزير الداخلية.

2- ممثل عن الوزارة لا تقل رتبته عن مدير يسميه الوزير.

3- ثلاثة من اعضاء الهيئة العامة للغرفة من غير المرشحين يختارهم الوزير 0

ب- تتولى اللجنة المركزية المهام والصلاحيات التالية:-

1- ادارة عملية الانتخابات التي تجري وفقا لاحكام القانون وهذا النظام.

2- متابعة عمل لجان الاشراف.

3- تدقيق طلبات الترشيح لتمثيل القطاعات الصناعية واعتمادها واعداد جداول بأسماء المرشحين لها واعلانها في الغرف الصناعية.

4- اعلان جداول المرشحين لمجالس ادارة الغرف الصناعية وللقطاعات الصناعية في صحيفتين محليتين يوميتين على الاقل وتتحمل كل منها حسب مقتضى الحال نفقات هذا الاعلان.

5- النظر في الطعون والاعتراضات والشكاوى واي امور اخرى تتعلق بالانتخاب والتي لا تدخل ضمن اختصاص أي جهة اخرى.

6- اعداد تقرير نهائي عن نتائج الانتخابات متضمناً عدد الاصوات التي حصل عليها كل مرشح وتقديمه الى الوزير.

ج- للجنة المركزية تأليف لجنة فرعية او اكثر تضم في عضويتها عدداً من المؤسسات الصناعية المنتسبة لاي غرفة صناعية من غير المرشحين او من غير هذه المؤسسات وذلك لمساعدتها على القيام بمهامها.

- المادة 11

أ- تؤلف بمقتضى احكام هذا النظام في مركز كل محافظة يوجد فيها غرفة صناعية لجنة اشراف تسمى (لجنة الاشراف على الانتخابات) برئاسة المحافظ وعضوية كل من:-

1- احد موظفي الوزارة برتبة لا تقل عن مدير يسميه الوزير 0

2- عضوين من الهيئة العامة للغرفة الصناعية من غير المرشحين يختارهما الوزير.

ب- تتولى لجنة الاشراف المهام والصلاحيات التالية:-

1- تدقيق كل من جداول المؤسسات الصناعية التي يحق لها انتخاب اعضاء مجالس ادارة الغرف الصناعية وجداول المؤسسات الصناعية المسجلة لديها والتي يحق لها انتخاب ممثلي القطاعات الصناعية واعتمادها واعلانها في الغرفة الصناعية ذات العلاقة.

2- تدقيق طلبات الترشيح لعضوية مجالس ادارة الغرف الصناعية واعتمادها واعداد جداول باسماء المرشحين لها واعلانها في الغرفة الصناعية ذات العلاقة.

3- الاشراف على سير عملية الانتخاب.

4- التأكد من صحة اوراق الانتخاب وعددها 0

5-مراقبة صناديق الاقتراع وختمها بالخاتم المعتمد للغرفة الصناعية وشمعها بالشمع الاحمر قبل المباشرة بالاقتراع وبعد التأكد وبصورة علنية من خلوها.

6-فرز الاصوات في المكان ذاته الذي تم فيه الاقتراع.

ج- للجنة الاشراف تأليف لجنة فرعية او اكثر تضم في عضويتها عدداً من المؤسسات الصناعية المنتسبة للغرفة الصناعية من غير المرشحين او من غير هذه المؤسسات وذلك لمساعدتها على القيام بمهامها.

- المادة 12

أ-يقسم رئيس واعضاء اللجنة المركزية ولجان الاشراف امام الوزير اليمين التالية:-

" اقسم بالله العظيم ان اقوم بمهمتي بامانة ونزاهة واخلص "

ب- يقسم اعضاء اللجان الفرعية التي تشكلها اللجنة المركزية او لجنة الاشراف اليمين المنصوص عليها في الفقرة (أ) من هذه المادة امام رئيس اللجنة المركزية او رؤساء لجان الاشراف ، حسب مقتضى الحال.

- المادة 13

يقدم الاعتراض على جداول المرشحين والناخبين الى رئيس لجنة الاشراف خلال ثلاثة ايام من تاريخ اعلانها ، ويشترط ان يكون الاعتراض خطياً ومعللاً على ان يدفع بدل اعتراض مقداره (50) خمسون ديناراً الى صندوق الغرفة ، وتبت لجنة الاشراف في الاعتراض خلال يومين من تاريخ تقديمه ويكون قرارها نهائياً.

- المادة 14

أ- اذا تبين بعد اقفال باب الترشيح ان عدد المرشحين المقبولين يساوي عدد الاعضاء المحدد لعضوية مجلس ادارة الغرفة الصناعية او لتمثيل القطاعات الصناعية ، تعلن اللجنة المركزية ان المرشحين قد فازوا بالتزكية.

ب- اذا نقص عدد المرشحين لعضوية مجلس ادارة الغرفة الصناعية او لتمثيل القطاعات الصناعية عن العدد المحدد ، يعلن الوزير في اليوم التالي عن فتح باب الترشيح من جديد لمدة ثلاثة ايام ، واذا تقدم خلال هذه المدة عدد اكثر من المطلوب ، فتجري اللجنة المركزية القرعة بين الذين تقدموا خلال هذه المدة لاكمال العدد المحدد ويعتبر الجميع في هذه الحالة فائزين بالتزكية.

- المادة 15

أ- يتسلم الناخب عند المباشرة بالاقتراع ورقتي انتخاب تستخدم احدهما لانتخاب اعضاء مجلس ادارة الغرفة الصناعية والاخرى لانتخاب ممثل القطاع الصناعي المسجلة فيه المؤسسة الصناعية ، على ان تكون جميع الاوراق ممهورة بخاتم الغرفة الصناعية المعتمد وموقعا عليها من رئيس لجنة الاشراف او من يفوضه من اعضاء اللجنة ، ويدون الناخب عليها اسماء المرشحين الذين ينتخبهم والمعلن عنهم على ان لا يزيد عدد الاسماء على العدد المطلوب ، ثم يضع الناخب كل ورقة في صندوق الاقتراع الخاص بها.

ب- تهمل الاوراق الخالية من الاسماء او غير المقروءة او التي يشوبها التباس اما الاوراق التي تحتوي على اسماء اكثر من العدد المطلوب فلا تحتسب منها الاسماء الاخيرة الزائدة ، وتعتبر ملغاة كل ورقة غير مستكملة للشروط الواردة في هذه المادة.

ج- تؤشر لجنة الاشراف على اسم الناخب في قائمة الناخبين عند تسليمه ورقتي الانتخاب ، وتسجل اسمه في سجل خاص تعده لهذه الغاية.

- المادة 16

يفوز بعضوية مجلس ادارة الغرفة الصناعية المرشحون الذين حصلوا على اكثر عدد من الاصوات بالتسلسل ، واذا حصل اثنان او اكثر من المرشحين الاخيرين على عدد متساوٍ من الاصوات فتجري لجنة الاشراف القرعة لاختيار الفائز منهم.

- المادة 17

يعلن رئيس اللجنة المركزية نتيجة الانتخابات ويبلغ جميع الاعضاء الفائزين بذلك خطياً.

- المادة 18

تنظم لجنة الاشراف قائمة بأسماء المرشحين غير الفائزين وعدد الاصوات التي قد حصلوا عليها وتحفظ في الغرفة بعد تصديقها من اللجنة المركزية للرجوع اليها عند اللزوم.

- المادة 19

يشرف امين السر ، او نائبه عند غيابه ، على تنظيم الاعمال الكتابية وترتيبها وحسن سيرها وحفظها ومتابعة تنفيذ قرارات المجلس وتوزيع الاعمال الادارية ، ويحافظ على الاختتام ، كما ينظم محاضر الجلسات وارقامها وتواريخها ويسجل الحاضرين والغائبين من الاعضاء في كل جلسة.

- المادة 20

لا يجوز لاي عضو من اعضاء المجلس او مجلس ادارة الغرفة الصناعية ان يشترك بالتصويت في موضوعات تكون له فيها منفعة خاصة ، وذلك تحت طائلة بطلان القرار.

- المادة 21

أ- يفقد العضو عضوية في المجلس اذا فقد هذا العضو الصفة التي كانت شرطاً لترشيحه عند اجراء الانتخابات الا اذا كانت له الصفة نفسها في مؤسسة صناعية اخرى وكان مستوفياً لشروط العضوية المنصوص عليها في المادة (18) من القانون 0

ب- يفقد العضو عضويته في المجلس عن القطاعات الصناعية التي تم ترشيحه عنها اذا فقد هذا العضو الصفة التي كانت شرطاً لترشيحه عن القطاعات الصناعية الا اذا كانت له الصفة نفسها في مؤسسة صناعية اخرى منتسبة للقطاع ذاته وكان مستوفياً لشروط العضوية المنصوص عليها في المادة (18) من القانون عند اجراء الانتخابات.

- المادة 22

أ- تتكون الموارد المالية للغرف الصناعية مما يلي:-

- 1- رسوم العضوية وتتكون من رسوم التسجيل ورسوم الاشتراك.
- 2- رسوم التصديق على الفواتير وشهادات المنشأ وتستوفى بمعدل واحد بالالف من قيمتها على ان لا تقل عن اربعة دنانير ولا تزيد على خمسين ديناراً 0
- 3- رسوم التصديق على الكفالات وتكون بنسبة واحد بالالف من قيمتها على ان لا تقل عن اربعة دنانير ولا تزيد على عشرين ديناراً.
- 4- رسوم التصديق على الشهادات والمستندات الاخرى ويكون مقدارها اربعة دنانير عن كل نسخة.
- 5- رسوم تسجيل طلب التحكيم وتكون بنسبة واحد بالالف من قيمة قضية التحكيم على ان لا تقل هذه الرسوم عن عشرة دنانير ولا تزيد على مائة دينار ، اما اذا كانت قضية التحكيم غير محددة القيمة فيكون الرسم مقطوعاً قدره مائة دينار.
- 6- بدل الاعتراض على جداول الناخبين.
- 7- ريع ما تستثمره من اموالها.
- 8- الهبات والمساعدات والتبرعات واي موارد اخرى ترد اليها شريطة موافقة مجلس الوزراء عليها اذا كانت من مصدر غير اردني.

ب- يستوفي من المؤسسات الحرفية (25%) من الرسوم المنصوص عليها في البنود (2) و (3) و (4) من الفقرة (أ) من هذه المادة.

- المادة 23

تلتزم الغرف الصناعية بتوريد (20%) من مجموع مواردها المالية الى الغرفة كل ثلاثة اشهر من السنة المالية.

- المادة 24

أ- تستوفي الغرفة الصناعية من المؤسسات الصناعية رسم اشتراك سنوي على النحو التالي:-

1- 1500 دينار عن المؤسسة الصناعية التي يكون رأسمالها عشرة ملايين دينار فأكثر.

2- 1000 دينار عن المؤسسة الصناعية التي يكون رأسمالها خمسة ملايين دينار ويقل عن عشرة ملايين دينار

3- 800 دينار عن المؤسسة الصناعية التي يكون رأسمالها مليوني دينار ويقل عن خمسة ملايين دينار

4- 500 دينار عن المؤسسة الصناعية التي يكون رأسمالها مليون دينار ويقل عن مليوني دينار

5- 300 دينار عن المؤسسة الصناعية التي يكون رأسمالها نصف مليون دينار ويقل عن مليون دينار

6- 200 دينار عن المؤسسة الصناعية التي يكون رأسمالها مائة الف دينار ويقل عن نصف مليون دينار

7- 100 دينار عن المؤسسة الصناعية التي يقل رأسمالها عن مائة الف دينار ولا يقل عن (30) الف دينار.

ب?- تستوفي الغرفة الصناعية رسم تسجيل لمرة واحدة عند تسجيل المؤسسة الصناعية لديها قدره (50%) من رسم الاشتراك السنوي المنصوص عليه في الفقرة (أ) من هذه المادة.

- المادة 25

أ- تستوفي الغرفة الصناعية من المؤسسات الحرفية رسم اشتراك سنوي على النحو التالي:-

1- 20 ديناراً عن المؤسسة الحرفية التي يقل رأسمالها عن (10000) دينار.

2- 30 ديناراً عن المؤسسة الحرفية التي يكون رأسمالها (10000) دينار ويقل عن (50000) دينار.

3- 40 ديناراً عن المؤسسة الحرفية التي يكون رأسمالها (50000) دينار ويقل عن (100000) دينار.

4- 70 ديناراً عن المؤسسة الحرفية التي يكون رأسمالها (100000) دينار فأكثر.

ب- تستوفي الغرفة الصناعية رسم تسجيل لمرة واحدة عند تسجيل المؤسسة الحرفية لديها قدره (50%) من رسم الاشتراك السنوي المنصوص عليه في الفقرة (أ) من هذه المادة.

- المادة 26

تختص الغرف الصناعية باصدار شهادات المنشأ للمنتجات الصناعية الاردنية ولهذه الغاية يصدر الوزير تعليمات يحدد فيها الشروط اللازمة لاصدار هذه الشهادات والبيانات التي تتضمنها وجميع الامور المتعلقة بها.

- المادة 27

لا يجوز صرف أي مبلغ من اموال الغرفة الا بقرار من المجلس يبين فيه اوجه صرف هذا المبلغ ويستثنى من ذلك المصاريف الطارئة او الدورية على ان يتم تحديدها ومقدارها بموجب تعليمات يضعها المجلس لهذه الغاية.

- المادة 28

أ- يشرف امين الصندوق ، او نائبه عند غيابه ، على حسابات الغرفة ، ويكون مسؤولاً عن اموالها وتنظيم ميزانيتها وعليه الاحتفاظ بسجل خاص بموجوداتها واثاثها وممتلكاتها المنقولة وغير المنقولة والتوقيع مع رئيسها على جميع معاملاتها المالية.

ب- ينظم امين الصندوق دفاتر حسابات الغرفة تنظيماً اصولياً على ان يرفق كل ايراد او مصروف بمستندات نظامية على نسختين تحمل ارقاما متسلسلة وتتضمن التفاصيل اللازمة والوثائق المؤيدة لها ممهورة بخاتم الغرفة المعتمد.

- المادة 29

أ- يؤلف مجلس ادارة الغرفة الصناعية لجنة من ثلاثة من اعضائه برئاسة امين الصندوق او نائبه عند غيابه ، للاشراف على الامور المالية للغرفة ومواردها.

ب- تلتزم اللجنة بتقديم تقرير مالي كل ثلاثة اشهر الى مجلس ادارة الغرفة الصناعية يتضمن تحديد الموارد المالية للغرفة والنفقات والمبالغ المودعة في البنوك المعتمدة وصافي موجودات الصندوق.

- المادة 30

للمجلس اعتماد بنك ، او اكثر ، لايداع اموال الغرفة فيه ولا يجوز سحب أي مبلغ الا بتوقيع الرئيس او نائبه عند غيابه بالاضافة الى توقيع امين الصندوق او نائبه عند غيابه او العضو الذي يعينه المجلس عند غياب أي منهما ، ولا يجوز الاحتفاظ في صندوق الغرفة بمبلغ يزيد على المبلغ الذي يحدده المجلس.

- المادة 31

لا يجوز اصدار رخصة مهن لاي مؤسسة صناعية او مؤسسة حرفية في المملكة الا بعد ابراز ائصال بدفع رسوم العضوية لاي من الغرف الصناعية.

- المادة 32

يتم دفع رسم التسجيل بعد قبول العضو في الهيئة العامة ولا يجوز تسجيله قبل دفع هذا الرسم.

- المادة 33

لا يجوز رد الاموال التي تستوفيها الغرفة الا في الحالات التي يثبت فيها ان تلك الاموال قد استوفيت بطريق الخطأ.

- المادة 34

تطبق الاحكام الواردة في هذا النظام والمتعلقة بالشؤون المالية للغرفة على الغرف الصناعية في كل ما لم يرد فيه نص.

- المادة 35

للمجلس ولمجالس ادارة الغرف الصناعية تفويض أي من الصلاحيات المخولة لاي منهم والمنصوص عليها في هذا النظام لرئيس المجلس او أي من اعضائه على ان يكون التفويض خطيا ومحدداً.

- المادة 36

يلغى نظام الغرف الصناعية رقم (59) لسنة 1961 وتعديلاته.

APPENDIX 4- LIST OF INTERVIEWEES

NUMBER	NAME	DESCRIPTION/JOB TITLE
1	Mr. Raed Samara	Chairman
2	Mr. Ismael Dwekat	Chamber Director General
3	Mr. Hisham Ifori	Board member
	Mr. Akram Abu Ragheb	Board Member
	Mr. Adel Kofahi	Board Member
4	Mr. Assem Yaghmor	Affiliate (Al-Shaab Print Press)
5	Mr. Ali Adulfatah	Affiliate (owner of plastic factory)
6	Mr. Younes Omari	Affiliate (owner of cloth factory)
7	Mr. Omar Hijazi	Affiliate
8	Mr. Alaa Abu Aloush	Financial Manager (Al-Arab Company for Pharmaceuticals)
9	Mrs. Zaam Jarrah	Secretary
10	Mr. Sami Qawasmeh	Computer consultant
11	Mr. Omar Abu Hyja	Head of Computer Department
12	Mr. Nazek Samara	Head of Financial Department
13	Mrs. Ghadeer Myrian	Treasurer
14	Miss. Wafaa	Certificates of Origin

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