

CHEMONICS INTERNATIONAL INC.

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**Excellence, Inc. Presentation to
Shareholders and Inaugural Board of Directors**

Final Report
September 2005

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

DATA PAGE

Name of Component:	Private Sector Policy Initiative
Author:	Larry Milner/The Services Group
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ABSTRACT

This document includes an agenda and PowerPoint presentation delivered to the shareholders and inaugural Board of Directors of Excellence, Inc.

ACRONYMS

AMIR	Achievement of Market Friendly Initiatives and Results
COE	Centers of Excellence
EXI	Excellence, Inc.
USAID	United States Agency for International Development

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EXECUTIVE SUMMARY

This document includes an agenda and PowerPoint presentation delivered to the shareholders and inaugural Board of Directors of Excellence, Inc. at an evening reception that took place on May 4, 2004. The objective of the event was for the shareholders and board members to gain a better understanding of the vision, mission and origins of Excellence, Inc. The event also offered an opportunity for the shareholders and board members to meet each other, and also for the AMIR Program to ask them to confirm their commitment to participating in this venture. Further, the AMIR Program technical team discussed proposed roles and responsibilities of the board of directors.

ANNEX 1 INVITATION LETTER

April 29, 2004

Mr./Ms.
Position
Organization
P. O. Box
Amman
Jordan

Dear Mr./Ms.,

Pursuant to our previous correspondence, I am writing to cordially invite you to a reception for the shareholders and initial board members of the soon-to-be created Jordanian non-governmental organization called Excellence in Institutional Development, which will do business as *Excellence Inc.* The reception will be held on Tuesday, May 4 at the Four Seasons Hotel.

The program will be as follows:

8:00 pm – 8:15 pm Reception
8:15 pm – 9:15 pm USAID/AMIR Program Presentations
9:15 pm – 10:15 pm Dinner
10:15 pm – 10:30 pm Closing

The evening will be an opportunity to gain a better understanding of the vision, mission and origins of Excellence Inc. It will also be an opportunity to meet fellow shareholders and board members and to confirm your commitment to participating in this venture. Further, we would like to discuss proposed roles and responsibilities of the board of directors. We look forward to your participation.

Regards,

Stephen P. Wade
Program Director

ANNEX 2 PRESENTATION TO SHAREHOLDERS AND BOARD OF DIRECTORS



Excellence in Institutional Development

Excellence Inc.





Welcome

Shareholders
and
Inaugural Board of Directors





Awareness is growing in Jordan at all levels, government and private sector alike, that the best future strategy is one that is built on a shared vision and a joint approach by both, to ensure the achievement of the growth prospects of our economy.

His Majesty King Abdullah II





Excellence Inc.

Future

Present

Past





The Beginnings

USAID Economic Opportunities: Significantly improved public sector efficiency and credibility

AMIR Program: Support for economic growth

King Abdullah Government Award: An incentive for government performance





Enter the COE Program

A Compass



for

Institutional transformation and the adoption of appropriate private sector practices for highly effective, efficient and credible government





“Since starting the COE Program our budget management has improved, customer satisfaction is up, and employees feel that their ideas are encouraged and their contributions are recognized and rewarded.”

Mai Qaisi

Jordan Institute for Standards and Metrology
(King Abdullah Award winning institution)





Status: Excellence Inc.

- Business plan ➡ drafted
- Grant ➡ approved
- Shareholders ➡ invited
- LLC ➡ ready for registration
- By-laws, governance structure ➡ completed
- CEO finalists ➡ short-listed





*Market Assessment**

- **96%** interested in external assistance and felt it necessary
- **90%** felt the benefit greater than or equal to the cost of participation
- **76%** willing to allocate funds and pay for external assistance

*21 COE and KAAGPT respondents



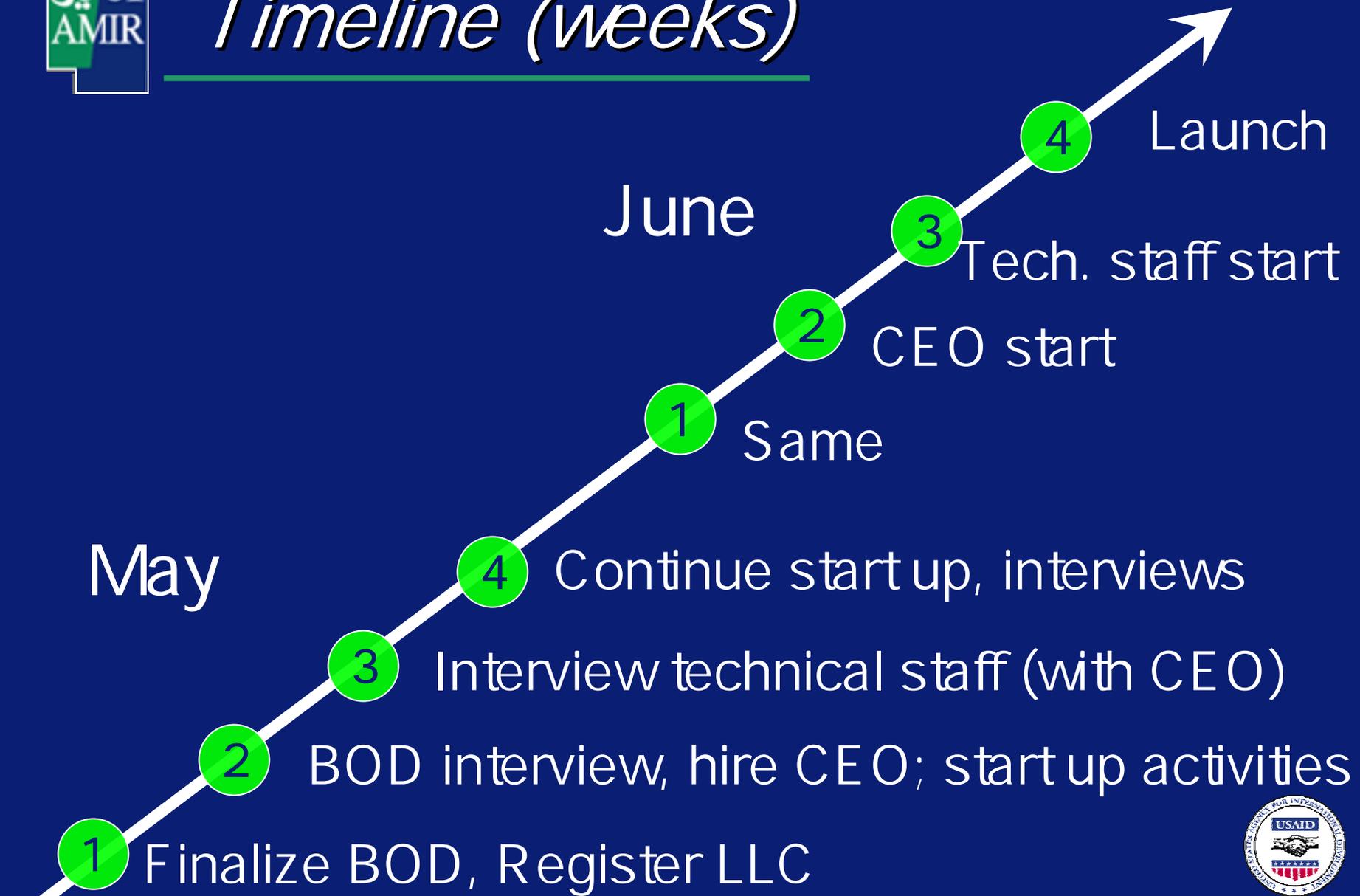


NGO Strategy





Timeline (weeks)





*We are what we repeatedly do. Excellence,
then, is not an act, but a habit.*

Aristotle





Best-Practices in Corporate Governance

By: Larry Milner





BEST PRACTICE

Changes in Governance

20th Century

**Stable, large, rigidity, process driven,
vertical structure, consensus, hierarchy**

21st Century

**Continuous change, speed, responsive,
flexible, results driven, virtual integration,
constructive contention, transparent,
leadership from within**





EXPLANATION OF INTERNATIONAL BEST PRACTICES

Every organization is different

Trends - most successful organizations
are using similar solutions to corporate
problems





BEST PRACTICE

Nonprofit companies in market-driven economies are ruled by legal documents called charters, bylaws, and operational policies and procedures





BEST PRACTICE

Outstanding corporations have directors who fully support the organization's basic philosophy - the vision, mission and strategic objectives





BEST PRACTICE

Selection for membership on a board is not a source of power; it is a major responsibility





BEST PRACTICE

The board governs and sets policies
The staff administers the corporation
and carries out the policies and
programs approved by the board





BEST PRACTICE

Establishing the proper relationship between the elected officers of the board and the Chief Executives Officer is a major success factor





BEST PRACTICE

The CEO hires, supervises, and replaces the corporation's staff





BEST PRACTICE

The most efficient boards have a fair balance of power among the officers, directors, and the CEO





BEST PRACTICE

The heart of a corporation is board-level committees – services, finance, and nominating committees





BEST PRACTICE

The board should insist upon sound accounting practices and understandable financial statements





BEST PRACTICE

The effectiveness of the board can be enhanced by regular assessment of its activities and performance





BEST PRACTICE

The art of mobilizing others to *want to* struggle for shared aspirations

Without *want to* in the definition...choice, internal motivation, and inner desire disappears





BEST PRACTICES SUMMARY

- Do make the legal documents the basis for operation
- Do have a firm understanding of the underlying philosophy
- Do remember that the Board sets policy, the staff administers the policy
- Do maintain a balance of power
- Do avoid micro-managing
- Do keep tight controls on the money
- Do be strong leaders in making Jordan the Center of Excellence in the Middle East





EXCELLENCE INC.

Excellence in Institutional Development

To be continued...

