

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**Revise Business Association Development  
Work Plan and Develop SOWs**

**Final Report**

**Deliverable for BAI Component, Task # 232.1  
Contract No. 278-C-00-02-00201-00**

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## **Background**

Under scope of work 232.1, Revise Business Association Development Work Plan and develop SOWs, the task was to use the business association diagnostic assessments and CIPE report on strategic planning one-on-one consultancies as the basis for discussions with individual organizations on their perceived organizational development needs, for which AMIR and CIPE can provide assistance. Additional information on organizational development needs were identified from informal conversations with Board members and staff at various events attended by the consultant.

## **Meetings**

- Attended three of the four-day governance workshop series facilitated by Ken Donaldson and Jeremy Condor at the Sheraton Hotel
- Attended public relations task force and public policy advocacy task force meetings for the TIJARA Initiative
- Attended REACH Initiative 3.0 pre-launch meeting with Int@j Board members
- Intensive discussions with Rasim Abderrahim, BMI Consultant working to assist the TIJARA Initiative and the FTA Unit, on associations involved in the TIJARA and FTA
- Met with the following organizations:

Jordan Exporters Association – Halim Abu Rahmeh and Fareez Barakat

Young Entrepreneurs Association – Dina Duhkqan

Jordan Association of Pharmaceuticals and Manufacturing – Maher Matalaka

Jordan Hotel Association – Michael Nazzal

Jordan Intellectual Property Association – Randa Diab

Information Technology Association of Jordan – Rana Abu Shuhor

Jordan American Business Association – Raghda Butrous

\* Amman World Trade Center does not currently have an Executive Director, but I spoke briefly with two AWTC Board members at the governance workshop in the Sheraton.

\* BMI Component Leader Ibrahim Osta met with BPW Aqaba separately and discussed their needs.

## **Cross Association Needs**

It was apparent from meetings with various associations that there is a need to constantly upgrade the human resources capability of association executives and Board

members. All of the associations expressed interest in a workshop series of 2-3 hours per session designed to improve the capacity of Board and staff in association management. Following are suggested training topics:

- Communication skills
- Report writing
- Time management
- Listening Skills
- Stress Management
- Team Building
- Creating & Presenting Office Documents
- Email Etiquette
- Non-dues income generation
- Membership development
- Presentation Skills
- Public Speaking Skills
- Negotiation Skills
- Project Management
- Strategic Management, Planning & Marketing
- Interviewing & Recruitment Skills
- Performance Appraisal
- Organizing Conferences & Meetings
- Feasibility Studies
- Finance for non-financial manager
- International marketing
- Complaints management
- Conflict Resolution

Additionally, all of the associations expressed interest and support for a continued business association management training program, similar to the Dead Sea program held earlier this year. There is an understanding that association management is a new concept in Jordan, and it is important that association managers are provided with necessary technical training to be able to build and manage effective and efficient associations.

There is interest in developing an association of business associations, similar to the American Society of Association Executives. However, none of the executives I discussed this with have neither the time to create such an association nor financial resources to make such an association sustainable.

The issue of dual memberships for competing associations was also raised with JIPA, which was received quite positively. The challenge for JIPA is to approach Int@j and/or JAPM and strike a deal on how to facilitate dual memberships.

### **Individual Association Needs**

### Jordan Exporters Association

- Assistance in strategic planning and work plan development
- Assistance in developing needs assessment/satisfaction survey and how to have a higher rate of return
- Assistance in managing volunteers, and in increasing participation of Board members
- Assistance in expanding non-dues income revenues
- Need to develop research capabilities to provide members with useful reports, however no manpower (and funds) to do this
- Looking to change the image of the association, by developing new logo

### Young Entrepreneurs Association

- Assistance in holding a member retreat to help in design of member-catered services
- Assistance in developing/improving marketing strategy, especially in selling YEA products
- Assistance in designing PR campaign
- Assistance in public policy advocacy training, especially on research
- Request for another CIPE BA management training workshop for staff
- Need to re-evaluate YEA's corporate identity/culture
- Need to upgrade IT system to make it member-focused

### Jordan Association of Pharmaceuticals and Manufacturing

- Assistance in having a consultant review the draft strategic plan prepared by Executive Director, and facilitating a strategic planning retreat for Board members
- Executive Director realizes the need to recruit and train new staff
- JAPM is interested in developing in-house research capability
- Training requirements include: marketing, finance, negotiating skills, board management, staff training, stress management

### Jordan Hotel Association

- Chairman would like to wait for the overall national tourism strategic plan to be set before starting to develop JHA's plan
- Board members require training on association governance

- Chairman would like to expand communications strategy (they currently have 2-3 newsletters a year and an annual report), but is having staffing problems.
- Consultant's opinion: Because of the nature of JHA's membership and its close relationship with the government, JHA has been taking a more reactive role (as opposed to proactive) in public policy.

#### Jordan Intellectual Property Association

- Assistance in follow-up to Board governance workshops
- Assistance in revenue generating projects for the association
- Strategic and work plans are already developed
- Training needs include: communication skills, customer/member services, technology management, writing skills, role of associations, and Board-staff relationships.

#### Information Technology Association of Jordan

- Assistance in developing Board job descriptions
- Strategic plan already drafted by President & CEO
- Assistance in facilitating a Board retreat to discuss Board governance issues and strategic plan
- Int@j would like to increase member involvement in its activities. Assistance in increasing member involvement.

#### Jordan American Business Association

- Assistance in institutionalizing the strategic planning process with all members, at least once a year
- Assistance in developing/improving public relations strategy
- Executive Director finds a need to establish an evaluation system for Board, Executive Director and staff
- Would like assistance in developing crisis management plan
- Staff would be interested in taking more BA management training courses
- Executive Director interested in working with AmChams from the region, but no one has the time right now.

### **Scopes of Work to be Developed**

- Business Association Management Training - Basic (September 2002)
- Business Association Management Training – Advanced (February 2003)
- Develop customized organizational development plans (Jean Rogers)
- Review and provide feedback on strategic and work plan development for JEA, JABA, and YEA. When appropriate, facilitate session with Board.
- Review and provide feedback on strategic and work plan development for JAPM, JIPA, Int@J. When appropriate, facilitate session with Board.
- Conduct strategic and work planning retreat with BPW Aqaba.
- Conduct strategic and work planning retreat with JHA
- Conduct strategic and work planning retreat with AWTC
- Diagnostic assessment Phase II (early 2003)
- Conduct a financial sustainability seminar/workshop
- Training workshops on:
  - Association Fundraising
  - Association Public Relations
  - Association Marketing
  - Association Public Policy Advocacy
  - Association Membership Development
- One-on-one financial sustainability meetings with Executive Director and Board Chair people. Using feedback received from one-on-one meetings, develop an individualized financial sustainability plan (with emphasis on benchmarks, and evaluative and monitoring tools) for the following associations (*multiple scopes are possible here, depending on Randa Qunsol's report*):
  - JEA
  - AWTC
  - YEA
  - BPW Aqaba
  - Int@j
  - JABA
  - JAPM
  - JIPA

- Conduct evaluation and monitoring workshop for grants program, providing guidance on evaluative tools and monitoring strategies
- Provide advice to BMI component leader on grants proposals