

**Access to Microfinance & Improved Implementation of Policy Reform
(AMIR Program)**

Funded By U.S. Agency for International Development

**JORDANIAN BUSINESS ASSOCIATION MANAGEMENT TRAINING
May 20-25, 2000**

Final Report

**Deliverable for Business Association Initiative Component, Task No. 2.3.11 & 2.3.12
Contract No. 278-C-00-98-00029-00**

June 2000

This report was prepared by Center for International Private Enterprise, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

BACKGROUND

The macroeconomic picture in Jordan has been sluggish in recent years. Average annual growth is estimated to have been between .8% and 3% over the last three years. However, the budget deficit has decreased from eight percent of GDP to four percent, and external debt has been reduced from 140 percent of GDP to under 100 percent. In addition, the government of Jordan continues to work toward opening the economy to foreign and domestic private sector investment. Recent achievements include reducing corporate and personal income tax rates, reducing export duties and lifting restrictions on foreign ownership of business.

Despite these successes, Jordan's economy continues to face a number of challenges. Although Jordan's economic growth rate is respectable, the country does not create enough new jobs to absorb those entering the labor force or make a dent in the country's large unemployment problem.

The Access to Microfinance And Improved Implementation Of Policy Reform (AMIR) was designed to respond to these economic challenges and to USAID/Jordan's strategic objective of "increase economic opportunity for Jordanians" through private sector growth to benefit the economically disadvantaged nationwide. Special emphasis is placed on increasing access to financially sustainable microcredit for women and the rural poor living in disadvantaged, under served communities. AMIR is a broad-based private sector development initiative with components focusing on microfinance, economic policy reform and improved service delivery capability for business associations.

Chemonics International, Inc. and a consortium of Jordanian and international subcontractors have been awarded a USAID contract for the implementation of AMIR over four years (1998-2002) through the following three components:

Sustainable Microfinance Initiative (SMI). The SMI component will facilitate the development of a financially sustainable microfinance industry in Jordan based on internationally accepted microfinance best practice. In order to achieve this, AMIR will promote linkages between NGOs and commercial banks, foster the adoption of modern management techniques, facilitate the implementation of sustainable financial and information systems and procedures, and sponsor

training and technical assistance to build the portfolios of microfinance services of these institutions and profitably expand their base of micro- and small-enterprise customers.

Improved Implementation of Policy Reform (Policy). The Policy component will focus on improving the implementation of policy reform, investment promotion, increased public awareness and policy analysis. This component will coordinate and collaborate with the GOJ Ministries of Trade and Investment, Planning and Finance, the Customs Department and the Investment Promotion Corporation.

Business Association Initiative (BAI). The BAI component will focus on organizational development, policy analysis and advocacy, membership development, improvement of service offerings and public relations in order to improve the operating performance and financial viability of a variety of private business associations in Jordan.

The consultancy governed by this scope of work fulfils the activities specified under the task(s) 2.3.11 & 2.3.12 Training in BA Management Skills/CIPE planned under BAI component of the AMIR Program's current annual work plan.

In countries undergoing political and economic reforms, business organizations often lack the experience and institutional capacity to provide assistance to members or to contribute to the policy debate. In response to this problem, the Center for International Private Enterprise (CIPE) developed the Business Association Management Training Program. The goal of CIPE's institution building programs is to "provide training and technical assistance services that increase effective business association performance in countries experiencing democratic and market-oriented economic transitions." To fulfill this goal, CIPE trains the executive directors and professional staff of trade associations and chambers of commerce. CIPE believes that business association executives benefit from training in multiple ways: staff training adds to the credibility of the organization to its own members, leads to consistency in association management, results in better financial planning and management. Furthermore, it permits elected volunteers to lead their organizations better, leads to an improved and more consistent image of the business association, and strengthens their involvement in and commitment to the association's mission. Occasionally, new or weak business associations will not have staff, being managed instead by the president or other key volunteers from the executive committee. In these cases, CIPE will consider their participation, with a view that through the acquisition of sound association management skills they will become better leaders and recognize the value of delegating day-to-day authority and responsibility for routine operations to staff, while they focus on policy and long-term organizational strategy.

Strong institutions which can advocate free market policies in Jordan are necessary to ensure that Jordan's economic progress proceeds with business interests in mind, and in recognition that it is the private sector that will account for employment generation. Jordan's existing and emerging business associations need modern management skills to better involve themselves in the countries' implementation of

economic reforms and burgeoning civil society. By bringing these business organizations together, this program has the potential to substantially strengthen the private sector and foster increased collaboration and coalition-building among the associations, making them more forceful advocates for sound economic policy, accountability and decision-making as Jordan moves towards greater political and economic openness.

In its work with the business association component during the first year of the project, CIPE conducted organizational membership and diagnostic surveys to identify the strengths and weaknesses of 6 partner business associations, assisted the partner associations in developing comprehensive strategic plans, and provided technical assistance in the areas of public policy advocacy and coalition building.

In the second year, CIPE provided technical assistance to the partner associations in the areas of producing policy analysis, developing advocacy strategies, utilizing information technology, and improving communications and leadership skills. In June 1999, CIPE provided training to Jordanian business organizations under the AMIR project. In a week-long training event, seventeen (17) association and chamber executives, 5 of whom were women, from 12 Jordanian organizations were exposed to concepts and best practices in the areas of:

- Overview of Chambers of Commerce and Business Associations
- Strategic Planning & Programs of Work
- Membership Development
- Marketing for Association
- Public Policy Advocacy
- Financial Management
- Sources of Non-Dues Income
- Staff & Human Resource Development
- Conflict Management and Negotiation Skills
- Leadership Practices for Association Executives

The organizations whose executives completed the June 1999 program included:

- Amman Chamber of Commerce
- Amman Chamber of Industry
- Amman World Trade Center
- Business & Professional Women's Club
- Federation of Jordanian Chambers of Commerce
- Institute of Management Consultants
- Jordan Computer Society
- Jordan Trade Association
- Jordanian Accounting Association
- Jordanian American Business Association
- National Portfolio Securities
- Young Entrepreneurs' Association
- Zarka Chamber of Commerce

Additionally, in November 1999 a delegation of Jordanian business association executives spent two weeks in the United States to study association best practices on a tour organized by CIPE where they visited Washington, DC; Denver, Colorado and Austin, Texas.

PROJECT OBJECTIVES

- To develop a broader awareness throughout Jordan of the potential that independent, voluntary business organizations have in promoting democratic practices and open-market economic principles;
- To strengthen the capability of independent, voluntary business organizations in Jordan to play a more active role in public policy in their country through the development of strong, effective public policy programs and improved member services;
- To develop skills and technical expertise necessary for the effective management, administration and operation of membership services of local business associations; and
- To facilitate a network of local business associations for the exchange of information and experiences.

PROJECT ACTIVITIES

As part of task order 10, the Center for International Private Enterprise, an affiliate of the U.S. Chamber of Commerce, conducted a business association management training program on May 21-25, 2000, in Aqaba, Jordan. The program was timely as it took place during a year in which Vision 2020 has been introduced as the private sector's proposed agenda to advance economic development in Jordan. The political reality of an increased role of the private sector lent particular relevancy to the training participants' examination and discussion of issues raised in CIPE's Public Policy Advocacy and Role of Business Associations in a Democratic Society training modules.

A two-level training program was designed for this consultancy. The first level program, called the Petra Group, consisted of the following courses:

- Overview of Chambers of Commerce and Business Associations
- Strategic Planning & Programs of Work
- Membership Development
- Marketing for Association
- Public Policy Advocacy
- Financial Management
- Sources of Non-Dues Income
- Staff & Human Resource Development
- Conflict Management and Negotiation Skills
- Leadership Practices for Association Executives

The second level, called the Jaresh Group, offered the following courses:

- Review of Level I: Key Concepts
- Community Economic Development
- Small Business Development

- Development and Management of Volunteers
- Community Leadership Development
- Association Public Relations
- Public Policy Advocacy
- Role of Business Associations in a Democratic Society

The first level course followed the same format as last year's, to expose the participants on the basic concepts of running a business association. The second level modules were designed after informal consultations by CIPE with AMIR consultants and the AMIR staff in Jordan working with the various business associations and chambers of commerce during the past year.

Briefings

A set of briefing meetings were organized by CIPE with the instructors in addition to the briefing book provided to them prior to the consultancy. CIPE also met with Larry Milner and Fred Whiting prior to the consultancy to determine a training strategy. The instructors were briefed on business associations in Jordan; CIPE and AMIR expectations on the training program; and the team teaching approach for the consultancy. Also, the training team met with the following AMIR staff:

Mr. Steve Wade, Chief of Party
Ms. Sameera Qadoura, Training and Public Relations Specialist

Participants

The first level participants primarily consisted of staff of business associations. CIPE noted the participants' level of experience in management training, with all of them in upper management positions. The training team took into account their experience and attempted to incorporate their daily experiences in the discussions. Following are the organizations represented:

- Amman Chamber of Commerce
- Amman World Trade Center
- Business Professional Women –Amman
- Information Technology Association of Jordan
- Irbid Chamber of Commerce
- Jordanian Association of Manufacturers of Pharmaceuticals and Medical Appliances
- Jordanian Trade Association
- Jordanian American Business Association
- Jordanian Association of Certified Public Accountants
- Shipping Agents Association
- Jordan Society for Protection of Intellectual Property Rights

The participants in the second level consisted of associations that were previously involved in the program. All of the participants in Level II are in upper level management positions and contributed to sophisticated discussions on what can be done in Jordan in all modules from Small Business Development to the Role of Associations in a Democratic Society. Following is a list of the associations represented:

- Amman Chamber of Commerce
- Business Professional Women – Aqaba
- Institute of Management Consultants of Jordan
- Jordanian American Business Association
- Federation of Jordanian Chamber of Commerce
- Young Entrepreneurs Association

Detailed lists of names and titles of participants and their association affiliation are enclosed in Appendices A-1 & A-2. Appendices B-1 & B-2 outline the courses offered for both groups, including the instructor assignments.

Instructors

CIPE assembled an impressive array of instructors with experiences covering business association management and governmental processes. Vision 2020 has thrust many business associations into a new role in public policy advocacy. The combined experiences of the instructors aimed to complement the training program with practical and real world insights that would be useful for the association executives attending the program.

Because of the instructors' diverse expertise, the instructors were urged to perform a team-teaching approach to the training program. The idea behind the team teaching approach is to mesh the government and association experiences of the instructors for the benefit of the participants.

Following are the instructors' bios:

Mr. David W. Cooley has managed six chambers of commerce in five states and the national professional society for chamber of commerce executives, during his 44 years of experience. He became President of the Memphis Area Chamber of Commerce for the second time in September 1984, having served there previously from 1968 to 1973. During Cooley's tenure, more than 100,000 new jobs were created due to partnerships between city and county governments and the business community. Other chambers Cooley served as chief executive officer include Dallas, Texas, Jacksonville, Florida, Greenville and Spartanburg, South Carolina and Hendersonville, North Carolina. He holds the distinction of being the only person to serve as both the top volunteer and then the professional head of the American Chamber of Commerce Executives Association (ACCE). Mr. Cooley has conducted CIPE training in Egypt, Ghana and Russia. Mr. Cooley holds a bachelor's degree from the University of North Carolina in journalism.

Mr. Gregory L. Davis is an independent management consultant with over 21 years experience working both in the private sector and business association management. Prior to becoming an independent consultant Mr. Davis was the Executive Vice President and Chief Executive Officer of the Washington, D.C. Chamber of Commerce (1987-1993) and served as the National Director of Marketing and Membership for the National Association of Manufacturers -- one of the largest business associations in the U.S. He also has worked for a variety of large U.S. companies such as Bell Atlantic Corp (1983-85), Dun & Bradstreet Corp. (1975-83) and Eli Lilly Corporation (1973-75). Mr. Davis has conducted training for CIPE in Bulgaria, Egypt, Ethiopia, Ghana, Haiti, South Africa, and Zimbabwe, and for Armenia, Haitian, Nigerian and Vietnamese delegations in the U.S. Mr. Davis is a graduate of Howard University and has completed course work at the George Washington University Graduate School of Business, both located in Washington, D.C.

Ms. Carole Hillard is the Lieutenant Governor of the State of South Dakota and had held this position since 1995. Prior to her tenure as lieutenant governor, Ms. Hillard was a representative in the South Dakota State Legislature (1991-1995). She is a past president and long standing member of the Rapid City Chamber of Commerce, a former director of the Michigan National Bank, and former co-owner and co-operator of Rapid Chevrolet, Inc. (1977-88). Ms. Hillard has conducted training for the National Democratic Institute in Nigeria for newly elected governors, the International Republican Institute in Angola for Angolan business women, and the National Organization of Women Legislators in Brazil. She has also monitored elections in Cambodia and Bosnia. Ms. Hillard holds a Bachelor of Arts degree in education from the University of Arizona, a Master of Arts degree in education from South Dakota State University, a Master of Arts degree in political science from the University of South Dakota, and a Certificate in "Women in Leadership" from Harvard University.

Mr. Fred C. Whiting has over 35 years of experience in international business, public policy, and business and civic associations. Currently a State Senator in the South Dakota Senate, and previously a member of the South Dakota House of Representatives, Mr. Whiting has been Vice Chairman of the Rapid City Area Chamber of Commerce, and Chairman of the American Chamber of Commerce of the Philippines, and has served on the boards of directors of numerous civic organizations. From 1981-87, Fred Whiting was the President of Sime Darby International Tire Company (formerly BF Goodrich Philippines), an overseas company with 3,000+ employees engaged in manufacturing and agriculture. He has also been President, Philippine Cocoa Estates; Founder and Chairman of Hawaiian Hatcheries Inc.; and General Counsel of Sime Darby Berhad, Malaysia. Mr. Whiting's international experience spans short-term assignments and/or long-term residence in more than 25 countries around the globe, and he was a Peace Corps Volunteer in Nigeria. A lawyer, Mr. Whiting is a graduate of Yale University Law School, the College of Europe (Bruges, Belgium), and Carleton College in Minnesota.

Evaluation

As part of CIPE's evaluation strategy, CIPE provides various assessment tools to determine the effectiveness of its delivery of the training program. For the Jordanian Business Association Management Training Program, CIPE conducted pre and post assessment exercises and a course evaluation survey. Additionally, as part of the AMIR

contract, CIPE conducted baseline assessments on Association Public Relations and Public Policy Advocacy for both Levels I & II.

Pre and post assessment exercises attempt to measure the participants' level of understanding of the key concepts introduced in the sessions. Pre-assessment exercises were given shortly after the Introductions and Expectations; post assessment exercises were conducted shortly after the last course on the last day. A comparison of pre and post assessment exercises shows a marked improvement in the Level I participants and a slight improvement in the Level II participants. The Petra Group averaged 13.6 on the pre-assessment and then improved to 17.6 on the post assessment exercises. The Jaresh Group averaged 16.0 on the pre-assessment and then improved to 16.6 on the post assessment exercises.

To assess how the training program has met the participants' expectations, CIPE also conducted a course evaluation survey to both Levels I & II. A summary of the results of the survey is in Appendices C-1 & C-2. Level I participants evaluated the program with a 4.8 out of a five-point scale for overall usefulness. The course that received the highest evaluation was Staff & Human Resource Management, and the lowest was Financial Management. Gregory Davis received the highest rating for overall evaluation of the instructors, while David Cooley received the lowest. A majority of the respondents thought that the materials were clear and relevant.

Level II participants evaluated the program with a 4.8 out of a five-point scale or overall usefulness. The courses that received the highest evaluation were Community Leadership Development, Public Policy Advocacy and Role of Business Associations in a Democratic Society, and the lowest were Review of Level I: Key Concepts and Association Public Relations. Both Fred Whiting and Gregory Davis received a 5.0 rating for overall evaluation of the instructors. All of the respondents thought that the materials were clear and relevant.

As part of the consultancy, CIPE conducted a follow-up assessment on baseline knowledge on Association Public Relations and Public Policy Advocacy of the Level II participants. The Level II participants, as mentioned, were given these assessments in the 1999 Business Association Management Training Program. These baseline assessment exercises were conducted before the corresponding courses were scheduled to be taught. Comparing previous year's results, the participants show a marked improvement on their knowledge of public policy advocacy (going from an average of 7.8 in 1999 to 9.3 in 2000.) However there was only a slight improvement on the group's knowledge of association public relations (going from 7.8 in 1999 to 8.0 in 2000.) A detailed summary of the results of the assessments is in Appendix D.

A follow-up survey will be sent to all the participants six months after the training program to determine if there are any specific programs developed that came out of the program.

Recommendations

The CIPE training team organized a strategy session with the training participants to develop an action plan coming from the different concepts and ideas introduced in the training program. Following is a list of their recommendations:

- Roundtable discussions with the business association membership and mid level government officials
- Structure a program to get the message/benefits of advocacy to minister's staff targeting long term employees and mid level staff
- Work with different civil society actors specific to policy making in order to educate the public on the policy making process
- Organize a session with directors and board members regarding the relationship between staff and board

APPENDIX A-1
CIPE - AMIR Program
Management of Business Associations Training Course – (Petra Level I)
21-25 May-2000
Movenpick Hotel, Aqaba

Amman Chamber of Commerce
Mr. Muhannad Attar
 First Assistant Director General
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 Fax: 962 (6) 5666155
 Email: acoc@index.com.jo

Business & Professional Women Amman
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 Executive Director
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 Tel: 962 (6) 551-1647/8
 Fax: 962 (6) 553-0092
 Email: bpwa@nets.com.jo
 Irbid Chamber of Commerce
Mr. Hassan Murad
 General Manager
 P O Box 13
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Jordan Ass. of Manufacturers of Pharmaceuticals
 and Medical Appliances
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 Executive Director
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Jordanian Ass. Of Certified Public Accountants
Mr. Bassam Al-Asass
 Treasurer and Member of Board of Director
 P.O. Box 927267
 Tel: 962 (6) 5669916 /18 - 5525272
 Fax: 962 (6) 568-7610 - 5538752

Jordanian Society for Protection of IPR
Mr. Mohammed Taqatqa
 Secretary General, Member of the Board
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Amman World Trade Center
Mr. Yassar Toukan
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 Irbid Chamber of Industry
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 Mobile: 079 615 402
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 Jordan Trade Association
Mr. Fareez Barakat
 Marketing & Membership Development
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APPENDIX A-2
CIPE – AMIR Program
Management of Business Associations Training Course (Jaresh Level II)
21-25 May-2000
Movenpick Hotel, Aqaba

Amman Chamber of Commerce
Mr. Mohammad Abu-Sa'adeh
Second Assistant/Director General
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Institute of Management Consultants of Jordan
Mr. Hatem Abdel-Ghani
Executive Director
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Business & Professional Women - Aqaba
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Jordanian American Business Association
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Federation of Jordanian Chambers of Commerce
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APPENDIX B-1: Jordan Business Association Management Training Program

PETRA GROUP (Level I)

May 21 – 25, 2000

Aqaba, Jordan

TIME	SUNDAY May 21, 2000	MONDAY May 22, 2000	TUESDAY May 23, 2000	WEDNESDAY May 24, 2000	THURSDAY May 25, 2000	
8:00-9:30	PARTICIPANT ARRIVAL IN AQABA	Introduction & Expectations	Membership Development <i>Cooley</i>	Public Policy Advocacy- Government Relations <i>Hillard</i>	Leadership Practices for Association Executives <i>Cooley</i>	
9:30-9:45		Break	Break	Break	Break	
9:45-11:30		Overview of Chambers of Commerce and Business Associations <i>Cooley</i>	Marketing for Associations <i>Hillard/Cooley</i>	Financial Management <i>Davis</i>	Leadership Practices for Association Executives (continued)	
11:30-12:00		Lunch	Lunch	Lunch	11:30 – 13:00 BREAK	
12:00-13:30		13:30 – 14:15 Overview of Chambers of Commerce and Business Associations (continued)	Staff Development and Human Resources Management <i>Hillard</i>	12:00-12:45 Financial Management (continued)	13:00 – 13:30 Questions & Answers And Evaluation	
		Strategic Planning and Programs of Work <i>Hillard and Cooley</i>		12:45 – 13:30 Sources of Non-Dues Income Sources of Non-Dues Income <i>Hillard</i>	13:45 – 16:30 CLOSING CEREMONY & Luncheon	
13:30-13:45		Break	Break	Break		
13:45-15:30		Strategic Planning and Programs of Work (continued)		Conflict Management and Negotiation Skills <i>Hillard</i>		
Evening		19:00 WELCOMING RECEPTION		18:30 NETWORKING EVENT	20:00 NETWORKING DINNER	

APPENDIX B-2: Jordan Business Association Management Training Program

JARESH GROUP (Level II)

May 21 - 25, 2000

Aqaba, Jordan

TIME	SUNDAY May 21, 2000	MONDAY May 22, 2000	TUESDAY May 23, 2000	WEDNESDAY May 24, 2000	THURSDAY May 25, 2000
8:30-10:00	PARTICIPANT ARRIVAL IN AQABA	Introduction & Expectations	Small Business Development <i>Davis/Whiting</i>	Community Leadership Development <i>Davis/Whiting</i>	Public Policy Advocacy <i>Whiting</i>
10:00-10:15		Break	Break	Break	Break
10:15-12:00		Review of Level I: Key Concepts <i>Davis/Whiting</i>	Small Business Development (continued)	Community Leadership Development (continued)	Role of Business Associations in a Democratic Society <i>Whiting/Davis/Nadal</i>
12:00-13:30		Lunch	Lunch	Lunch:	12:00 – 13:00 BREAK
13:30-15:00		Community Economic Development <i>Whiting</i>	Development and Management of Volunteers <i>Davis</i>	Association Public Relations <i>Cooley</i>	13:00 – 13:30 Questions & Answers And Evaluation
					13:30 – 13:45 Break
15:00-15:15		Break	Break	Break	13:45 – 16:30
15:15-17:00		Community Economic Development (continued)	NETWORKING EVENT	Association Public Relations (continued)	CLOSING CEREMONY & Luncheon
Evening		19:00 WELCOMING RECEPTION			20:00 NETWORKING DINNER

Appendix C-1
Jordanian Business Association Management Training
Petra Group (Level I) Course Evaluation Results

Respondents: 10

Course	1	2	3	4	5	Average
Overview of Chambers & Business Associations		1	1	8		3.7
Strategic Planning & Programs of Work				4	6	4.6
Membership Development		1	3	3	3	3.8
Marketing for Associations		2	4	4		3.2
Staff & Human Resource Management		1	5	4		4.7
Public Policy Advocacy			2	4	4	4.2
Financial Management	1	4	4	1		2.5
Sources of Non-Dues Income		1	6	3		3.2
Conflict Management & Negotiation Skills			1	6	3	4.2
Leadership Practices for Association Executives				6	4	4.4
Overall Usefulness				2	8	4.8
David Cooley						
David Cooley	1	2	3	4	5	Average
Clarity of Presentation		1	3	6		3.5
Knowledge of Subject Matter				4	6	4.6
Level of Preparedness			2	7	1	3.5
Overall Evaluation of Instructor			6	3		3.0
Carole Hillard						
Carole Hillard	1	2	3	4	5	Average
Clarity of Presentation			1	7	2	4.1
Knowledge of Subject Matter				5	5	4.5
Level of Preparedness			2	6	2	4.0
Overall Evaluation of Instructor			2	7	1	3.9
Gregory Davis						
Gregory Davis	1	2	3	4	5	Average
Clarity of Presentation			1	4	5	4.4
Knowledge of Subject Matter			3	6	1	3.8
Level of Preparedness			1	8	1	4.0
Overall Evaluation of Instructor			1	7	2	4.1
Fred Whiting						
Fred Whiting	1	2	3	4	5	Average
Clarity of Presentation			2	6	2	4.0
Knowledge of Subject Matter				5	5	4.5
Level of Preparedness			2	6	2	4.0
Overall Evaluation of Instructor			1	8	1	4.0
Materials were Clear						
Materials were Clear				8	2	4.2
Materials were Relevant						
Materials were Relevant	1			7	2	3.9

Expectations

- How to re-organize my association using new methods
- To learn more about business associations and how to manage the different functions of business associations
- To get more information about business association management
- Enhance my knowledge on the different aspects of business association management, mostly learn more on the financial, conflict management and leadership
- To increase my knowledge in administration and use what I learn in my business duties
- To correctly understand the best structure and management techniques in running an association
- To have more knowledge and experience about management and business associations
- To understand more about business associations in general and how to run my association in particular
- To develop a good three-year strategic plan for my chamber
- To get information and views from well experienced people on many issues; to enhance our performance and update our skills and visions for the future

How Expectations were Fulfilled

- Gave me full information about [management] methods
- Provided me with valuable tools for management
- Most of the things were covered well except the financial management. The course educated me more and reminded me of other things
- I am satisfied of the sessions and lessons I attended
- My head is full of information right now; I am in the process of digesting it
- I wrote a mission statement and had David Cooley look at it; he corrected my statement and asked me to send the rest by email

- Lecturers had a vast years of experience, a diversified knowledge and a lot of information was delivered

Most Useful Module

Strategic Planning & Programs of Work (4). Because it combines everything that we've learned

Overview of Chambers & Business Associations. Because my position is in these organizations

Leadership Practices for Association Executives. Because it had broadened our views to a wider perspective that could/should be applicable for the future.

Membership Development

Leadership Practices

Financial Management

Least Useful Modules

Financial Management. The module was not covered properly, maybe lack of time.

Financial Management. To start with, we don't have any background and the instructor was not well informed.

Membership Development (2). Because it is irrelevant to local chambers of commerce as membership is mandatory.

Strategic Planning & Programs of Work

Sources of Non-Dues Income (2). Because it is out of my business

Modules Needing More Time

Financial Management (5)

Leadership Practices for Association Executives

Public Policy Advocacy (3)

Membership Development to find ways and means of attracting and drawing members

Strategic Planning & Programs of Work

I think all modules needed more time.

Modules Needing Less Time

Marketing for Associations

Subjects to be covered in the Future

Link all topics in the end

Reporting and meeting structure and management

Impact of technology, especially IT, on business practices of associations

Appendix C-2
Jordanian Business Association Management Training
Jaresh Group (Level II) Course Evaluation Results

Respondents: 7

Course	1	2	3	4	5	Average
Review of Level I: Key Concepts			1	4	2	4.14
Community Economic Development			1	3	3	4.29
Small Business Development				3	4	4.57
Development and Management of Volunteers				3	4	4.57
Community Leadership Development				2	5	4.71
Association Public Relations			3		4	4.14
Public Policy Advocacy				2	5	4.71
Role of Business Associations in a Democratic Society				2	5	4.71
Overall Usefulness				1	6	4.85
Gregory Davis						
Gregory Davis	1	2	3	4	5	Average
Clarity of Presentation					7	5.0
Knowledge of Subject Matter					7	5.0
Level of Preparedness				1	6	4.85
Overall Evaluation of Instructor					7	5.0
Fred Whiting						
Fred Whiting	1	2	3	4	5	Average
Clarity of Presentation					7	5.0
Knowledge of Subject Matter					7	5.0
Level of Preparedness					7	5.0
Overall Evaluation of Instructor					7	5.0
Materials were Clear				3	4	4.57
Materials were Relevant				2	5	4.71

Expectations

- Improve personal performance
- Sustain the growth of our organization
- To attain more knowledge and information on how to better any performance as an association director. Also to have new relations with peers and others
- Attain more knowledge and experience

- To get more knowledge and to get more information to serve our members in a good way
- Build up on the basis that the “level I” established and techniques to some better small/medium size businesses
- Learn more about running business associations effectively, especially with all the changes that are taking place in Jordan
- To acquire further knowledge and new techniques that would allow me to aid my organization on taking a quantum leap for a new association with valuable services to an effective lobbying and business support group.

How Expectations were Fulfilled

- The event happened in a good way and I learned a lot from all the subjects
- We had the chance to discuss and share information and experiences that will help in all aspects of improving the performance of my association

Most Useful Module

Role of Business Associations in a Democratic Society because I believe that the first and most crucial step we need to improve our conditions is to live in a truly democratic society.

Small Business Development. Because it is most threatened by the high competition coming due to open market economy yet as we learnt from the module small businesses form a strong driving force in a flourishing economy.

Public Policy Advocacy because it gave me further insight into the process and decision making among several of the organizations present and establish a monthly meeting with government officials and private sector representatives.

All modules were equally useful and very interesting.

Development and Management of Volunteers is relevant to my daily duties and is very important to listen to [the instructors] experiences.

Association Public Relations because practical examples [were presented in the course].

Community leadership development

Least Useful Module

Association Public Relations. It appeared to be a repetition of level I rather than moving to another level.

Association Public relations. Already knew the things that we talked about pretty well through my experience.

Development and Management of Volunteers. Because there is no more control of volunteers and you couldn't keep them, will we need way to keep them?

Modules Needing More Time

For our level, everything went perfectly and everyone had a good time, except the Role of Business Associations in a Democratic Society [where the discussion was heated.]

Role of Business Associations in a Democratic Society. Very interesting discussions arose there; would have liked to see evolve.

Community Leadership Development (2).

Development and Management of Volunteers because we have problems with our Board of Directors

Subjects to be Covered in the Future

E-commerce (3) and related potential opportunities and related infrastructure as well as tools

Role of Associations in Training

Time Management

Fund raising and donor relations

APPENDIX D
BASELINE SURVEY RESULTS
Association Public Relations & Public Policy Advocacy

Following are the results of the assessments, by participant and comparing their scores from 1999 to 2000.

Association Public Relations Baseline Assessment Results

Participant	May 1999	May 2000
Mohammed Abu Saadeh	7/10	7/10
Ghalia Alul	10/10	9/10
Raghda Butros *	N/A	9/10
Hatem Abdel Ghani	7/10	8/10
Faten Hattar	6/10	7/10
Randa Muasher	9/10	8/10
Average Score	7.8	8.0

Public Policy Advocacy Baseline Assessment Results

Participant	May 1999	May 2000
Mohammed Abu Saadeh	6/10	7/10
Ghalia Alul	9/10	10/10
Raghda Butros *	N/A	10/10
Hatem Abdel Ghani	10/10	10/10
Faten Hattar	7/10	10/10
Randa Muasher	7/10	9/10
Average Score	7.8	9.3

* Ms. Butros came into the 1999 program late and thus was not administered the baseline assessment.

Note: Ms. Nashashibi, Business Professional Women – Aqaba, was intentionally counted out of the results because, as the acting manager of the Movenpick Hotel where the training was located, she was not able to focus on the training program having an unusually low score compared to the 1999 assessments.