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BENCHMARKING ASSESSMENT OF JORDAN'S NOT-FOR-PROFIT ORGANIZATIONS

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BENCHMARKING ASSESSMENT OF JORDAN'S NOT-FOR-PROFIT ORGANIZATIONS

A REPORT ON THE READINESS OF JORDAN'S
ASSOCIATIONS TO HELP REALIZE THE FOUR
COMPONENTS OF THE SABEQ PROGRAM

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

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LLC

5A.1.6.1 THOROUGH ASSESSMENT OF BUSINESS
ASSOCIATIONS AND DESIGN OF TECHNICAL ASSISTANCE

DISCLAIMER:

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BENCHMARKING ASSESSMENT OF JORDAN'S NOT-FOR- PROFIT ORGANIZATIONS

BACKGROUND

For the purposes of this benchmarking assessment for the SABEQ program, Jordan's not-for-profit organizations can be divided into three categories: 1) those that are Government-sanctioned, where membership is legally required--such as the various national and regional Chambers of Commerce and Industry; 2) those that exist as a result of donor programs; and 3) those that have been self-created and are self-sustained through membership fees and other sources of income derived from the sale of products and services provided by the association.

In this report, we further categorized associations by whether they were sector-specific (e.g., pharmaceutical, hospital, architecture and engineering, banking, etc.) or cross-cutting (e.g., Young Entrepreneurs, AmCham, Jordan's Exports Association, etc.) as this matches SABEQ's own organizational structure.

It is clear that business associations offer key strategic and operational advantages to the SABEQ program whose purposes are to: enhance financial integrity, oversight and broadened capital markets; expand trade and investment; remove government constraints on private sector competitiveness; and enhance productivity. In this regard, associations can serve as "one-stop-shops" for accessing key sectors of Jordan's business community. And associations are natural allies, in that every one of SABEQ's goals are or should be goals that are shared by the associations that serve Jordan's business community.

This report covers twenty associations that have been identified for their potential importance to the SABEQ program.

KEY FINDINGS

In assessing these not-for-profit organizations we sought to evaluate them in several ways: their ability to be effective advocates for their sector; their sustainability as organizations; their relevancy to their members and the markets they serve; their institutional capacity to grow and adapt to changing market circumstances; and their ability to be "twinned" or to partner with international organizations in comparable sectors.

However, we know that to be credible in each of these areas, associations need to be proficient in seven key operational areas: market research; strategic planning and strategy-based business planning; understanding of the different models for effective advocacy; standards development; organizational audits; twinning/matchmaking; and education and training. These were the areas that we used as benchmarks for SABEQ's twenty associations.

We met either individually or in groups the administrative heads of all twenty associations/business organizations that have been identified as targeted partners for the SABEQ program. In the course of these meetings we discussed the five areas of competence as noted in the first paragraph of this section. We also discussed the seven areas of association operations (noted in the preceding paragraph) that are or should be benchmarks against which all associations should be measuring themselves. After each of these meetings, we asked the association directors to assess their own organization's needs for each area. The results of this self-assessment are listed in the graphs below.

Sector Associations

	Targeted Associations	A & E Business Council	JEPA	JAPM	Private Hospitals Associations	Inte@i	JGATE/FIA	Banks Association
	Driving Pillars							
1	Market research	5	3	1b	2	2	2	
2	Twinning/matchmaking	7	2b	1a	3	6	3	
3	Strat. Plan and Bus. Plan Dev.	2	1	2	5	1		
4	Organizational audit	4	5	-	-	-	6	
5	Advocacy	3	6	3	-	3	1	
6	Standards Development	6	2a	-	4	5	5	
7	Education and training	1	4	4	1	4	4	

Cross Cutting Associations

	Targeted Associations	Jordan's Exports Assoc.	Ajloun Business Assoc.	Jordan Intellectual Property Assoc.	AmCham	Business & Profession Women Assoc.	Jordan Forum for Business & Profession Women Assoc.	Young Entrepreneurs Assoc.
	Driving Pillars							
1	Market research	-	1	3	3	1	4	
2	Twinning/matchmaking	2	-	-	-	6	3	
3	Strategic Planning / Business Plans.	1	2	-	-	7	-	
4	Organizational audit	3	-	-	4	5	5	
5	Advocacy	-	-	2	1	3	-	
6	Standards Development	4	-	4	-	4	2	
7	Education and training	5	-	1	2	2	1	

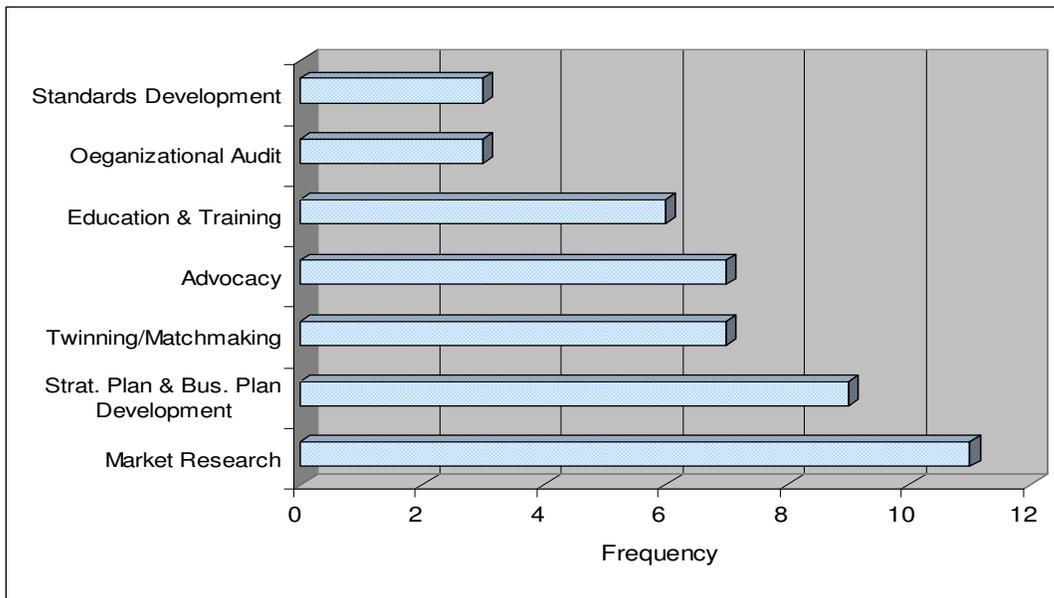
Chambers of Industry and Commerce

	Targeted Associations	Jordan Chamber of Industry*	Amman Chamber of Commerce	Irbid Chamber of Commerce	Irbid Chamber of Industry	Karak Chamber of Commerce & Industry
	Driving Pillars					
1	Market research		1	6	X	1
2	Twinning/matchmaking		6	7		2
3	Strategic Planning / Business Plans.		2	1	X	3
4	Organizational audit		3	2	X	7

5	Advocacy		4	5	X	5
6	Standards Development		5	3	X	4
7	Education and training		7	4	X	6

* attended but have not fill out the form

High Priority Services (ranked 1 to 3)



This slide represents those areas of association needs that were rated the highest priority for the associations we interviewed.

BUSINESS ASSOCIATIONS THAT HAVE MANDATORY MEMBERSHIP AND ASSOCIATIONS THAT HAVE BEEN CREATED THROUGH DONOR GRANTS APPEAR TO BE WEAKER (LESS RELEVANT, LESS EFFECTIVE AND LESS SUSTAINABLE) THAN ASSOCIATIONS THAT HAVE COME INTO EXISTANCE BY THEMSELVES IN RESPONSE TO MARKET NEED

SABEQ needs to be assured the associations with which it chooses to work are equipped and able to be effective partners. In this regard, following are the notes resulting from our first meeting with chambers of commerce and industry.

In our presentation to chambers of commerce and industry this morning (10 June) we covered the areas where associations need to have developed viable programs if they are to be viable, sustainable and relevant to the markets they serve. During the presentation and the discussion that followed it was clear there were perhaps only two out of the six organizations present that could affirm they covered any of these areas effectively. When asked how much of their memberships would stay affiliated with their organizations if membership were voluntary, most readily agreed that at least half, if not most, of their members would choose not to stay.

Although we did have some substantive discussion on issues such as market research and strategic planning, nearly a full hour of the two hour meeting was spent in discussing when SABEQ would start to deliver on the computers and other tangible assets that certain of these executives believe were promised them at the start of SABEQ program "nine months ago"--according to Mr. Mohammad A. Al Shouha of the Irbid Chamber of Commerce.

The Director General of the Jordan Chamber of Commerce Mr. Zaki M. Ayoubi, was clearly one of the more sophisticated of the directors and he approached me after the meeting to say "Although I think our Chamber of Industry has covered most of these areas, I would welcome an organizational audit to help me identify areas where we could make progress..."

Although Mr. Al Shouha claimed that his organization did not need any organizational help, he did check off all the boxes in the survey we handed out as services that he was requesting of SABEQ. I could not help but think that his approach is to take anything that is being offered for free even while saying he does not need it!

If SABEQ is not to fall into the same trap as other international donors--of supplying financial support to organizations that are not sustainable, then I think Mr. Ayoubi's suggestion might be the way forward--that participation in any element of SABEQ's programs be contingent on passing an organizational audit that would establish whether the applying organization is sustainable and relevant.

Such an audit could be performed very easily and could be a great incentive for institutional transformation as well as a safety against investing money and time in organizations that are of no practical use to SABEQ's goals.

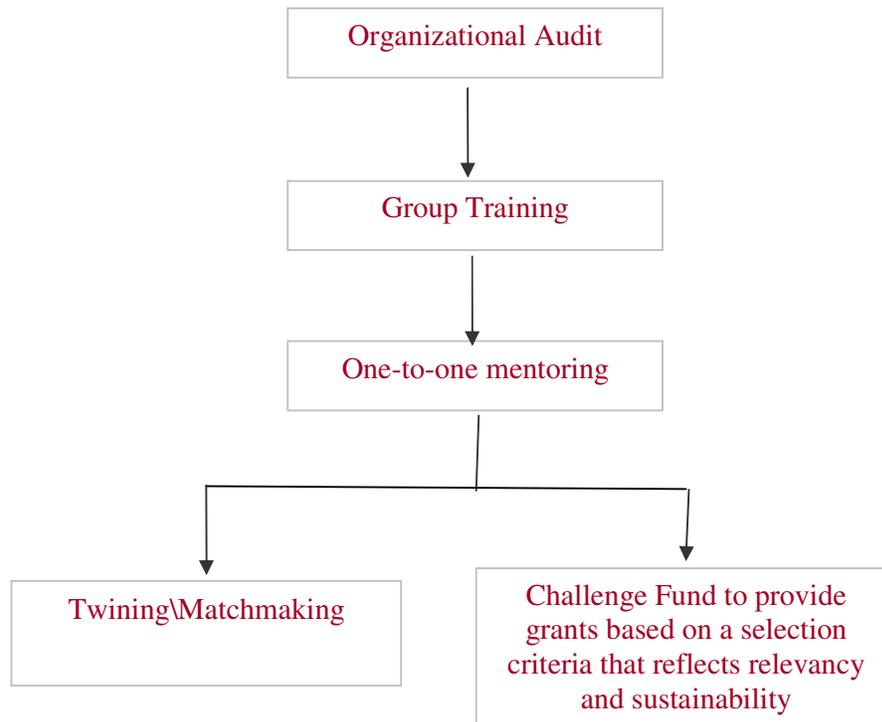
Our meetings with sector specific and crosscutting associations revealed the greater sophistication of these organizations as compared to the chambers, but even they could see that there were areas where they could use assistance. Accordingly, we developed the following prioritization for next steps.

RECOMMENDED NEXT STEPS

As discussed above, we recommend all business associations that desire to work with SABEQ be required to undergo and pass an audit in which their sustainability and relevancy are measured in an objective fashion. This sliding scale (as opposed to “pass-fail”) measurement would be done by an outside association expert. Knowing that such a process is required ideally would act as an incentive for pursuing organizational improvements.

Those organizations that have need of improvement could receive training in one of two ways: through group sessions involving other association executives from other associations (this was identified by many of the association executives with whom we met as being potentially very useful) and/or through one-on-one mentoring.

Having gone through this process, the associations would then be more ready for subsequent phases involving matchmaking with other strategic partners as well as being the recipient of possible SABEQ competitive grants—as shown in the following flow chart.



APPENDIX

STEVEN WORTH IN-COUNTRY AGENDA

**POWER POINT PRESENTATION TO ASSOCIATIONS,
PRESENTED IN THREE GROUP MEETINGS (SEPARATE
ATTACHMENT)**

Date	Time	Meeting	Purpose	Venue
Stage 1: Extensive explanation by Components Leads on what are Sabeq's goals and activities regionally and by sectors				
Sunday, 3 June	8:30 - 9:30	Meet with Rodrigo	discuss the assignment and the expected deliverables	Rodrigo's office
	10:00 - 11:30	Meet with Hanan Zaidah & Sahar Al-Yousef	Go through the list of associations, identified SABEQ's support, present the Institutional Transformation solution and discuss its role in creating the sustainable change in associations	Andrew's Office
	12:00 - 1:30	Meet with Glenn Tasky, Financial Integrity Component Leader	Present the component, assessment of the Banks Association & the potential role of the association in developing the banks sector	Glen's office
	3:00 - 4:30	Meet with Mohammed Amawi, Removal of Government Constraints Component Leader	Present the component and the potential role of associations in advocacy	Mohammed's office
Monday, 4 June				
	10:00 - 11:00	Meet with Rana Turk, regional development solution team leader	Present the LED and discuss the potential role of regional associations in LED	Rana's office
	1:00 - 2:30	Meet with Samar Kilany, A&E BC Executive Manager, Khaled Al-Kurdi, A&E BC consultant, and the JIDARA Team	Join the InsTran project kick off meeting with the A&E BC	A&E BC
	3:30 - 4:30	Meet with Lindsey Wellons, Expanded Trade and Investment component leader	Present the component, and the potential role of the association in advocacy and Public-Private partnership	Lindsey's office
Tuesday, 5 June	8:30 - 9:30	Meet with Sameera Qadoura, Public-Private Dialogue and Outreach solution leader	Present PP&O and discuss the potential role of associations in Public-Private Dialogue	Sameera's office
	10:00 - 11:00	Meet with Dania Gharaibeh, Gender Integration Solution Leader	Present the solution, assess Business & Professional women associations and discuss their potential role	Dania's office
	11:30 - 12:30	Meet with Gwen El Sawi, workforce solution leader	Present the solution, and discuss the potential role associations can play in workforce development	Gwen's office
	12:30-2:00	Meet with Laith Al-Qasem, Enhance Productivity Component Leader	Present the component, assess the Associations in the pipeline & their role of Associations in developing the business sectors	Laith's office
Stage 2: Individual meetings with Sabeq's staff & consultants who worked with Business Associations (BAs).				
Tuesday, 5 June	2:00 - 4:00	Meet with Lutfi Al-sayegh, Al JIDARA	Present the Business Associations' assessment conducted by JIDARA during AMIR time	Andrew's Office
	5:00 - 6:00	Confrence call with Andrew		Andrew's Office
Wednesday, 6 June	8:30 - 10:30	Meet with Maha Shawareb, Business Development Center	Present their experience with business associations through JUSBP & BDC	Jarash meeting room
	10:30 - 11:00	Meet with Kinan Jaradat, Enhanced Productivity - ICT Sector lead	Review Int@J survey	
	11:30 - 12:30	Meet with Institutional Transformation Team	Assess Ajloun Association, JEA, A\E, AMCHAM, JFBPW & BPW	Andrew's Office
	2:00 - 3:00	Meet with Brian, Samer & Khytam, enhance productivity team	Assess JEPA	Jarash meeting room
	3:30 - 4:30	Meet with Kinan, enhance productivity team	Assess Int@j	Jarash meeting room
Thursday, 7 June	8:30 - 9:30	Meet with Luma, enhanced productivity team & Gina, expanded trade and Investment team	Assess JGATE & FIA	Jarash meeting room
	4:50 - 6:00	Meet with Nisreen Barakat, To Excel	Present their experience with business associations through EADPA program	Jarash meeting room
Stage 3: Identify needs and shared opportunities				

Thursday, 7 June	8:30 - 9:30	Meet with Luma, enhanced productivity team & Gina, expanded trade and Investment team	Assess JGATE & FIA	Jarash meeting room
	4:30 - 6:00	Meet with Nisreen Barakat, To Excel	Present their experience with business associations through EJADA program	Jarash meeting room
Stage 3: Identify needs and shared opportunities				
Stage 4: Associations group meeting to validate ideas				
Sunday, 10 June	10:00 - 12:00	Meet with Chambers of Industry & Commerce	Assessment	Petra
	3:00 - 4: 00	Meet with Khalid Kurdi, consultant for A/E and BPW	Assessment	
Monday, 11 June	10:00 - 1:00	Meet with sector Associations Group	Validate suggested ideas	Citadel
Tuesday, 12 June	10:00 - 1:00	Meet with cross-cutting Associations Group	Validate suggested ideas	Citadel
Stage 5: wrap-up meeting with SABEQ				
Thursday, 14 June	9:30 - 10:30	Meet with Rodrigo & Carol	Wrap-up meeting	Rodrigo's office
	11:00 - 2:00	Present to SABEQ	The matrix of assistance & opportunities	Citadel



Business Association Pillars of Success

Topics

- I. The five pillars that drive association growth.
- II. Metrics for assessing and measuring performance.
- III. SABEQ program targets for associations.
- IV. Tools that achieve the pillars of success.
- V. SABEQ targeted Associations.



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I. The five pillars that drive association growth:

1. Market research
2. Strategic planning or strategy – based business planning
3. Standards
4. Education and Training
5. Advocacy



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I. The five pillars that drive association growth:

Market Research

Strategic Planning

Standards

Education & Training

Advocacy

1. Market research:
 - a) Quantitative,
 - b) Qualitative,
 - c) Benchmarking,
 - d) Focus groups.

It could be for: Membership; Market sector; International - strategic and tactical assistance.



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I. The five pillars that drive association growth cont'd

Market Research

Strategic Planning

Standards

Education & Training

Advocacy

2. Strategic planning or strategy based business planning:

- Consensus building.
- Focus / best utilization of resources.
- HR / Governance management.



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I. The five pillars that drive association growth

.... cont'd

Market Research

Strategic Planning

Standards

Education & Training

Advocacy

3. Standards:

- Accreditation.
- Certification.
- Code of conduct / ethics / association values.



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I. The five pillars that drive association growth cont'd

Market Research

Strategic Planning

Standards

Education & Training

Advocacy

4. Education and Training:
 - Body of knowledge.
 - Measurement.
 - Pedagogical program:
 - i) Self – administered.
 - ii) Strategic alliances.

Requires process development for starting and growing education and training programs.



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I. The five pillars that drive association growth cont'd

Market Research

Strategic Planning

Standards

Education & Training

Advocacy

5. Advocacy:

- a) Direct advocacy.
- b) Advocacy through market research / public opinion.
- c) Indirect advocacy:
 - Coalition building.
 - Grassroots via email and public affairs tactic.

Advocacy requires process development - strategic and tactical.



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II. Metrics for assessing and measuring Performance:

A. Revenue Ratios:

	<u>Optimum</u>	<u>Target Goals</u>
• Dues:	10%	20%
• Non-dues:	90%	80%
• Grants:	0%	0%



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II. Metrics for assessing and measuring Performance: ...cont'd

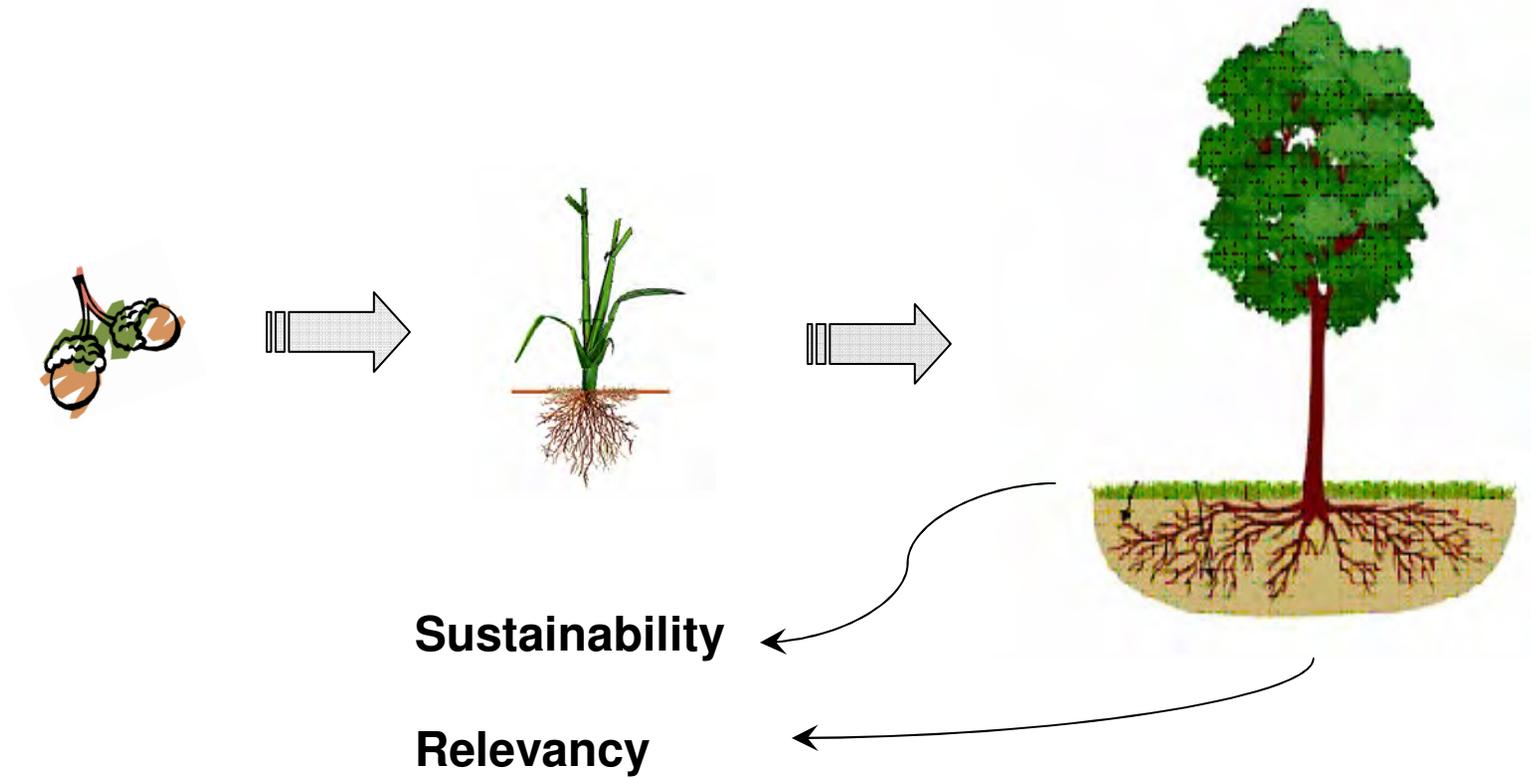
B. Membership / Market measures:

- i. % Of market penetration: 30% is typical – 100 % is perfect but unlikely.
- ii. Perception of association's products and services – members vs. non-members.



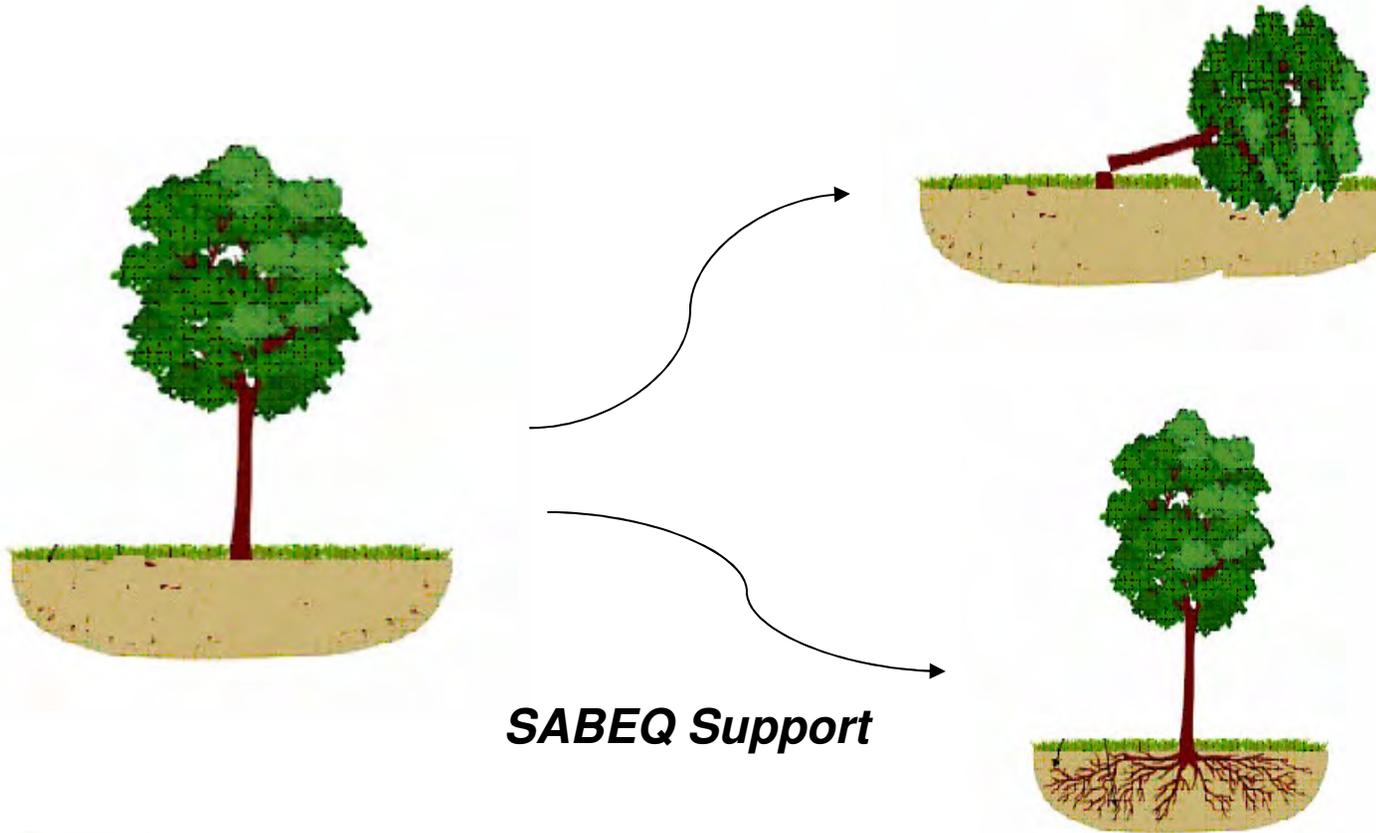
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III. SABEQ targets for Business Associations:



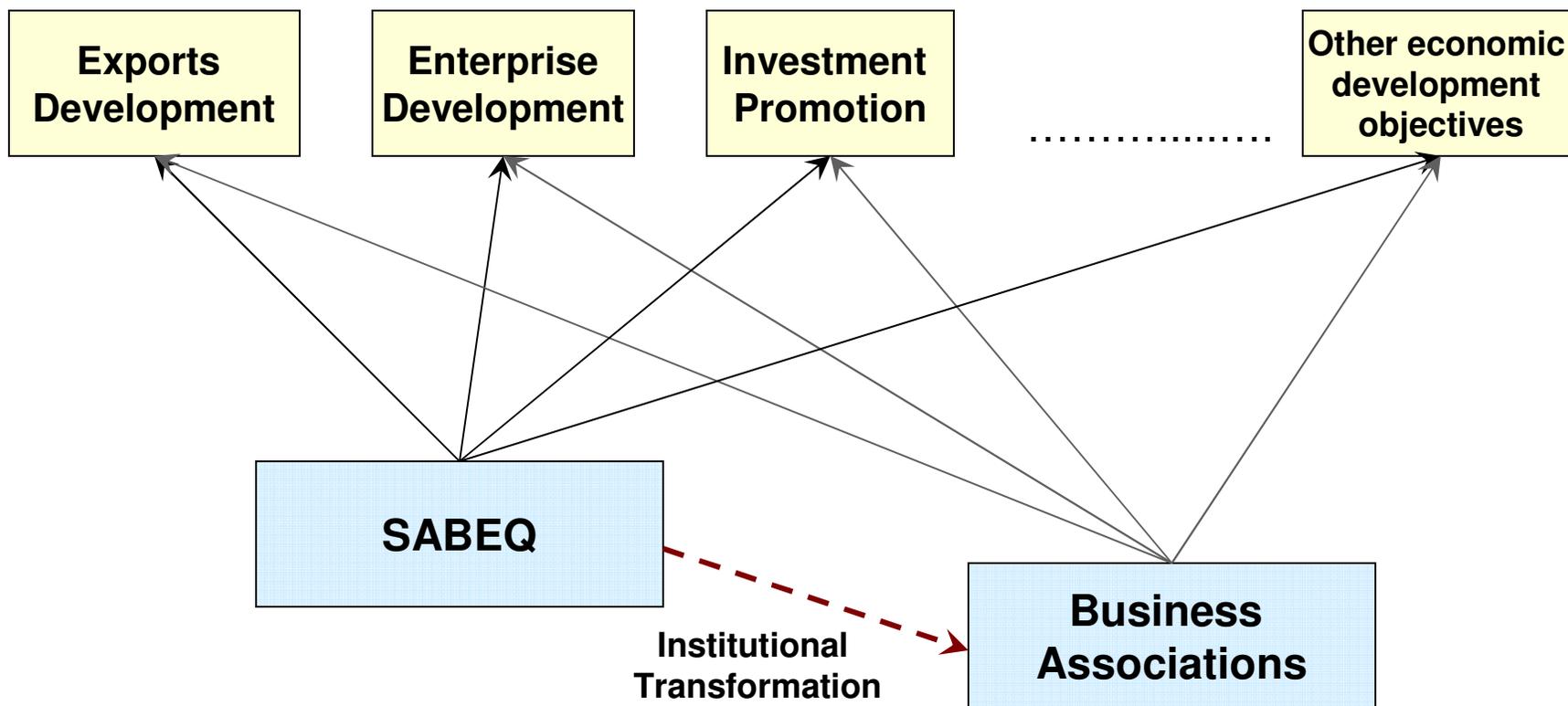
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III. SABEQ targets for Business Associations: ...cont'd



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III. SABEQ targets for Business Associations: ...cont'd



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IV. Tools that achieve the pillars of success:

1. Market research
2. Strategic planning or strategy – based business planning
3. Standards
4. Education and Training
5. Advocacy
6. Twinning / Matchmaking
7. Organizational Audits



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IV. Tools that achieve the pillars of success:

Twinning / Matchmaking for :

- a) best practices benchmarking;
- b) establishing business relationships at association levels or member level.



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IV. Tools that achieve the pillars of success:

Organizational Audit for :

- a) Assessing organizational relevancy and sustainability;
- b) Identifying areas and ways to improve performance.



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V. SABEQ's Targeted Associations:

A. Sectoral Associations:

- Architecture & Engineering Business Council
- Jordan Exporters & Producers of Fruits and Vegetables.
- Jordanian Association of Pharmaceutical Manufacturers.
- Private Hospitals Associations
- Int@j.
- JGATE/ FIA.
- Banks Association.



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V. Associations Listing: ...cont'd

B. Cross Cutting Associations:

- Jordan's Exports Association.
- Ajloun Businessmen Association.
- Jordan's Intellectual Property Association.
- AmCham.
- Young Entrepreneurs Association.
- Business & Profession Women Association.
- Jordan Federation for Business & Profession Women Association.



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V. Associations Listing: ...cont'd

C. Governmental Based Associations:

- Jordan's Chamber of Industry.
- Amman Chamber of Commerce.
- Irbid Chamber of Commerce.
- Irbid Chamber of Industry.
- Karak Chamber of Commerce & Industry.



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V. Associations Needs

Targeted Associations		A & E Business Council	JEPA	JAPM	Private Hospitals Associations	Int@i	JGATE/ FIA	Banks Association
Driving Pillars								
1	Market research	5	3	1b	2	2	2	
2	Twinning/matchmaking	7	2b	1a	3	6	3	
3	Strat. Plan and Bus. Plan Dev.	2	1	2	5	1		
4	Organizational audit	4	5	-	-	-	6	
5	Advocacy	3	6	3	-	3	1	
6	Standards Development	6	2a	-	4	5	5	
7	Education and training	1	4	4	1	4	4	



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V. Associations Listing: ...cont'd

	Targeted Associations	Jordan's Exports Assoc.	Ajloun Business Assoc.	Jordan Intellectual Property Assoc.	AmCham	Business & Profession Women Assoc.	Jordan Forum for Business & Profession Women Assoc.	Young Entrepreneurs Assoc.
	Driving Pillars							
1	Market research	-	1	3	3	1	4	
2	Twinning/matchmaking	2	-	-	-	6	3	
3	Strategic Planning / Business Plans.	1	2	-	-	7	-	
4	Organizational audit	3	-	-	4	5	5	
5	Advocacy	-	-	2	1	3	-	
6	Standards Development	4	-	4	-	4	2	
7	Education and training	5	-	1	2	2	1	



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V. Associations Listing: ...cont'd

	Targeted Associations Driving Pillars	Jordan Chamber of Industry*	Amman Chamber of Commerce	Irbid Chamber of Commerce	Irbid Chamber of Industry	Karak Chamber of Commerce & Industry
1	Market research		1	6	X	1
2	Twinning/matchmaking		6	7		2
3	Strategic Planning / Business Plans.		2	1	X	3
4	Organizational audit		3	2	X	7
5	Advocacy		4	5	X	5
6	Standards Development		5	3	X	4
7	Education and training		7	4	X	6

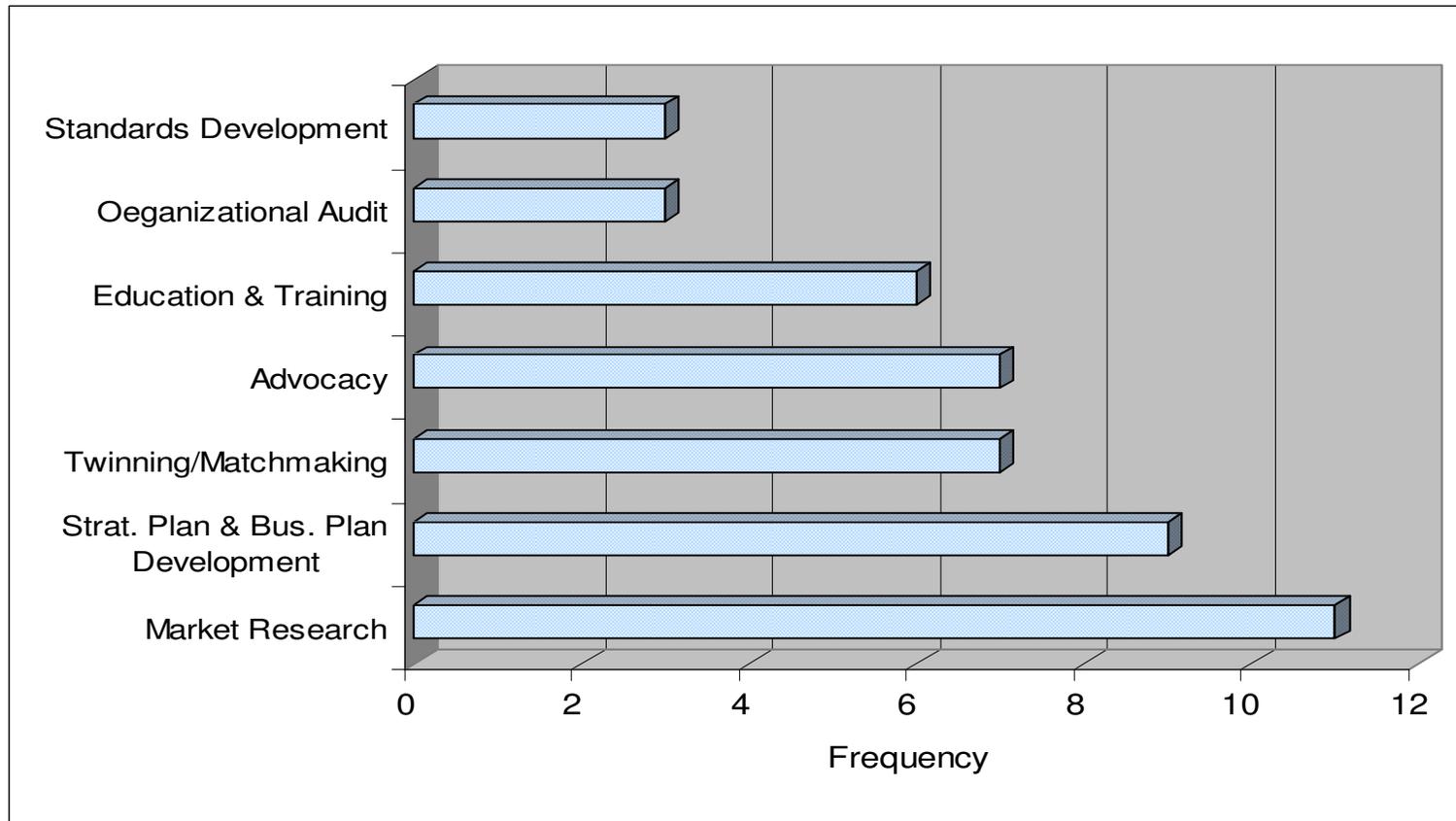


* Attended but haven't fill out the form



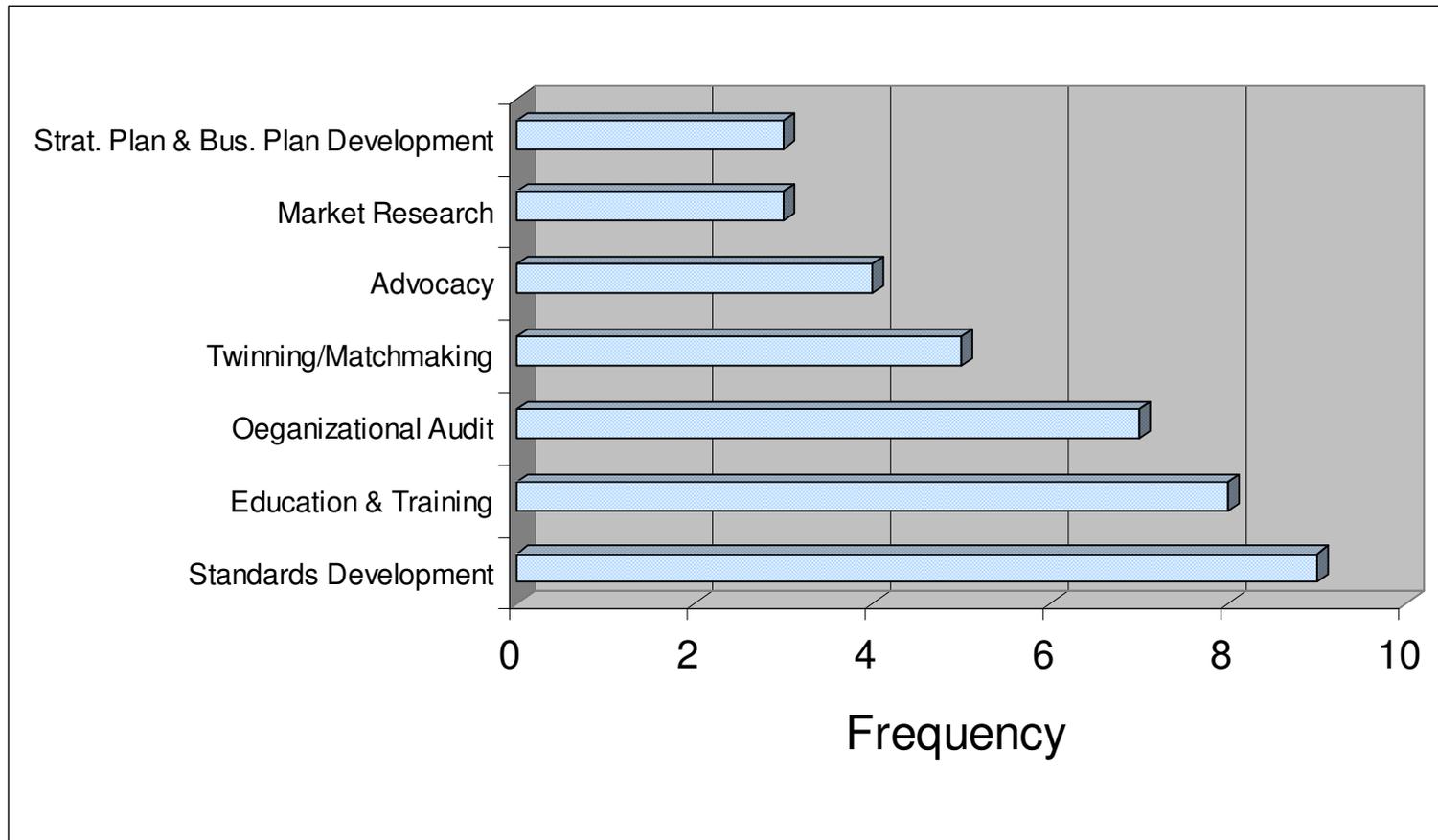
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High Priority Services (Ranked 1 to 3)



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Low Priority Services (Ranked 4 to 7)



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Next Steps

- Audit
 - To incentivize institutional transformation
 - To insure effective performance for goals of other components



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Next Steps

...cont'd

Other Services

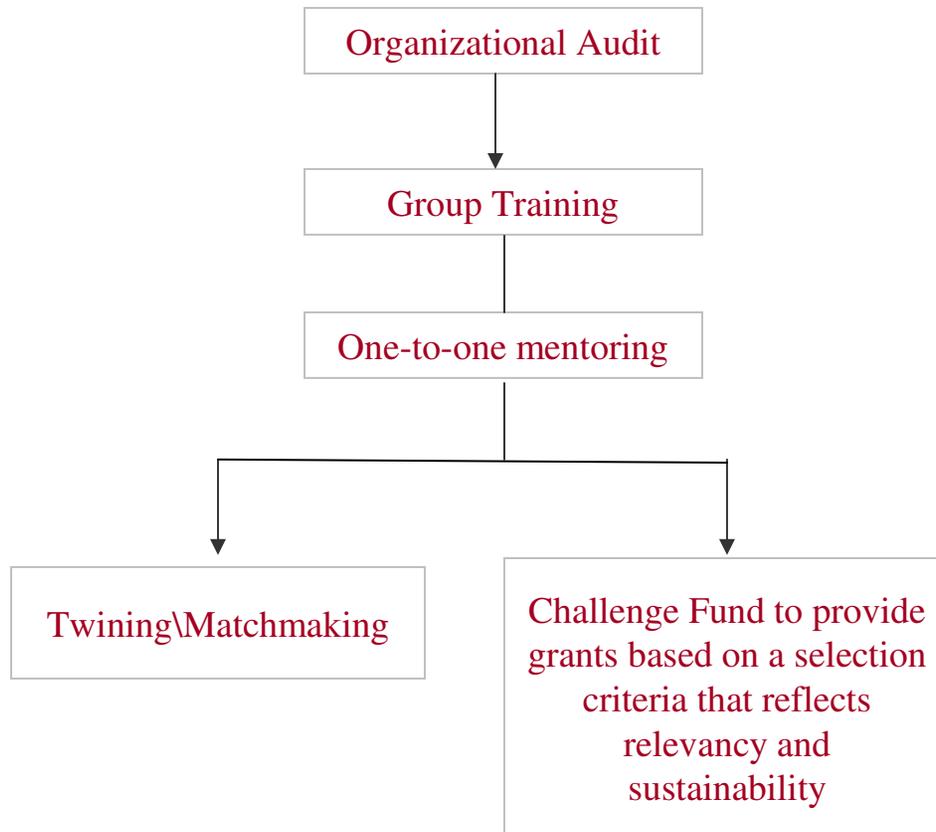
- Training (Strategic and Tactical; domestic and international)
 - Market research (member and domestic & international markets)
 - Strategic Planning
 - Twining (association level & member level)
 - Advocacy
 - Education & Training
 - Organizational audit
 - Standards



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Next Steps

...cont'd



SABEQ develops an Excellence model of a business association and benchmarks client Associations accordingly

SABEQ develops intensive training programs that initiate the institutional transformation process in the Associations. Training areas are: Market research, strategic planning, advocacy, standards development, and education and training

Associations develop their strategy based business plans

SABEQ's further support that provides the incentive for change and responds to the readiness of the Association to play a constructive and sustainable role in economic development.



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THANK YOU



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