CHEMONICS INTERNATIONAL INC.

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Contractor Name: Chemonics International, Inc.

USAID Cognizant Technical Office: Office of Economic Opportunities
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Author's Name: Thomas M. Cooke

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Development of a Fundraising and Membership Strategy
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Introduction

The report consists of two main sections: the first deals with the consultant's work with int@j (The Information and Technology Association of Jordan) on a membership and fundraising strategy and the second section includes the text of a draft manual on fundraising for use by int@j and other trade and membership associations.

The main contents of the manual were presented in a seminar attended by 20 representatives of 10 business associations, most of whom had received some financial or training assistance through the AMIR Program. The attachments to the report are facsimiles of documents that were distributed to the participants in the seminar and a list of the publications purchased in Washington at the Foundation Center and the American Society of Association Executives. These were given to the staff of int@j. Additional attachments are for use by int@j

Schedule of Work

The consultant signed the Consultancy Agreement for 30 work days of consultations on June 13 and began work the following day in Washington. He left for Amman on June 28th and arrived in the evening of June 29 and met with AMIR Officers and int@j executives on June 30th. The draft manual was presented to a group of association executives on July 11 and the consultant returned to Washington on July 13th. The consultant intends to continue gathering information, especially about likely sources of income for int@j fundraising efforts, during the balance of July, submitting a more complete draft report on July 29.

An additional deliverable for the contract is a list of no less than three potential funding sources that int@j could contact and a description of the approach that they might use including the promotional materials that would be most appropriate. Since the timing of the contract came during the summer months, many of the institutions in Washington are short-staffed during July and August. For that reason some of the fund raising leads for int@j will be generated during September, even though the consultant will not be billing for any additional time for this effort.

Summary of Findings

The Information Technology Association of Jordan (int@j)

The staff of int@j is capable and dedicated to making their association and their industry sector a success. Though financial data through 2004 made available to the consultant about their past performance is incomplete, it would appear that the association will have adequate funds to continue operating at the current spend rate for at least 12 months after the ending of the AMIR grant. All members of the staff understand that finding

additional sources of income is essential if the association is to maintain current staffing and member service levels.

The consultant made specific recommendations about increasing and serving the membership. In particular, the consultant urged int@j staff to make a proposal to the board which would expand the qualifications for membership in the association. There are approximately 140 working and Affiliate Members of int@j at this time. While some of the members of the board interviewed b y the consultant urged the expansion of the membership to include perhaps as many as 100 more ITC firms plus suppliers and service firms for the sector, the chairman of the board seemed to feel that int@j included nearly every firm that is appropriate. There is certainly some financial urgency to increase income from member dues because at this time only about one half of "General and Administrative Costs" are covered by income from dues. ("int@j Financial Analysis: Annex A" Randa Qunsol and Randa Muasher).

The consultant also made recommendations about promoting new membership and serving existing membership.

The consultant also reviewed the int@j promotional materials and the moribund but soon to be revised web site, with recommendations about their contents. In particular the consultant prepared a rough draft "Case Statement" of int@j mission and vision, benefits to members and to the industry, the association's capabilities, and the challenges that lie ahead. This document is intended to be used as the basis for proposals, for the web site, and any additional publications. The Case Statement contains new benefits for members which will require action by the board of directors as well as recommended language for the qualifications of membership. This Case Statement after modifications has also been used as an illustration of this approach in the draft "Manual on Fundraising."

Finally, the consultant identified several potential sources of financial support for int@j activities. Information relating to these opportunities is found at the end of Section One.

Fund Raising Manual

The second section of the report includes the draft "Manual on Fund Raising," with the appendices of materials shared with the seminar participants. Their comments made during the seminar have been taken into account in this version of the draft manual. Much of the information about fund raising, sponsorship, and other non-dues activities have been taken from interviews with int@j staff and board members. The manual would have been more helpful if time would have permitted interviews with the staff and boards of other associations. From several soundings of the seminar participants about sources of funding, it would appear that int@j is taking the lead in expecting their members to pay for services as well as having a dues structure that is more realistic.

Section One

Consultancy with int@j

- **Snapshot of Current Revenue for int@j**

int@j faces a serious financial crisis starting in December 2005 when revenue from AMIR ends. The immediate effect of this reduction in income will be softened by the accumulated surplus of JD327, 000 equivalent to one year's operations at 2004 levels. While some of this surplus is working capital a portion could be put aside in a saving account or some other no risk time deposit that would earn JD3-5,000 annually.

- **Non-dues Income**

Activities income, excluding the one-time ICT Forum 2004, has grown little in the past four years. Moreover, non-dues income generating activities as a whole have not shown a net return to the association since inception. If the particularly large deficit from the ICT Forum 2004 is eliminated from these calculations, over five years int@j has spent JD871,837 on activities and has received as income JD359,893 as activities revenue. If the expenses and income from the ICT forum are added back, the gap between income and expenditures is even greater. This gloomy conclusion may be ameliorated by the fact that many of the receivables at the end of 2004 related to the ICT Forum. These conclusions are further confounded by the way in which income and expenses are reported for some years. ("int@j Financial Analysis, Annex A" Randa Qunsol and Randa Muasher.0

In interviews with int@j staff they assured the consultant that all activities were now money makers or at least broke even. The ICT Forum made JD30,000 according to their calculations..

- **Dues from Members**

The cost of dues and the benefits of membership are the factors in the calculation by industry in assessing the value of their membership in int@j. int@j should consider targeting dues income to total about 50-60% of the budget. Either dues will have to increase or the number of members will have to increase. Resistance to costs of dues may be a complaint about value.

Revenue from dues has been declining slightly in an absolute sense and as a percentage of total income. In 2004 membership dues contributed 12% of all income to int@j if the AMIR contribution is included and 20% of all income if this contribution is excluded. On average for the five years of operation dues contributed 22% of all income if the

AMIR contribution is included. If the total AMIR contribution over the five years is excluded, dues contributed annually an average of 42% of all income.

A recent study in the US among trade and membership associations analyzed the sources of income and expenditures for organizations of different sizes. Among all 323 organizations reporting 2003 data, the average organization received about 37% of revenues from dues. Among organizations with revenues less than $500,000, dues accounted for 65% of income.

At the current mix of Working and Affiliate int@j members, the average annual member dues are JD730. To cover 50% of expenses in 2004, less net excess, total membership would have to increase to a total of 457 members. At the 2003 level of expenses, 222 members at JD730 each would be needed to achieve 50% of expenses. If all activities are at least break-even dues income must cover General and Administrative expenses. In 2004 _____ members at JD 730 would be required, an increase of about _____ members over the current 140 members.

2006 and 2007 operating budgets should be developed using alternative pricing of dues. The board should consider variations in the pricing of dues. A reduced rate for the first year may be an enticement for newer and smaller firms. A sliding scale for dues according to the number of employees in Jordan may serve to share the cost of int@j operation more equitably. If dues are increased for some of the members, they may become more attentive and demanding consumers of int@j benefits.

It would be instructive to project for 2006 and beyond, the number and type of non-dues paying activities and the number of members at current membership prices needed to make up the difference between projected income and expected expenses. This would give a broad target for the level of effort needed to reach int@j objectives of financial solvency.

These kinds of estimates converted into goals for membership retention and new membership would give clear direction to the currently loosely managed membership effort.

Fund Raising Basics

- **Shared Sense of Urgency**

Before beginning a discussion of fund raising basics, it is important to emphasize that successful sale and fund raising methods have at least one common element: a sense of urgency - not panic - that is shared by all of the organization's leaders. Attention to the bottom line - the net - is the responsibility of all professional staff. Moreover this sense of urgency should be continual not seasonal. All the time, all the staff should be considering how does the organization increase income and reduce expenses by serving better its target audience.

Another basic reality is that managing a solvent and dynamic trade association is a business. Decisions about new ventures for raising money either via fees for services for members or for products and services for non-members must be made in the same way that association members would make new business decisions in their own firms. A trade association is a non-profit association, but that does not mean that it can afford for long to run an annual deficit.

The leaders of the organization need to have open minds about new ideas for revenue producing ideas. More about how to judge the merits of new ideas is found below.

- **The Case Statement**

Every product campaign, every company, and every association needs to state clearly and concisely the reasons why individuals and companies should buy their products, join, contribute, volunteer, maintain their memberships, and tell others to join. This is called the Case Statement. Effectively written, it becomes a call to action. Once written - though it is often revised and updated - it becomes the source of inspiration and guidance for brochures, presentations, proposals, and sales meetings - all of your external communications. It also helps staff keep their own efforts on task, focused on the objectives of the organization. Congruence with the Case Statement, for example is one of the measures of the merit of new fund raising ideas.

The Case Statement presents the challenges and opportunities faced by int@j and the ICT industry; the resources and approaches that it brings to bear on these conditions; the benefits that it offers to industry and individuals; and the past successes and future potential that int@j enjoys. The Case Statement presents the compelling argument for int@j success. The Case Statement invites the target audience to action: sponsor the activity, join or maintain membership, volunteer services, or consider the grant request.
The Case Statement may require a several pages of text or more, and it should be able to stand-alone or be a part of another presentation. Some parts of the Case Statement may be altered to fit the target audience, for example foreign or domestic sources of funding, individuals or corporations, or grantors with interests in education, investments, and entrepreneurship. It is not a slogan and it is not burdened with acronyms and techno-talk, but a clear statement, understandable by an informed public.

In a proposal to a foundation or corporation the major elements of the Case Statement will merit additional explication in the body of the proposal. In a letter asking for sponsorship of an event, the Case Statement may be much shorter and selective parts may be used. In a brochure or Power Point presentation, these same elements may be abbreviated to fit the format.

This document needs to be accepted by the leadership of int@j. These will be the words that describe the association to the public, to the members, to government and potential supporters and members. However do not let the board become the editors of the document. When they see the document, any new benefits membership qualifications, visions for the future should be already approved by the appropriate committee. If the

board meeting is reduced to quibbling over a phrase or word choice, there will be no end to the meeting.

Don't write this in a committee, but do show drafts of the Case Statement to all officers and major players in the industry. Testing this Case Statement with current members is an opportunity to talk in depth with each about their hopes and reservations about the association. You should also test this statement with company officers whose firms were once members of int@j.

- **Draft Case Statement**

The following is a draft Case Statement for int@j. It has not been shown to the Board and has been subject to only a superficial review by int@j staff.

(note: This is obviously a draft, with gaps of information that int@j staff could fill, if they choose to accept this draft version. In addition the draft assumes that the board has accepted some of the policy decisions implicit in the text such as the qualifications for membership and the member benefits such as one on one counseling by more experienced ITC company leaders with start-up firms.)

- **What is int@j?**

int@j was formed in 2000 with _____ founding members in response to the need for a single private agency to represent, promote, and advance the Information Technology and Communication (ITC) sector before the Jordanian government, the Jordanian private sector, and to potential lenders, investors, and clients from Jordan and elsewhere. int@j has grown from 53 members in 2000 to over 130 members in mid year 2005. Throughout this period int@j has been the lead private sector participant in the government-led REACH initiative to promote the ICT sector.

Membership in int@j is open to all companies operating in Jordan in the fields of software development, support, and application, telecommunications, valued added assembly and distribution of ICT products and services, as well as suppliers to these industries and to universities and others supporting ICT training.

Members in int@j range from the largest software developer in Jordan, employing more than _____ to many smaller start up companies. More than _____ current members have foreign direct investments. int@j members account for ____% of all ICT contribution to the Jordanian Gross Domestic Product. Approximately 20% of int@j members are Software Capabilities Maturities Model (CMM) certified. Assisting firms and their employees in achieving this and other certifications is one of the highest priorities of int@j.

For five years int@j has been the dynamic private sector leader in realizing ICT gains.

- **Information and Communication Technology Sector**

The ICT sector has been the fastest growing sector of the Jordanian economy over the past five years. In spite of the notorious dot com bubble burst in 2000 and stock market decline in 2001, the sector has continued its growth. Today more than _____ people are employed in the sector, either directly in the ITC firms or in ITC divisions in firms such as insurance companies and banks. The Jordanian government has removed many of the bureaucratic roadblocks to sector investment and has encouraged ITC applications in education, health, defense, and _____. Other infrastructure investments in communication have equipped Jordan to be a leader in the region in ITC.

- **Support for int@j**

int@j a member owned non profit organization is supported by member dues, fees for programs, services and publications (at reduced rates for members), corporate sponsorship of events, advertisements in int@j publications and web site, and the volunteer services of its members. In its initial years, int@j also enjoyed start-up financial support from USAID. int@j is governed by a member elected board of directors.

- **int@j Member and Industry Benefits**

Advocacy

In 2004 and the first six months of 2005 alone, representatives of int@j testified or presented research and comments before (the following government agencies) about (name the issues). Over the past five years int@j has forcefully advocated for the _____ and the _____ which became law in _____. These new provisions have had immediate bottom line benefits to the entire industry.

In another example of advocacy for member interests, int@j successfully interceded for a member firm whose long awaited and long planned communications seminar was about to be up-staged the same day by a recently announced government IT event.

Investment Promotion and Marketing

int@j promotes the ICT sector to foreign investors and lenders. In 2004, int@j was responsible for bringing the Northern Virginia Technology Council to Jordan and for organizing a Jordanian trade mission to the United States. NVTC represents Washington area firms and multinational firms with operations in that area. In exclusive int@j member-only briefings, representatives of these firms listened to presentations by --------- --------, ----------------, and-------------. The delegation visited ----------------- and ---------- ------. In Washington Jordanian firms met one on one with more than ____ US firms. As

a result of this trade mission, subcontracts and partnerships were established between some int@j members and US firms that have already resulted in several $100, 000 assignments as well as long term relationships for additional work

Over the past five years ICT trade missions from_____ ,_____, _____ etc. visited Jordan. In each of these occasions int@j members met with these delegations.

The 2004 ICT Forum, sponsored, designed, and managed by int@j with financial support from USAID and AMIR, brought together representatives from 20 countries to Jordan and nearly 1000 other visitors from the Jordanian business sector. As part of the program of the 2004 ICT Forum:

> *Cisco Systems inaugurated a Technical Support Organization at Estarta Solutions (one of int@j founding firms) to provide Cisco technology support across the region;*

> *Fastlink (int@j member) launched a business incubator system for Jordanian start-up firms. "Brainbox" provides office space, management advice, and training.*

> *(Are there any other specific foreign or other investments or loans etc. that resulted from the forum?)*

> *int@j members representing their own firms and association officers representing the industry as a whole participated in _____ trade missions over the past ____ years to _____,_____,_____., and _____. (Can any claims be made that these activities resulted in any investments or loans or contracts?)*

- **Helping Start-Up Companies and Entrepreneurs**

In exclusive members-only breakfasts, newer company CEOs gather with their more experienced counterparts to exchange ideas and specific suggestions on marketing,, product development, and management.

Practical on- on-one consulting for the development of business strategies is provided at reduced costs for int@j members. Intensive, professional, and timely, this members-only benefit provides an essential service for start-up companies.

Meet the entrepreneurs. There are monthly members-only – one on one meetings between a panel of experienced ITC business leaders and entrepreneurs. Practical assessment and guidance in concept development are first steps in business development.

Training

For both members and non members, int@j has offered more than _____ training seminars attended by more than _____ ICT employees, covering such diverse topics as _____ , _____, and _____. These practical courses have assisted one member firm's CEO to remark "--------------------------"

int@j joined with ANERA and the PS University for Technology to form a Center of Excellence. (what did int@j do? What has been the result of the Center of Excellence? Enrollment? Graduates?)

Human Resource Development

Professional certification courses are sponsored by int@j. Members and their employees enroll at substantially reduced prices. For example during 2004 more than _____ attended the CISSP six day training session for credentialing as Certified Information Security Professionals.

int@ manages the only active ITC-only on line job bank at _____.org. Career counseling and workplace skills training for employees of member companies are also available.

Industry Communications

int@j has developed an up to date email and snail mail list of over 9000 key companies and individuals in Jordan and elsewhere. Access to this list is an exclusive members-only benefit.   Members also have exclusive access to placement of announcements and company news in the widely circulated "Packet," the int@j quarterly journal.

Working for the Community

int@j has challenged its members and Jordanian business community to join with them in seeking support for providing new and recycled computers for schools in low income and remote communities.

Challenges Facing the ICT Sector in Jordan

The pace of change in Jordan's ITC sector is swift and relentless. Firms which rely on yesterday's methods and the warm glow from last year's earnings will be next year's casualties.   int@j is dedicated to helping member firms help themselves. Through seminars, one on one counseling, sponsored trade missions, publications and research

int@j is helping members become stronger and more agile in the Jordanian, regional and world ITC markets.

Additional information about fund raising is found in Section Two of this report, "Draft Fund Raising Manual." int@j staff attended the seminar in which elements of the manual were presented to several Jordanian trade and professional associations.

In addition the consultant spent time with the senior staff of int@j discussing specific fund raising activities. In general, however they reported that all of their events and activitieswere sponsored and broke even or made money. To be sure, several of these events were sponsored by AMIR whose funding is ending. However, the staff seemed confident that activity and event-specific funding was available, but wanted to know how to get the same kind of general underwriting that AMIR has provided. The consultant suggested that this type of support for trade associations of for profit firms was supposed to come from the dues of the member firms.

Membership: Recruitment and Retention

What is the Market?

"int@j is a voluntary nonprofit, private organization representing, promoting, and advancing the Jordanian software and IT services industry in the global market." In another publication int@j membership is limited to "all value added, IT related software development and support enterprises."

int@j staff should inspect the available list from the Amman Chamber of Commerce and Chamber of Industry and the American Chamber of Commerce as a first step to define the scope of the ITC industry and related fields. This will require a lot of clerical work in eliminating out of operation firms, box sellers, firms operating with several names. There may be other lists that could yield prospects: are there magazines to which ITC companies might subscribe that would yield a mailing list. This might mean purchasing this list from the magazine distributor.

 Are there list of foreign companies doing business in Amman? The US or American Chamber of Commerce usually guards their list of members, but you may be able to get a list from one your int@j members that is a member of this chamber. Visits to the commercial attaches of the countries which have the most firms invested in Jordan may yield a list. Perhaps none of these should be members of int@j, but all are potential targets for fundraising and sponsorship of events, seminars, etc.

Market Analysis

int@j should conduct continual soundings of current, past and potential corporate and individual members. The Power Point presentation by Bilal Abuzeid "Summary of Results: int@j Member Visits" is excellent and provides important insights in the

members' reactions to int@j programs and articulation of their own needs. Conducting such studies should not become an opportunity for postponing decisions about membership, activities, and benefits and how to market them. Periodic marketing studies are essential if int@j is to keep itself informed of its members' and potential members' interests.

int@j may want to consider segmenting the membership so that industry sub-sectors will be better served. During one of the interviews that the consultant held with member CEOs and other senior staff, a seriously unhappy member said that he was leaving int@j because its programs were aimed at the general population of ITC companies and his sub-sector. He suggested that his firm and about four or five others were thinking of forming their own interest group so that they could find common cause among themselves.

int@j started out as a software group, but now has many other sub-specialities. However, when the consultant asked for a profile of int@j members, these data were unavailable. It will be difficult to design member benefits and services that match member needs if the senior staff of int@j does not have a clear picture of who are their members and what are their interests.

This type of study might be extended beyond the current and past members to include those who have never been members, to firms which are servicing the industry, and to institutions such as universities, research firms, and individuals. The market needs to be expanded if the costs of dues are not to be increased.

As the consultant was leaving the int@j office on the last of his assignment he was shown the raw data from a study called the Satisfaction Survey. The office research staffer visited each of the current members and among other things asked questions about what they liked about int@j, what services do they use as well information about the size of theim companies.

This would appear to be a very useful source of information about current members that is not being exploited.

Nevertheless, the conclusions of CEO Bilal Abuzeid twenty company snapshot of member attitudes suggests that there are serious issues regards perceptions of the value of int@j membership.

Who Can be a Member of int@j

What are the major market segments of potential and existing members? Where do existing members fall within these segments? Would it be fair to say in a brochure that int@j represents the largest firms, the most international, a cross section of small and large …. In a few words, how would you describe current int@j membership?

Is this what you want it to be? Should prospecting for new members concentrate on specific segments of the potential market?

Does this description exclude foreign IT manufacturing and telecommunications industries that have representatives or subcontractors in Jordan?

In the letter sent to a prospective member Kareina Bakleh, the only int@j staff person with a special responsibility for membership wrote int@j involves "not only ICT companies but also may include supportive sectors which are all fundamental to the successful development of this sector. Included – but not limited to – are legal firms, marketing professionals [as individuals or as firms], financial institutions, PR agencies, and many others what all contribute to our success." This is a change of policy from the web site.

In the Reach 4.0 report, int@j membership is restricted to "all value-added, IT related software development and support enterprises."   Can this be opened to telecommunication firms? Associate members whose firms are vendors to the industry, to university and research institutions?   What about businesses that have large ITC departments? Include in your potential list of members banks, insurance companies and other financial service companies, and hospitals. In increasing the numbers of members is important then the market for potential members needs to be broadened.

At this time there are about 130-140 Working and Affiliate members of int@j. This number has remained about the same for the past three years, though the number of the higher cost Working memberships has declined slightly.

Does the Board of Trustees want int@j to expand the membership to include additional software and IT service firms, to include vendors of services, to include companies that have large IT divisions like banks and financial service firms, and so on? There are few firms from the communications side of the ICT sector.The membership staff at int@j needs guidance about this matter.

How many firms in the ICT sector are operating in Jordan today? If all of these firms are ranked by the number of employees or some other measure of size and importance, where do int@j members fit along this scale? Are there some other ways in which one could describe the int@j demographics and share of the market? How many of the members are not part of the ICT industry, but are vendors such as accountants, lawyers, and venture bankers?

. Are there other associations competing for scarce money and energy of ITC companies and industry leaders? How do JABA, JEA, YEA, JIPA compete? Is there some way in which some of these associations might be merged or at least rationalized so that they are not competing for the same members or so that costs of services can be shared? In one interview with a CEO it was reported that a memorandum of understanding had been signed between int@j and the Computer Society which would avoid competition over membership. Are there similar associations in the region with which int@j can partner?

Are there economies of scale for some of the member benefits that could be realized through alliances with other associations?

A contact sheet should be developed for all staff members. While waiting for the installation of a member tracking system, record the data the old fashioned way. Create a template such as the one suggested below and either use a hard copy for notes during an on-site interview or in one's computer for in-office phone communication. Maintain a three-ring binder with all notes pertaining to each member and prospect or to each other contact. When the long awaited new CRM software is installed and tested, then these data can be added to the new system.

Contact Information

Name of contact

Name of Company or organization

Telephone numbers

Street Address (maybe a map how to get there)

Mailing address

Email

Web site

Date of contact	Comments	Action Needed	Action taken

Student Memberships and Individual Memberships

Can int@j accept individual memberships? Certainly the Mission statement of int@j does not exclude individuals. In recently published reports, it has been observed that many of the university IT graduates are poorly trained. A trade and professional association can provide essential training through distance learning, leading to widely accepted certification of professional competence. It can also provide exclusive career counseling and job bank services.

In most countries IT professionals are very entrepreneurial and often start out as individuals, unassociated with companies. int@j has an opportunity to nurture these startup ventures through specific benefits and membership categories for individuals.

Individual and student membership can be priced to exclude the uncommitted or the curious, but low enough to attract a serious student and budding entrepreneur. Benefits could focus on the needs of individuals and students such as training for certification, access to professional information, and job search/job bank. Initial year or introductory membership dues could be deeply discounted.

Do individuals within member companies take advantage or participate in some way in int@j activities? How does int@j engage all of the employees of the sector.

Change Membership Policy

When a realistic list of potential members and a profile of existing members are ready, it is time to prepare a proposal for Board of Trustees consideration. In such a proposal lay out the need for new members: detail the growth over the past few years, describe the characteristics of the current members – size, activity, class of membership, extent of participation in seminars, contributions of new members. Some long time members may not want to upset or change a cozy organization that is easily managed for one which is a little more unwieldy and whose characteristics and membership are slightly different.

When membership policy is clarified by the board, those on the staff recruiting new members will have clearer direction and goals. Staff members involved in new membership development and new membership services must have an allowance for traveling to new and prospective member firms.

Communication with Prospective Members

In a letter to Mr. Hindawi of Swiftel, Kareina used a standard letter of introduction to int@j. Much of the letter is quite good and covers the topics needed.

In the section starting with "amongst others, your membership with int@j will: …" you ought to include some specific examples about what it means to "strengthen your relationship to the sector at large;" and the other phrases in that section.

In the paragraph about membership application and what happens when approved, you might want to say you "will send a new member package which includes: the int@j logo which you are now entitled and encourage to place on all your correspondence, products, etc., tickets to some event, invitation to dinner with someone important, most recent publications, etc.'

Then tell the applicant about the billing arrangement and membership levels. How can you encourage new members to become Working Members? Is there some benefit other than voting?

I would include in this letter a special introductory invitation to an exclusive members only event that is coming the in the next few weeks … assuming there is such an event, or to some other event that Mr. Hindawi might not know about. Getting him or someone

from his staff to this event is a good excuse for calling again and then introducing yourself to him at the event and making sure that he is introduced to others at the event.

In the last paragraph, "we look forward to adding the profile of Swiftel to this section of the website.…" I think that what you are excited about is that Swiftel is joining with others in becoming an active member of the association that protects, promotes, and strengthens the ICT sector.

Emails are too easy to ignore and delete by accident. Close the letter telling Mr Hindawi that **you** will call him in three days to see if he any questions.

New Members

New members in associations are most likely to drop out in the first year. What has been the experience of int@j in this regard? It is reported that membership has increased by 30 since the beginning of the year. What are the characteristics of these new members and how does this differ from the body of membership.

Bilal said that membership had increased since the beginning of the year by 30 members. Who are they and why did they join? What benefits do these new members list as most important? What are their expectations? What are their expectations?

New members receive a packet of information. This is the big packet of information, news letters, etc.   However member benefits are not clear.   A better written Case Statement could be used to identify and describe member benefits. New members do not now have a scheduled follow-up visit by int@j staff. Someone should call on the CEO of the new member within 30 days of acceptance of membership. New member's names are included in a page one box on the quarterly "Packet" a 1000 copy int@j newletter.

Celebrate the new member by allocating a full page divided up equally among all the new members, photos of the CEO, with some description of the company's activities. Bring new members together each quarter or every year for a dinner with the Chairman of the Board, the CEO of int@j, and some other luminaries. New members should be given a choice about which board committee on which they want to serve: membership has its benefits, but also the privileges of service.

Along with the membership certificate – which should be personally delivered – provide a PDF file of the int@j logo so that it can be included on all correspondence, web sites and other corporate communications. int@j is a symbol of professionalism and quality in Jordan.

Communication with New Members

What is sent to new members? This is the big packet of information, news letters, etc.. What do they send to prospective members? What is the follow up procedure for new members? New member dinners? Roundtables to exchange ideas about why they became new members.

New members are recognized in the next issue of "Packet" by mentioning their names in a box on the front page. You could devote a full page to new members, each getting their share of space to describe their company, etc. Motorola would get the same space as some 10 employee shop. You might need to send an int@j staff person out to the smaller firm to get a good story since the owner might not be very adept at writing press releases.

 How to get them involved? It would be interesting to know what the new members expect to have as responsibilities or obligations as new members? Not just the benefits that they receive, but the costs that might incur: dues of course, but volunteer obligations, service obligations. What would this new member like to do? What is the menu of volunteer and service opportunities?

New members ought to be called by the Board Chair within a few days of being accepted as members. This is a big deal for int@j and maybe an even bigger deal for the new member. Don't forget to use the contact sheet on each of member contacts.

New members should be visited by a member of the int@j staff, preferably the CEO. These are the customers of your business. These are folks who have decided to help pay the bills and your salaries. Treasure them!!

Consider the idea of trial memberships or reduced membership dues for new members for the first year, reduced entrance fees for the first year or something that would tell the new member that they are valued. In addition, new members should be immediately made a member of a committee. Membership has benefits, but it also has its obligations.

With every conversation with an existing member and prospect, membership staff should ask, "do you know of others in the ITC industry who might be interested in membership.?"

Who attends the seminars of int@j … not just the CEO but other staff members. Might it be possible to remind the decision-maker in each company of how many employees of his company have benefited by membership in int@j?

Are there any special services offered to new members, the one most likely to drop out?

What Is the Importance of Membership in int@j?

Does being a member of int@j mean anything in the market place? How many members display the int@j logo on their web site, annual report, publications? The electronic version of that logo should be sent to all new members so that they can display it. "I am

a proud member of int@j – leading Jordan to the 21st Century." Does this mean that products or services produced by int@j members are more reliable, produced following a standard of ethics, higher quality inputs, labor is better treated, the environment is more respected?

Does being a member of int@j mean that each member has an equal opportunity to take advantage of trade missions, seminars, certification opportunities and so on?. Is there some self-segregation among the members – large and small, software and telecommunications, CEOs with foreign education and those from Jordanian or regional universities?

Are employees smarter and products better quality because they have attended int@j seminars, have int@j certification? Who are the consumers of int@j member companies? Could you educate them about the importance of quality and standards of int@j? This is the Good Housekeeping Seal of Approval – the int@j brand of quality and professional service.

Is there are profile of each int@j member? What do you know about each member? Size of the company, growth of the company? How is the current membership tracking data base used to maintain membership information about each member and how it can used to summarize information about current member and prospects?

How long do members stay in int@j? List each firm which has ever been a member and the number of years which they have remained a member.

How are employees of members informed of the benefits of their employers' memberships?

How do you recognize members and their employees and their service to int@j , the community, the industry, the country.

Listen to the Members

It is very hard to get new members, so work hard to keep the members that you have. Each member should be visited no less than annually by the CEO or the Deputy CEO, if only to listen to their concerns. There is no substitute for personal attention. This only means one or two meetings each week throughout the year.

Another or complementary approach is to divide the members among three or four staff people, each of whom would be responsible for servicing 30-50 members, meeting with them, solving any problems they have with int@j, recruiting them for seminars, breakfasts, etc.

What to Charge for Dues?

Consider reducing membership for the first year. Even the Motorolas of this world enjoy getting a bargain. If you decide to do this, it must be accompanied with a lot of publicity,

not as an act of desperation, but as a celebration of the 5th year of operation, or some other excuse for announcing a change. Maybe wait for the newyear to begin.

Is there price resistance?   Could dues be reduced for those who would only use the association for received electronic memberships?

What do the other associations in Jordan charge for dues? How does int@j rank among all the associations? From the remarks in the seminar on the fund raising manual, it would appear that many associations support far less of their general and overhead expenses with dues than does int@j.

What must be done so that students could become some class of associate member or an electronic member for example without voting rights, some rights to attend meetings, post resumes on restricted websites, get some publications? I think that is very important that older students – perhaps restrict membership or "access" to last year students – get involved in the professional and trade associations of the industry in which they want to work..   I understand there is a Memorandum of Understanding with the Computer Society.   What does this mean?   How well do they serve their members, including students? Can universities other non-profits, research firms become members?

Customers' Point of View

Successful companies and associations are driven by their customers' or members' needs and wants. The market analysis will guide the board of directors in developing a program of membership recruitment and retention and the design of benefits and activities, which members will consider worth the cost of dues.

Corporate and individual members continually assess the costs and benefits of their expense categories, including membership in associations. int@j for its part must continually remind their members and potential members of the benefits to them of their membership. Active and involved membership in INT@J will be based on a compelling set of benefits which members and potential members highly value.

Tell the int@j Story of Benefits for New and Current Members

The Case Statement will help you describe the benefits of membership by converting vague statements of hopes and intentions to action statements and examples of concrete and meaningful accomplishments.

I have read all the information available to me about the activities over the years and of services of int@j for its members. In their descriptions there is scant information about the benefits delivered to any particular member or to the industry as a whole or about any specific accomplishments.

For example a report was sent on May 5, 2005 to the Grants Manager of the AMIR Program about int@j activities during 2004. One of the objectives of int@j is to increase

PC penetration in households and businesses. The report says that a report on penetration was completed, meetings were held: Intel, MOICT and Microsoft are ready to assist; and a study is underway to decrease sales tax. These are activities, but their descriptions do not tell the reader about the potential benefits to members to say nothing about if anything has been accomplished. What have been the increases in sales of PCs over the years? Increases in Internet connections? E-commerce connections, levels of sales, or some measure of int@j's impact? What is the connection between these activities and the goal of increasing PC penetration?

Another example: On int@j web site "Membership" page under "Membership Benefits." "int@j is a voice that can officially advocate private sector IT business issues and concerns on local and global levels." You might express this as "Advocates for IT interests with national and international agencies. In 2004 convened ___ meetings with MOICT representatives, resolved _____ issue; played critical role in enactment of _____ legislation or regulation benefiting _____industry."

Instead of "int@j effectively places its Members in overall picture of what is changing in the Jordanian IT industry," say "Exclusive members-only briefings with _____, _____ and _____ in which members had opportunity to question _____ and _____. A total of _____ exclusive meetings were sponsored for int@j members during 2003, 2004 and the first six months of 2005.

On the other hand, the May 2005 newsletter included an excellent article about the visit of the Irish IT delegation and included the information about which INT@J members benefited from this session. Could this meeting have been described as an exclusive benefit to INT@J members? Is there a way in which you could have described access to these meetings as having been facilitated by int@j?

In another instance one of the benefits of membership is described as: "int@j markets your products, services and image, both locally and internationally." This may merely invite disappointment by members when int@j does not close sales. Your benefit is more accurately described as "Exclusive presentation of member products and services during int@j sponsored trade missions." What are some examples of how int@j did this in the past year?

On pages __, above, a draft of an int@j Case Statement is presented. Some of the content is conjecture or the consultant's idea of what a benefit might be, but the tone and style are more important.

Attached to this report are examples of how web sites from several ICT associations in the US describe their benefits of members.

Power Breakfasts are an important benefit for members. However, the significance of the speakers at these events is not fully appreciated by those who missed the meeting because there is scant publicity on the web site about the content of the speeches in the days immediately following the event. Let the members know what they missed!

Additional Benefits

There are as many ideas for membership benefits as there are associations. int@j staff should refer to the report by Carolyn Lugbill, now in draft form and to the publications provided by the consultant. The American Society for Association Executives (ASAE) is an invaluable source of information about association management. int@j should consider joining, if no other reason than to get a discount on their publications and access to their library.

In the section below on Revenue Producing Ideas a methodology for testing potential benefits and income sources is presented. This approach should also be used for assessing potential member benefits.

As new benefits are proposed a committee comprised of staff and members should be created to review their suitability.

Access to Capital Markets

One of the needs of most firms is access to lenders and to   equity investors. int@j publications and web site do not describe any exclusive opportunities for members to meet lenders and investors in settings conducive to deals and decisions except in the infrequent trade missions. Such missions are usually only accessible to a handful of members at any one time.

In one of the attachments to the description of the AeA (formerly the American Electronics Association) an event in November 2005 is described, a Financial Conference in which AeA members will have exclusive assess to investors in a small group atmosphere. This kind of exclusive benefit for members, or perhaps a very high additional charge for non-members, would be a valuable benefit, plus a source of income. Banks and investors and vendors to the industry could underwrite conference costs plus pay for display space.

int@j could join with other countries to present an appealing number and scale of ITC firms to potential investors and lenders. The Jordanian ITC market has relatively few players, but combined with its neighbors, the array of small to medium firms is impressive. European, Asian, and North American lenders and investors would be more attracted to a forum with several dozen qualified firms. With adequate advance publicity this could be an important motivator for joining int@j and for being involved as a volunteer in the management of the forum.

Distance Learning for Member Employees and Individuals

From several descriptions of the academic training of young people in ICT in Jordanian technical schools and universities, it would appear that association members and the industry as a whole could benefit from a more capable entry level workforce. This would seem to be training that students are unlikely to receive at a Jordanian university or technical school. Individuals who want to improve their professional skills and income will also seek additional training.

In the appendix see the description of the Association for Computing Machinery. A member benefit is free access to a Professional Development Center.

The Consumer Electronics Association also offers certification.

The Computer Society is a membership organization associated with the Institute for Electrical and Electronic Engineers. Preparation for certification tests is offered for members for a fee, but non-members pay 25% more. Other courses are free for members. These courses are provided through a vendor relationship with Thomson Netg. This is a source of income for the association.

Information Access

Many professional and industry associations offer access for members to technical libraries that would otherwise be available only by costly subscriptions or by laborious searches through many web sites. For example the Computer Society of the Institute of Electrical and Electronic Engineers has such an information service for members. It sells the same service to libraries for $14,000 per year. The Association for Computing Machinery (ACM) also has this service, giving free access to the public of abstracts of journals and proceedings, but only members can receive PDF files of the information. These associations themselves have not compiled the publications, but have purchased the services from third parties. When you Google "Guide to Computing Literature" one can see how many universities have subscribed to ACM's services. int@j could do the same for its members.

Information about ACM's bibliographical service is attached to the association description in appendix ___.

This service could be set up so as to be accessible only by int@j members. University IT departments could become "institutional" int@j members so as to have access to this service as well. This could be a benefit to universities and members of the ITC industry in other countries.

Fringe Benefits

Many small firms look to their trade associations to design and manage health, life, and retirement benefits for their employees. This can be an important benefit for smaller

firms, an incentive to join an association, and a source of steady non-dues income for the association. The relevance of this concept depends on labor laws in Jordan.

By some estimates there are between 6,000 to 10,000 people employed in the ICT sector in Jordan. Including family members, as many as 30,000 to 40,000 people are directly affected by the sector. What products could be offered to these households so that int@j members could enjoy more satisfied workers? Depending on the product, sales could be a significant source of revenue to int@j

Bilal Abuzeid, CEO of int@j reported that he had tried to offer group health insurance for multiple companies via int@j hoping for discounted prices. He said that the insurance company would only do this if int@j was responsible for collecting the premiums. That arrangement is an unacceptable risk. Keep trying with other insurance providers.

Entrepreneurs and Small Company CEOs Meet the Experts

One way for member-only start-up firms and innovators to test their ideas and to solve business and technical problems is to meet with experienced IT businessmen and women. int@j can provide this venue. The benefits would accrue to the innovators by having experienced managers, lawyers, accountants, technical experts and others spend up to three hours of undivided attention to their problems. The emphasis would be on problem solving.

The direct and immediate benefits to the senior experts would be the opportunity to meet new and innovative thinkers, spot investment opportunities, and recruit able employees. The experts will also have the satisfaction that they are making a long term and significant contribution to the health and vitality of the IT industry.

This benefit, though open only to members, would still require payment of a nominal amount, enough to cover the cost of staff time arranging the meetings.

Small companies often view business strategies as a luxury or irrelevant. Meetings with professional business planner for members-only at reduced fees could be an extraordinary benefit for the struggling small business owner.

Communication

int@j has developed an up-to-date email and snail mail list of over 9000 key companies, agencies, and individuals in Jordan and elsewhere. Access to this is an exclusive members-only benefit. Members also have exclusive access to placement of announcements and company news in the widely circulated "Packet" the int@j quarterly bulletin. int@j staff should jealously guard access to this list and not expose the list to non-members.

Non-Dues Sources of Revenue

The board of directors of int@j needs to set a percentage objective for categories of income. Dues income may reach as high as 50-60% of the total. What activities does int@j now develop and manage which generate income and with careful management could produce a profit?

Assessing Sources of Revenue

There are many sources of non-dues income that int@j can consider. In the following paragraphs I suggest some ways in which you may judge if these ventures are feasible for int@j.

The proposed source of revenue or member benefit should be described in one page: costs, including staff time; benefits for each target group; features, promotional strategy, potential revenue, and risks; and how the product will serve the mission of int@j. This abstract of the idea would be submitted to a Revenue Committee comprised of staff and int@j membership.

This would be the beginning of a formal review process. The originator of the idea should be invited to make a presentation to the committee. One person could not have all the answers to all the questions below, but should be able to make a coherent statement addressing many of these issues.

In the committee's deliberations they should consider the following issues in more detail:

- How does the idea match the mission of int@j?
- How will the product serve members? Which groups benefit more than others? What features serve which groups?
- What is the risk - legal, financial, image, potential for conflict or divisiveness?
- What is the current demand for the proposed product? How can demand be generated? How should demand be assessed? How should it be priced so that target groups benefit, so revenue exceeds costs? So new members are enticed? Should scaled pricing be considered? What are the competing products? What are the barriers to acceptance by the target groups?
- What is the cost to produce the product including staff time?
- What is the marketing environment? Member perceptions, other target group perceptions, board commitment?
- What methods of promotion will be most effective? Cost of promotion, channels of distribution?
- Are there alliances with other associations, corporations, and government agencies to co sponsor the product?
- What other associations in Jordan or elsewhere have used this product? Can you get information from them about the product to answer some of the questions?

While these questions could cause the analysis to drag on for several months, the investment of staff and member volunteer time should be commensurate with the contemplated investment. In addition to assessing the viability of the proposal, the process has another purpose: building support and supporters among staff and the int@j membership.

Non-Dues Revenue Ideas

Trade Show

Many associations produce 30-50%, some as high as 70% of their total net revenue from trade shows. This profitable activity has been developed to a near science by firms whose sole business is designing and managing trade shows. If int@j staff does all the arrangements for the ICT Forum 2006, this is a costly distraction from their management responsibilities. This staff time ought be included in the expenses of the Forum when calculating the net income from the event. However if there are no professional and capable event planners in Amman, then they have no choice.

All events in the show need to be sponsored: meals, awards, and entertainment. Sponsors are typically service and equipment vendors who will pay to get their time in front of the association members and their guests. Look to law firms, accountants, financial advisors, venture capital firms, banks, equipment suppliers, real estate sales and leasors, all the economic segments that will benefit by a vibrant industry. They pay to sponsor a dinner for example because they want exclusive access during this event to association members and their spouses. Their promotional material is left at each seat in the dining room, their promotional gifts are on the table, their most prominent official is seated at the head table, they are given opportunity to address the members and spouses, their employees mingle with attendees.

All attending the meals and receptions should pay admission. Members are discounted, first year members and students more so, others pay the difference. Admissions should cover the cost of the meal and service.

Have some fun at the dinner: raffle off some donated glitzy prizes, the proceeds going to a   scholarship fund or to provide computers to schools or community centers, for example; provide good entertainment (but admissions have to cover the costs or it has to be sponsored); present awards (sponsored, of course) to celebrities and government officials; and award a scholarship (sponsored, of course) to a deserving university student.

Advertisements in the trade show program are another significant source of revenue. Firms advertising in the program are many of those, which would sponsor an event, but also those who want to be noticed by the affluent class: hotels, restaurants, airlines, resorts, jewelry stores, and real estate agents.

Admission fees for the show should be steeply discounted to members and even more so for first year members and students.

You are already renting floor space for vendors. Members should get a substantial discount. Non-members pay the difference.

Admissions plus floor rental ought to pay for the facility. The profit from the trade show comes from sponsorships.

Assess the Event

At the conclusion of the trade show and all other events do a formal assessment. This should cover such issues as how the show met the target group needs with regard to location, arrangements, content and style of each component, perceived benefits by members, perceived negatives, best served constituency and least served constituency, and how the show advanced the mission of int@j. Another important issue is the costs and income of the event. Staff time allocated to each event should be costed too. This kind of assessment should be done after every event.

Training and Credentialing Professionals in ICT

If higher education is inadequate to the task of training university graduates acceptable to the private sector then ICT may be able to develop postgraduate training programs. Several US ICT associations provide such training for members' and non-members' employees. The consultant interviewed one self-taught software executive who was now turning to a distance learning and credentialing association in the UK. Int@j could be doing this for Jordan and the region.

In Reach 2.0 int@j is reported to be "leading efforts to attain certifications based on Software Capabilities Maturities Model (CMM) for its member companies." What has been accomplished?

Job Bank

Could int@j start running the job bank that was started by the government in www.it.jo, as reported in the REACCH 2.0 report.

Fringe Benefits

(see Membership Benefits, above)

Advertising

Website, publications, and event programs should carry advertising to offset costs, in some instances carry to the bottom line. According the int@j senior staff, the quarterly printed report "Packet" pays for itself through advertising.

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Promotional Materials

int@j does not need to make a big investment in promotional materials. However preparation of a clear, concise statement of the association's mission and purpose, eligibility for membership, benefits for members and other activities is the first step in reviewing the accuracy and suitability of the content of each communication. However just because there is no perfect brochure with all the up to date information does not require an enormous investment of staff and board time for the preparation of something just marginally better.

This information in a new Case Statement can be formatted in letters to prospective members, to new members, and for reproduction in such publications as the "Packet" and the website. Please do not spent months and a lot of money producing a brochure that is the product of hours and hours of haggling over how to express your mission, vision and the like. Instead of a new brochure, produce a letter format to give to prospects, reserving space for tailoring each letter to a particular prospect or new member and for a personal signature of a senior staff person.

If int@j is intent on producing a new brochure, most of the existing one is quite well done. I would recommend changing the last page to include a revised set of benefits, a clearer statement of who is eligible to join (as it is now stated any firm that can help in attracting direct foreign investment, generating jobs or experts in the sector is eligible), and a simple request form for a membership application, for adding a name to the mailing list, getting a list of publications, and up-coming seminars, probably via a tear-out flyer in each brochure.

The new member application and the response letter are effective with a few minor changes.

Periodic Publications

When was the last time that the editor of the "Packet" sought out reactions to the publication from the different audiences to which it is directed? Once a week the editor should meet with another association member, get stories, assess their reaction to the lastest issue, get out of the office and talk to the public served by the newsletter. Set up a breakfast meeting with some board members, other members, print and video press people to get their reactions to what int@j is trying to communicate. Talk to the advirtisers about their reaction to the "Packet." Find out their challenges with ITC issues.

Expositions

I attended only one exposition in which int@j had a booth: the MaxCom Convergence Seminar. The int@j booth was a rather pathetic display for the leading trade association.

Each senior staff person should take a turn at the booth and at circulating among the visitors. At the least every one of the members' names and logos should be displayed. A clear description of mission and member qualification and benefits should be available. At least one of the publications should have a membership application available. Another place should be the listing of all the up coming events, seminars, trade missions indicating if for members only or for public subscription, and finally a place for visitors to indicate that they would like to be on the emailing list. If the purpose of appearing at such an event is to communicate to the informed and interested public, what kind of a message does a booth like this communicate?

When the exposition is over, every one of the people who visited the booth, left their card, or asked for the mailing list should be called. Maybe it is just a student, but maybe a potential new member or advertiser. That is why int@j is present at these events: in part to show the flag, but also to turn leads into prospects and into relationships.

Web Site

int@j has plans for renovating the web site. Specifications have been written and an RFP is in the process of being prepared. In the meantime, how difficult would it be to eliminate the inactive sections immediately, viz. the career center and the chat-room. Each have entries that are months old and have not been visited for many months. An "Under Construction" sign would be better than leaving stale information on the site. Out of date sections of websites leave the impression that "no one is at home."

int@j Offices

The offices of int@j are spacious and well furnished. However there is practically nothing on the walls to tell a visitor the purpose of int@j. The job of assembling an appropriate display could be given to the receptionist: ask each member company to send an appropriate sized logo or cover of their most recent annual report, list the members on a display case or wall mounting, ask some of the international members for posters, blow up fotos of members at int@j events, frame the first issue of "Bulletin," frame the list of benefits for members, and pictures of antique computers and early telephones in Jordan.

Publications of Interest

The following publications were left by the consultant with int@j:

- "Association Management" June 2004, includes and article "Fresh Streams," about new sources of non-dues income.
- Beyond Fundraising: New Strategies for Nonprofit Innovation and Investment, Kay Sprinkel Grace, John Wiley and Sons, 2005
- Corporate and Foundation Fund Raising: A Complete Guide from the Inside, Eugene A. Scanlan, An Aspen Publication, 1997
- Evaluating and Generating Non-Dues Income, Amereican Society of Association Executives, 2002.

- "Publications Catalogue, ASAE & The Center for Association Leadership, American Society of Association Executives, 2005.

Funding Sources for int@j

These are names of ITC trade associations and other organizations in the US and elsewhere that may be interested in collaborating with int@j in supporting or sponsoring programs in Jordan, exchanges of trade missions, and for the exchange of participation in trade shows in each country. The information has been derived from the internal web sites of the American Society of Association Executives (ASAE) and the Foundation Center. Access to this information is available without charge to the public in the respective libraries of each organization in Washington and by members from remote locations. I strongly urge that int@j should invest the modest funds for membership in these sources of information. I have sent by mail an application for membership in ASAE and the Foundation Center membership can be found at Foundationcenter.org.

This list is not meant to be exhaustive, but merely the beginnings of research into what organizations might be good collaborators with int@j. I have included the web site when available and that certainly would be first place to start looking to determine how that organization might be approached. After finding the right person in the association with whom to begin communications, they ought to be invited to the Forum 2006. Many of these organizations are at a loss about how to introduce their members to trade and investment opportunities outside the US, and outside the usual suspects in India and China.

- Application Service Provider Industry Consortium. www.comptia.org

- Applied Systems Client network. www. Ascnet.org

- Asian American MultiTechnology Association. www.aamasv.com

- Association for Services Management International. Wwwafsmi.org

- Aviation Industry CBT Committee (AICC). www.aicc.org

- Computer Integrated Textile Design Association (CITDA) www.citda.org

- Educational Software Cooperative (ESC). www.edu-soft.org

- Electronic Funds Transfer Association. Wwwefta.org.

- Entertainment Software Association. (ESA). www.theesa.com

- Financial Services Technology Network (FSTN). Brian.Austin@chase.com

- Global Organization for Multi-Vendor Integration Protocol (GO-MVIP). Wwwmvip.org

- Information Technology Association of America (ITAA). Wwwitaa.org. This group has a staff of 30 people and a budget of $4.5 mm. The president of the association has written an op ed piece in a recent issue of the Wall Street Journal which I am sending to you via the mails. This is an important group and one that should receive higher priority than most other associations. Located in Washington area. Their web site is very imformative and might be a model for some of the information that you would want to include in the newly revised int@j web site.

- International Telecommunications Industries Associations (ICIA) wwwinfocomm.org. 40 on the staff, budget not noted. Located in Northern Virginia.

- Library and Information Technology Association (LITA). www.lita.org. I heard an interview on the radio last week with the representative of the American Library Association, describing their work with the Iraq library system. They are doing much of the technical and training work from Jordan for security reasons. Are any of int@j members involved in this information technology contract?

- Open Applications Group. Www.openapplications.org

- Open Data Acquisition Association (ODAA). Wwwopendaq.org

- Software Productivity Consortium. www.software.org.

- Special Interest Group on Software Engineering (SIGSOFT) www.1.acm.org/sigs/sigsoft. This is part of the Association for Computing Machinery.

- Video Software Dealers Association (VSDA). www.vsda.org. Staff of 24, budget of $8 mm, California location. Who is producing, translating video games and other entertainment for the Middle East audiences? This association represents all the big producers.

- Electronics Industries Alliance (EIA) www.eia.org. staff of 16, budget of $26 mm, Northern Virginia location. Check out their web site. This is the manufacturing association, but it includes the software companies as well.

- AeA-Advancing the Business of Technology. Aeanet.org. Staff of 110, Washington location. I talked with their international person, Robert Mulligan. They are most interested in policy issues, focused on Europe, Japan, India and

China. Concerned about trade policy, but not business development for their members.

- Armed Forces Communications and Electronics Association (AFCEA). www.afcea.org. Northern Virginia location. Are any of your members subcontractors to defense contractors from the US or Europe? Does int@j provide any information about pending US or European government defense contracts?

- Computer and Communications Industry Association (CCIA). Www.ccianet.org. This is an important and large association with a Washington location.

- Instructional Technology Council. www.itcnetwork.org.

- Cellular Telecommunications Industry Association. (CTIA). www.wow-com.com. Staff of 25, budget of $9 mm, Washington location. This is the telecom association. Check their web site. Huge membership. About 60% of their total income derives from trade shows.

- Communications Supplyy Service Association. www.cssa.net. This association an interesting service model that int@j might consider.

- IEEE Computer Society (CS). www.computer.org. With 98,000 members and a $26 mm annual budget, this is one of the big membership associations in the industry. The Computer Society of Jordan … or someone ought to take notice of the business potential of an association using this model.

- Intenational Communication Association. www.icahdq.org. This is another membership organization of computer professionals … providing yet another model for a business oriented membership organization.

- Wireless Communications Association International (WCA). www.wcai.com

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Exxon Mobil Corporationi Contributions Program
     I talked with community relations person in Irving Texas. She told me that one needs to contact the offices of Exxon Mobile in the area for additional information. I sent the following email.

July 19, 2005

Susan Carter, Manager Global Community Relations

Dear Ms. Carter:

I have just returned from Amman, Jordan where I was working with int@j, a non profit organization supported by the information and communication technology industry of that country. This is one of the most promising associations in the country and is working with a small, but rapidly growing sector of the economy. However nearly all the member companies are quite small and would be considered marginal in most other countries.

One of the purposes of the organization is to improve the skill levels of the employees of member companies and of recent university and vocational school graduates in the ICT field since at this time formal education in ICT is woefully inadequate.

Another important objective is to encourage deeper penetration of PC ownership in the low income and remote communities of Jordan. Int@j believes and do many experts in the field that internet connections directly to schools and community centers can be transforming agents.

Int@j works closely with the Government of Jordan and with other non profits to achieve both of these goals, but needs the continuing support of foundations and corporations with a stake in the region.

I would appreciate a call or e-mail response indicating the level of interest that Exxonmobil Community Contributions Program may have in activities of this nature.

I look forward to your call or e-mail.

My home/office telephone number is 202 686 0261.

Thank you,

Thomas M. Cooke

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Global Catalyst Foundation 650 486 2430 Talked with Jeff for about 15 minutes. This foundation has been funded with stock from dot com companies. They are out of liquid assets and are left with the illiquid stocks of companies which once had some promise. From time to time the venture capital firm which initially funded the foundation makes additional contributions.

In Jordan they have made a contribution to Relief International - Schools on Line, $30,000 for a internet learning center at a refugee school in Amman. (RI. org) Jeff also had some suggestions for other sources indicated below.

Hewlett Packard European HQ

Hewlett Packard may have some promise if you are interested in funding supporting the application of information technology for small businesses. In addition their Accelerated Microenterprise Program might be useful for some of the small entrepreneurs who are members of int@j.

Contact points:

Dubai
Dubai Internet City
Building 13
Floor 3
PO Box 17295
Phone: 009714 3916000
Fax: 009714 3912600
Sunday-Thursday 8:30 AM - 6:30 PM

Riyadh
Al Fasaliah Tower
5th Floor, po Box 67280
Riyadh 11598
Phone: 00966 1 273 1200
Fax: 00966 1 273 1202
Saturday - Wednesday 9:00 AM - 6:00 PM

Cairo
Cairo Centre Building
 2 Abdel Kader Hamza Street, Garden City
 Cairo 11461
Phone: 0020 2 7925070
Fax: 0020 2 7925080
Sunday – Thursday 9:00 AM – 5:00 PM

In Jordan there are nine Hewlett resellers including CEB and other members of int@j.

Since our founding in 1939, HP has been committed to being a good corporate citizen and engaging with local communities, regions and nations. In addition, we engage with stakeholders from the global community — such as NGOs, nonprofits and multilateral organizations like the United Nations — to understand and help address some of the fundamental problems in the world.

At HP, we believe making a difference means having a positive and meaningful impact in the communities in which we do business. That's why community engagement, along with ethics and governance, remains at the heart of our global citizenship efforts.

Making a difference
HP devotes time and resources to improve the quality of life in communities where we have a presence. Our commitment to education has benefited schools and universities around the world and created opportunities in underserved communities worldwide. Additionally, we provide donations and grants to nonprofit organizations, support a variety of local programs, and encourage our employees to volunteer their time and considerable talents to programs of their choice.

Learn more about how HP brings resources to communities worldwide:

HP is recognized as a philanthropic leader among global corporations.
Last year, HP contributed more than $61 million in resources worldwide, helping students, teachers, community residents and nonprofits address some of their most fundamental challenges.

We believe technology should be accessible to everyone in the world as a means to learn, work and benefit from information. To help make this possible, HP develops and supports philanthropic programs and partnerships that promote educational opportunities and bring the benefits of our e-inclusion initiative to people in underserved communities around the world.

HP's philanthropic programs are managed at a regional level to better support communities worldwide. Please select a region link in the left column for program details.

HP is committed to making the social and economic benefits of the digital age accessible to all people through our "e-inclusion" strategy. e-inclusion is our vision of a future in which all people can use technology as a means to learn, work and thrive.

One of the ways we address HP's broader e-inclusion initiative is through philanthropic programs that provide the technological resources, tools and solutions to creatively address important issues in underserved communities. Learn more about e-inclusion and access the full range of e-inclusion projects here.

Select a region link in the left column to learn about specific e-inclusion grant programs.

HP's educational initiatives focus on three major areas:
   •   **Transforming the learning experience:** Integrating technology into classrooms to revolutionize teaching and learning processes.
   •   **Leading students to high-tech careers:** Increasing the number of students on paths toward high-tech careers, emphasizing groups that are underrepresented in the technology sector.
   •   **Student success in key subjects:** Enhancing skills in math, science and engineering through national and district-wide school reform and teacher professional development.

Select a region link in the left column to learn about specific educational grant programs.

EMEA Philanthropy

HP has a vision of the future where technology is accessible to everyone in the world as a means to learn, work and benefit from information.

Consistent with this vision, education and e-inclusion are the main areas of focus for HP's philanthropic investments in our Europe, Middle East, Africa region, particularly in disadvantaged communities where HP can provide people with access to greater social and economic opportunities in the digital age.

HP in EMEA manages programs in the following focus areas:

Education

Primary, Secondary and Higher Education programs -- including our Technology for Teaching Grant Initiative -- with an aim to transform the teaching & learning through the use of technology.

e-inclusion

Digital Community Centers and our Microenterprise Acceleration Program, which address community needs through access to technology, resources & knowledge.
Employee-driven programs
Local programs that encourage motivate and support employees to contribute to the betterment of society. Local programs vary by country.
A Digital Community Center is a community where Information and Communication (ICT) infrastructure is strategically deployed to encourage the participation and inclusion of all appropriate parties in the economic and social development that technology enables and enhances.

They were created to help underserved communities in Europe, Middle-East and Africa to access education through information technologies.

 EMEA began launching DCCs in 2001; 10 DCCs are now in place.
 For a full list of DCCs visit HP's e-inclusion projects page.

The HP Microenterprise Acceleration Program (MAP) – in partnership with training and business development service providers in local communities – provides micro enterprises in underserved communities' access to technology and training to accelerate and sustain business growth and economic opportunity.

 By collaborating with local training and business development service providers who are already working with micro enterprises, HP will help micro enterprises learn how to apply the power of information and communications technology to grow and sustain their businesses through HP MAP.

 Explore the links in the right column to learn more about MAP.

Read the program news release.
•   50% of the world's labor force is unemployed or underemployed (1)
•   Micro enterprises – businesses with up to ten employees, with minimal start-up costs – are the biggest source of new jobs globally
•   Microenterprise growth is constrained by lack of competitiveness, low productivity and low skill level of owners and workers
•   Information and communications technology can significantly help micro enterprises grow, be more productive and create more jobs in their communities.

 (1) "World Employment Report 2004-2005: Employment, Productivity and Poverty Reduction" – International Labor Organization

HP's Technology for Teaching Grant Initiative is creating new models of success on campus for integrating mobile technology into learning environments.

In HP's EMEA region, we are making grants of equipment and cash to academic and instructional leaders that are willing to redesign core courses in math, science (life sciences, physical sciences, earth sciences, computers sciences), engineering, or business (including M.B.A) departments.

Applicants must be able to clearly describe the fundamental teaching and learning issues that are being addressed by the project an dhow the granted HP technology will contribute to resolving those issues. Successful projects will result in sustainable advances in teaching and learning.

EMEA Philanthropy Guidelines and Processes

It is Hewlett-Packard EMEA's intent to contribute to the welfare of the communities where HP operates. HP EMEA, through its Philanthropy and Education programs, is willing to help education institutions and non-lucrative organizations by providing them with HP equipment that can be of use in pursuing their activities.

Our primary goal is to provide resources and tools to transform and improve teaching and learning in education settings by improving the quality and accessibility of math, science, and engineering instruction

How do I qualify?

In the EMEA region, HP Philanthropy and Education supports exclusively non-profit accredited institutions (not individuals) and the following criteria are taken into consideration when examining a request:
The request comes directly from the beneficiary.

Priority is given to educational institutions and non-profit associations. This priority does not, however, exclude other institutions (health care providers, cultural centers, etc.) to be granted an HP donation. Priority is given to organizations that have few subventions.

Organizations with political, philosophical/religious, military or paramilitary interests are not eligible.

Grantee must not have provided and will not provide *support or resources* to any individual or entity that advocates, plans, sponsors, engages in, or has engaged in terrorist activity; or to anyone who acts as an agent for such an individual or entity. *Support or resources* include currency or other financial instruments, financial services, lodging, training, safe houses, false documentation or identification, communication equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and any other services or physical assets. Any violation of this certification is grounds for return to the **donor** of all funds advanced to **grantee**.

How do I prepare a grant request?

Request for grants of HP equipment must be accompanied by a specific statement about the philanthropic intent of the request.

• For example, a request for equipment to support teaching and research activities at a university should outline the benefits to the students in terms of extending their knowledge, or creating new curricula, or preparing them to successfully enter the job market, etc.

• Possible benefits to HP (eg: publicity, recruiting, transferable research, etc.) must appear to be of secondary importance and will not justify a grant.

Should the project produce results that, while in the public domain, are subject to copyright, the proponent must specify in the proposal that the results will be shared with HP on a non-exclusive and copyright free basis with the right to distribute and license the results without limitations.

The main document should be structured as follows:

Project title and date

It is assumed that a 'project' already exists and that the HP grant will significantly, but not exclusively, impact the execution and positive outcome of the project. The title should be specific to the role of the HP equipment in the project and references should be made in the text to the impact expected from the grant.

Participants to the projects

Names, roles, addresses (e-mail, phone, fax) of the contributors to the project. This information should also refer to the 'principal investigator' of the project and to the name of the Department Director or equivalent person enabled to legally accept the HP grant.

Summary

Here the proponent should describe the objective of the project, the purpose and role of the requested HP equipment and the philanthropic intent of the grant (stating the benefits to society, not just to the requesting institution).

Background

The background to the project (which is independent of the availability of the grant) should be described to provide the context in which the HP grant is positioned.

The rationale behind the project , its expected impact in its field of interest, the experience and leadership of the contributors to the project are all factors that should appear here.

Milestones

Intermediate objectives with target dates should be given to pace the progress of the project.

Description of activities

Here the proponent should describe in sufficient detail the plan or the phases in which the activities relating to the use of the HP equipment will be organized and the management process and ownership for the implementation.

Configuration

Define exactly which HP products you would like to get by consulting www.hp.com in order of priority. The proponent should also indicate the commercial contact (HP sales rep, dealer, and distributor) that helped configure the products and check the reference numbers with them.

For information about grant guidelines and processes in HP's EMEA region, please send us an email message.

END OF HP

Batelco is an int@j member and is clearly proud of their community services. They would seem to be an important source of funding for some of int@j activities.

Batelco: In the Community
A

Batelco Sends Young Champion To Qatar Open

Batelco is helping young Bahraini athlete, Nadia Aqeel, to continue her quest for international glory and world-class medals at this week's Qatar Open Bowling Championships... [29-June-2005]

Bahraini Artist Hails Batelco's Support

Batelco has earned high praise from Bahraini artist Mahmood Ghareeb following the company's support for an exhibition held in honour of the country's inaugural F1 Grand Prix race... [24-April-2005]

Batelco congratulates meritus team on achieving leading positions in the Forumula BMW Asia Race

Bahrain Telecommunications Company (Batelco) congratulated the Meritus Formula BMW Asia Series team [2-April-2005]

More Minutes from Batelco To Student & Customers with Special Needs

Batelco is making its unique Freetime Student and Special Needs packages even more appealing by adding 20 extra minutes – completely free! [24-December-2004]

Batelco Sponsors Industrial Training for Students

As part of ongoing efforts to give back to the community, Batelco has once again sponsored a hands-on training programme [28-July-2004]

Batelco Sponsored Student Represents Bahrain At Global Young Leaders Conference

With the assistance of Batelco, Ranya Ahmed, a talented young high school student recently represented Bahrain at the Global Young Leaders Conference (GYLC), in the United States. [28-July-2004]

Batelco Takes Kids to the Movies

In its continuous efforts to involve itself in the community that helped build it... [28-July-2004]

Batelco announces new promotion for special needs customers

Batelco launched a new mobile and Internet promotion exclusively for customers with special needs... [9-May-2004]

Bahrain Student success rewarded

More than 100 school students attended a special awards ceremony organised by Batelco to reward them for the academic excellence in the last year... [9-May-2004]

Batelco on line for First International Show Jumping Championship

Batelco have signed a sponsorship agreement supporting the First International Show Jumping Competition [9-May-2004]

Batelco continues to support Bahraini Students' Higher Education

For the sixth consecutive year, Batelco has contributed to the British Chevening Scholarship Fund for Post Graduate Study in the U.K. [9-May-2004]

The Bahrain Telecommunications Company (BATELCO) as a partner in Sustainable Development 2001

Batelco as a major organization, with a social responsibility, plays a vital role in promoting sustainable development in Bahrain and the greater GCC region [9-May-2004]

Bowling not only for fun, but also for charity

At least 50 elderly people will have the chance every Muslim is looking for, visiting Mecca for Umra (minor pilgrimage)... [9-May-2004]

Batelco : Part of the Community

In a series of recent donations, Batelco has allocated BD10,000 to community welfare events in the region [9-May-2004]

Batelco Launches BD 1 million Charity Campaign

Under the directives of HE Shaikh Ali bin Khalifa Al Khalifa, Chairman of the Board of Batelco and the Minister of Transportation Batelco will be presenting donations totaling BD 1 million... [9-May-2004]

Bahrain Student Scholarship Announced

 Shaikha Lulwa Bint Mohammed Al Khalifa thanks Batelco for innovative award [9-May-2004]

Batelco Lights the way for Students with Special needs

Blind students in Bahrain have been given the opportunity to further accelerate their involvement in the community   [9-May-2004]

Donations & Community Affairs

Batelco Care Center For Family Violence Cases

Batelco has opened the Gulf's first centre dedicated to helping those affected by family violence... [14-June-2005]

Bahrain University Students Enjoy New Facilities

Bahrain's national telecommunications company has announced the official opening of its new Batelco Student Centre which includes a gathering/meeting place for students, shops, restaurants and a new Batelco retail outlet... [2-May-2005]

Batelco Donates Mobile Phones To Nine Iraqi Cancer Patients

Batelco has donated mobile phones & SimSim Prepaid Cards to each of the nine Iraqi cancer patients who recently arrived in the Kingdom of Bahrain from Baghdad to receive treatment at Salmaniya Medical Hospital... [27-April-2005]

15,000 Baskets to Needy Families

Batelco – Bahrain's national telecommunications company - is marking the Holy Month of Ramadan with gifts of food parcels for Bahrain's needy families [11-October-2004]

Batelco donates BD200,000

Batelco has donated BD200,000 in support of the Crown Prince's International Scholarship Programme [12-September-2004]

Batelco Donates BD600,000 For New Hospital Unit

BATELCO is to donate BD600,000 for the new out-patient care unit at Salmaniya Medical Complex [24-July-2004]

Batelco Donates SMS Phones for the Deaf

Many more Bahrainis with hearing difficulties will soon be able to communicate by SMS text messages [9-May-2004]

Batelco donates BD 25,000 to the Arabian Gulf University

In a ceremony held at the Arabian Gulf University, Batelco's Chief Executive Mr. Andrew Hearn presented a cheque of BD 25,000 [9-May-2004]

Batelco donates BD200,000 for the Building of the Shaikh Isa Bin Salman Memorial Library

 The Shaikh Isa bin Salman Library project received a BD200,000 kick start, with a cheque presented on behalf of Batelco... [9-May-2004]

Batelco donates BD 250,000 to the Child Hood Complex

 In a ceremony held at the Ministry of Transport today, HE Shaikh Ali bin Khalifa Al Khalifa, Chairman of the Board of Batelco and the Minister of Transportation presented a cheque for BD250, 000... [9-May-2004]

Batelco donates BD 50,000 to the Bahrain Studies & Research Centre

In a ceremony held today at the Ministry of Transport, H.E. Shaikh Ali bin Khalifa Al Khalifa, Minister of Transport and Chairman of Batelco presented a cheque of BD 50,000... [9-May-2004]

Batelco donates BD10,000 to the Philanthropic Society

In a ceremony today, Batelco's Chief Executive Mr. Andrew Hearn presented a cheque for BD10,000 to Mr Abdulla bin Ali Kanoo... [9-May-2004]

Batelco donates BD50,000 to the University of Bahrain

 In a ceremony held at the Ministry of Transport today, HE Shaikh Ali bin Khalifa Al Khalifa, Chairman of the Board of Batelco and the Minister of Transportation presented a cheque for BD50,000... [9-May-2004]

Batelco donates BD25,000 to the Al Quds Committee

In a ceremony held at the Ministry of Transport today, HE Shaikh Ali bin Khalifa Al Khalifa, Chairman of the Board of Batelco and the Minister of Transportation presented a cheque for BD25,000... [9-May-2004]

Citigroup Foundation

Their education efforts are for low income communities. Nevertheless int@j should contact since they are an important customer of int@j members, many members probably bank with Citibank (Merchant accounts are probably routed through Citibank) and they are a member of JABA. As you can see from the correspondence below, you must contact their local offices for charitable contributions and of course for sponsorship of

any programs such as Forum 2006.
(email text) July 19, 2005

Good morning:

I have just returned from Amman, Jordan where I was working with int@j a non profit organization supported by the information and communication technology industry of that country. This is one of the most promising associations in the country and is working with a small, but rapidly growing sector of the economy. However, nearly all the member companies are quite small and would be considered marginal in most other countries.

One of the purposes of the organization is to improve the skill levels of the employees of members companies and of recent university and vocational school graduates in the ICT field since at this time formal education in ICT is woefully inadequate.

Funds for training programs must be supported by grants and sponsorships since member dues do not cover more than general and administrative expenses. I believe that int@j has demonstrated its managerial abilities over the past five years and would be able to execute additional training programs with the support of Citigroup Foundation.

I would appreciate a call or e-mail response indicating the level of interest that Citigroup

Foundation may have in an activity of this nature. I understand that any interest that you may express in the proposed project is not a guarantee of financial support.

I look forward to your call.

My home/office telephone number is 202 686 0261. Thank you.

Thomas M. Cooke
HERE IS THE RESPONSE FROM CITIGROUP

Dear Mr. Cooke,

Thank you for contacting the Citigroup Foundation. Please find attached a copy of the Foundation's giving guidelines. The Foundation uses these guidelines to focus on its grant-giving. While all requests are ultimately reviewed by the Foundation staff here in New York, each local market place sources its own grant requests to the Citigroup Foundation for approval.
Please contact your local Citibank branch and request a Local Contributions
Program application. We wish you much success in your endeavors.

http://www.citigroup.com/citigroup/corporate/foundation/prop.htm
http://www.citigroup.com/citigroup/corporate/foundation/index.htm

Sincerely,
Floriana

Original
Injazat Technology Fund: Home

Injazat Technology Fund E.C.
"From the Region For the Region"

 Injazat Technology Fund E.C. is a US$ 50 million Venture Capital Fund operating in compliance with Shari'a principles and targeting technology companies within the MENA region under the motto "From the region For the region".

 The Fund was initiated by the Islamic Corporation for the Development of the Private Sector (ICD), an affiliate of the Islamic Development Bank Group (IDB), and by Gulf Finance House (GFH), in partnership with Dubai Islamic Bank (DIB), Saudi Economic and Development Company (SEDCO), and Iran Foreign Investment Corporation (IFIC).

Injazat was founded on the idea that it takes teamwork, experience, strategic thinking, and resources to turn early stage ventures into great companies. The Fund strives to add experience and expertise to invention in order to support brilliant technology companies in the regional marketplace.

 Mission

Injazat's mission is to maximize investor returns by nurturing growth businesses, give the shareholders an opportunity to spread and reduce risks by investing in a diversified portfolio of technology companies and participate in the development of information technology in the Middle East and North Africa (MENA).

 Vision

"From the region For the region" is our main vision. Injazat adds value, guides, builds and enhances the company's growth for the benefit of all parties who have a stake in its future success. Injazat frequently takes active roles as the lead investor, contributing the necessary resources and management support that are vital to a young company's growth. The Fund is committed to creating strategic business partnerships, which facilitate and foster success in business. We invest intellectually and financially in people with the

vision and drive required to turn growth companies into accelerating companies.

FranceTelcom: Not only are they not a member, but should be a source of considerable support for ICT Forum 2006.

Lucent Corporation: Now a member of JABA, but not int@j. You need to contact Raymond Adams in Abu Dabei 971 240 79423.

Lucent Foundation is not a good target for corporate contributions. Their involvement is confined to contributions to charitable organizations.

However, the corporation itself, once a member, may be eligible and interested in supporting seminars, etc. This would have to go through the local person, referenced above.

The Lucent Technologies Foundation

The Lucent Technologies Foundation manages the global philanthropic activities of Lucent Technologies. With a primary focus on education, youth development and volunteerism, the Foundation supports one of Lucent's core values -- a strong commitment to social responsibility by serving and enhancing the communities where our employees and customers live and work.

  "Education is the key to helping young people reach their highest potential and to become engaged citizens and productive members of the workforce and society."

Chris Park - President, Lucent Technologies Foundation

Foundation Guidelines

To maximize its impact, the Foundation targets its grant making, and awards a limited number of grants that will generate high impact and measurable results through a variety of community-based programs. Specific programs supported by the Foundation are described in the Lucent Technologies Foundation Programs section of this website found below.

 Lucent Technologies Foundation grants are considered primarily through an invitation only Requests for Proposal (RFPs) process. The Foundation does not review unsolicited proposals. Project ideas that fit the guidelines can be submitted in a brief letter of inquiry (no more than two pages) requesting an invitation to apply. In general, the Lucent Foundation is not anticipating to add new partners for the rest of the 2005 fiscal year.

The Foundation primarily supports programs that provide:
- Improving student academic performance
- Enriching professional development for teachers
- Supporting both teachers and students

The Foundation does not support individuals, political causes or candidates, sectarian religious activities, capital campaigns, chairs or endowments, conferences or fund-raising events, or product donations. The Lucent Technologies Foundation has a Non-Discrimination Policy that is in alignment with the policy of Lucent Technologies, Inc. (the "Corporation"). Projects or programs funded by the Foundation or by the Corporation's charitable giving programs must comply with the policy.

A note about scholarships: Lucent only funds a very few, specific scholarships for students getting degrees in the sciences. Lucent does not fund general education scholarships or educational activities for individuals.

Programs

The programs currently supported by the Lucent Technologies Foundation have been chosen for their innovative qualities and strategic alignment with Lucent's overall philanthropic program. They fall into the categories of Improving Student Academic Performance, Enriching Teacher Development, Supporting Both Teachers and Students, and Employee Related Programs. A brief description of these programs can be found in the Programs section of this website.

- Improving Student Academic Performance
- Enriching Teacher Development
- Supporting Both Teachers and Students
- Employee Related Programs

To submit an inquiry, write to:
Lucent Technologies Foundation
600 Mountain Avenue, Room 6F4
Murray Hill, NJ 07974
Phone: 908-582-7906
foundation@lucent.com
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Intel Corporation Contributions Program

Intel's most relevant program is Teach to the Future, aimed at teaching teachers about using computers in the classrooms. They have at least one site in Jordan in which they have assisted a classroom and/or a whole school.

None of the programs in the community seem at all appropriate for int@j.

It is not clear which office supervises the activities of Intel in Jordan. There are Intel offices in Cairo and UAE.

Hewlett Foundation

The foundation only gives to 501 C3 foundations with US programs at this time. Jean Stromberg is indeed on the foundation board.

Telecommunications Industry Association
Sent by email to Bilal and Rania on July 20, 2005 7/20/05

Talked with Mary Ann Lesso the membership director. This is an association serving the telecommunications and IT industry. She would like int@j to send them information about itself, its objectives, membership, especially any foreign companies who are members. She invited int@j to their Trade Show in Chicago in June 2006. This is the annual trade show for the telecommunications industry iin the US. I said that int@j had their biannual trade show this Spring as well and there might be an opportunity for exchanging delegations. Each association would become members of the other association without charge so that int@j would get member rates for a booth and likewise TIA would get a break in costs for a booth at the Forum 2006. Int@j might want to attend such a show and learn more about how to turn a trade show into a big money maker. This nets about 70% of their budget - probably about $5-6 million. The rest comes from dues, and selling the manufacturing standards for the industry.

They do not do any training of members' employees.

They do have an international department which among other objectives promotes foreign investment by their members and with their members.

When I listed other associations in Washington also serving the industry, she did not know what they were doing, though I did note in her response a certain competitive edge about the superiority and special niche of their association.

I told her that you would send to her information about int@j, your membership (highlighting the foreign investors), and the forum 2006. I think that they are interested in an invitation from you to them for the Forum 2006. She is handling the international affairs while the department head is in Geneva. Pls copy me on what you send to them.

send to Mary Ann Lesso, Membership Director MLesso@tiaonline.org

_____

SIIA Main Office Software and Information Industry Association
 1090 Vermont Ave NW Sixth Floor
 Washington DC 20005-4095
 +1.202.289.7442
 Fax +1.202.289.7097
 (Directions to Office)
SIIA New York Office
 11 Penn Plaza, 5th Floor

New York, NY 10001
+1.212.946.2783
Fax +1.212.946.2792
(7th Ave between 31st & 32nd Sts)

As a result of aggressive sniffer and collection programs, SIIA is no longer able to list the email addresses of its employees. However, you may send an e-mail to an SIIA department by using this e-mail form.

Office of the President
Ken Wasch, President, SIIA, +1.202.789.4440

Membership
New Member Recruitment: Eric Fredell, Vice President, Business Development, +1.202.789.4464
Membership Status/Member Services: Meg Looney, Director, Membership Retention, +1.202.789.4490
Member Address Changes/Information Updates: Becki Lake, Member Services Associate, +1.202.789.4485

Sponsorship Sales / Advertising Inquiries
Brian Rosenberg, VP, Sales, +1.212.946.4737

Events/Seminars
SIIA Events: Anika King, Manager, Marketing & Meetings, +1.202.789.4463
CSM Seminars: Adam Ayer, Director, License Logic, +1.202.789.4445

Codie Awards Program
Leila Rao, Awards Program Manager, +1.202.289.7442 x1338

Research/Publications/Upgrade Magazine
Anne Griffith, VP, Corporation Communications, +1.202.789.4469

SIIA Industry Daily
industrydaily@siia.net

Anti-Piracy
Anti-Piracy Hotline 1-800-388-7478 / piracy@siia.net
Keith Kupferschmid, VP, Intellectual Property Policy & Enforcement, +1.202.789.4442
Rene Albury, Director, Corporate Anti-Piracy, +1.202.789.4459
Patrick Catesby, Manager, Internet Anti-Piracy, +1.202.789.4477
Jeffrey Linder, Anti-Piracy Case Management Assistant, +1.202.789.4481
Mardy Goote, Coordinator, Anti-Piracy, +1.202.789.4491

Government Affairs

Mark Bohannon, General Counsel and Senior Vice President, Public Policy, +1.202.789.4471
David LeDuc, Director, Public Policy, +1.202.789.4443
Keith Kupferschmid, VP, Intellectual Property Policy & Enforcement, +1.202.789.4442
Mark Schneiderman, Director, Federal Education Policy, +1.202.789.4444

Software Division

David C. Thomas, Vice President & General Manager, Software Division, +1.202.789.4470
Somak Chattopadhyay, Director, Eastern Region, Software Division, +1.212.946.4738
Brian McCloskey, Program Manager, Software Division, +1.202.789.4461

Content Division

Ed Keating, Vice President, Content Division, +1.860.663.5535

Education Division

Karen Billings, VP, Education Division, +1.202.789.4487
Jane Rogers, Coordinator, Education Division, +1.202.789.4467
Mark Schneiderman, Director, Education Policy, +1.202.789.4444

Financial Information Services Division (FISD)

Tom Davin, Vice President, FISD,+1.202.789.4465
Liz Cummings, Manager, FISD, +1.202.789.4452
James Hartley, Chief Technologist/FISD, +1.303.322.1393, Fax: +1.303.807.5811

Corporate Communications

Anne Griffith, VP, Corporation Communications, +1.202.789.4469
Anika King, Manager, Marketing & Meetings, +1.202.789.4463
David Williams, Manager, Public Relations, +1.202.789.4473
Liz Martin, Senior Graphic Designer, +1.202.789.4457

Finance/Administration

Tom Meldrum, VP, Administration & Finance, +1.202.789.4451
Katrina Styles-Hunt, Director, Administration, +1.202.789.4447
Delroy Anglin, Director, Information Technology, +1.202.789.4454
Dan Gonzalez, Manager, Information Systems, +1.202.789.4455
Kiki Bejide, Staff Accountant, +1.202.789.4453
Mina King, Part-time Staff Accountant, +1.202.789.4449
Marnel Williams, Coordinator, Administration, +1.202.789.4462

Information Technology Industry Council

I met Ralph Hellman on my return flight from Paris. He is busy until after the August

recess of Congress. The Information Technology Industry Council (ITI) is a Washington-based trade association representing the leading U.S. providers of information technology (IT) products and services.

ITI is the voice of the high tech community, advocating policies that advance industry leadership in technology and innovation; open access to new and emerging markets; promote e-commerce expansion; protect consumer choice; and enhance the global competitiveness of its member companies.

Accenture
Agilent Technologies, Inc.
AMD
Apple
Applied Materials
Canon USA Inc.
Cisco Systems, Inc.
Corning
Dell
Eastman Kodak Company
eBay
EMC
Hewlett-Packard
Honeywell
IBM
Intel
Lexmark International, Inc.
Micron
 Microsoft
National Semiconductor
NCR Corporation
Oracle
Panasonic
Qualcomm
 SAP
Sony Electronics Inc.
Sun Microsystems
Symbol Technologies Inc.
Tektronix, Inc.
Time Warner
Unisys Corporation
VeriSign

Information Technology Industry Council (ITI)
 1250 Eye Street, NW - Suite 200
 Washington, DC 20005
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Business Software Alliance

I notice that BSA is not member. I will be talking to them here and will let you know what transpires.

The Business Software Alliance is the foremost organization dedicated to promoting a safe and legal digital world. BSA is the voice of the world's commercial software industry and its hardware partners before governments and in the international marketplace. Its members represent the fastest growing industry in the world. BSA educates consumers on software management and copyright protection, cyber security, trade, e-commerce and other Internet-related issues. BSA members include Adobe, Apple, Autodesk, Avid, Bentley Systems, Borland, Cadence, Cisco Systems, CNC Software/Mastercam, Dell, Entrust, HP, IBM, Intel, Internet Security Systems, Macromedia, McAfee, Inc., Microsoft, PTC, RSA Security, SAP, SolidWorks, Sybase, Symantec, UGS Corp. and VERITAS Software (merged with Symantec 7/2/05).

Major IDC Study Finds 41 Percent of Software in Use in the EMEA Region is Pirated-Qatari authorities adopt tough measures for users of illegal software

The software industry is rapidly transforming all aspects of society; from business to government to the ways individuals communicate. These changes are also spawning new legislative and regulatory initiatives around the world. As policymakers contemplate initiatives that will impact the future of this dynamic industry, BSA works to advance policy solutions that promote innovation, job creation, and economic growth.

Welcome to the Business Software Alliance Middle East web site. We are here to help businesses avoid software licencing problems. Forty percent of the world's software is pirated. Software piracy is not only a crime, but it can destroy computers and data. Visit our Tools & Advice section and learn how to protect yourself and your business.

Public Policy

The software industry is one of the fastest growing segments of the world's economy — employing millions and generating innovations that are rapidly transforming all aspects of society; from business to government to the ways individuals communicate. These rapid transformations are also spawning new legislative and regulatory initiatives around the world.

As policymakers contemplate initiatives that will impact the future of this dynamic industry, the Business Software Alliance works to advance policy solutions that promote innovation, job creation, and economic growth. One of the most important policy issues advanced by the Business Software Alliance is promotion of strong intellectual property protection — both through establishment and implementation of laws.

In addition, BSA examines other policy issues impacting the future growth of the industry and the information economy such as electronic commerce, telecommunications,

encryption, and tariff issues — on physical and electronic goods.

In the Middle East, BSA is working closely with Government bodies to protect Copyrights. BSA is regularly represented in major Middle East computer exhibitions, where copyright-related literature is distributed. Regular Press Briefings ensure that Copyright issues are constantly in the media, reminding users about their obligations to help protect copyrights for computers. School competitions have been organized to expose children to copyright issues in innovative ways.

In countries where laws are already in force, BSA provides seminars for enforcement personnel in addition to computer user awareness seminars for specific segments of users e.g. Government, banking, Petrochemicals, etc.

In countries that do not yet have any laws, BSA is working actively with the media to persuade the Governments to enact laws.

COPYRIGHT LAWS: *Information on Jordan Copyright Laws found in JPG attached.*

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webmaster@bsa.org: mail us here for questions regarding this website and its functionality.

info@bsa.org: mail us here if you would like to receive a BSA information packet, educational material, BSA audit software in disk form or information via mail that cannot be found on the website. Please include your post al address.

supportBSA@attest.com: mail us here if you have questions about using the GASP® Tool, our free audit tools. Technical support is limited. Please consult the online help provided with the GASP® Tool.

software@bsa.org: mail us at our general mailbox for all other inquiries. Thank you!

Alliance for Telecommunications industry solutions

Does Int@j want to get into the standards setting business for the communications part of the ITC industry. Who is doing this in Jordan?

ATIS is a United States based body that is committed to rapidly developing and promoting technical and operations standards for the communications and related information technologies industry worldwide using a pragmatic, flexible and open approach.

ATIS prioritizes the industry's most pressing, technical and operational issues, and creates interoperable, implement able, end to end solutions- standards when the industry needs them and where they need them.

Over 1,100 industry professionals from more than 350 communications companies actively participate in ATIS' 22 industry committees and incubator solutions programs. ATIS develops standards and solutions addressing a wide range of industry issues in a manner that allocates and coordinates industry resources and produces the greatest return for communications companies.

ATIS creates solutions that support the rollout of new products and services into the communications marketplace. Its standardization activities for wireless and wire line networks include interconnection standards, number portability, improved data transmission, Internet telephony, toll-free access, telecom fraud, and order and billing issues, among others. ATIS is accredited by the American National Standards Institute (ANSI).

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ott Systems, Inc.
 Accenture
 ACM
 Acme Packet
 ACS of Fairbanks
Actelis Networks
Acterna
ADC
ADTRAN
Advanced Technologies & Services, Inc.
Agere Systems
Agilent Technologies
Aktino
Alcatel
Allstream
 ALLTEL
 AMCC
AMDOCS
 American Public Communication Council, Inc.
 Amherst Telephone Company
Andrew Corporation

APCO International
Applied Science & Technology Research Institute
Aris Software
ArrayComm, Inc.
ASSIA
AT&T
Aware
Beatnik, Inc.
Bell Canada
BellSouth Telecommunications
Ben Lomand Telephone Coop, Inc.
Bexar Metro 9-1-1
Billing Concepts
Birch Telecom
Bonneau & Associates
Bourns Limited
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Broadmargin, Inc.
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Calix
Camiant, Inc.
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Centillium Communications, Inc.
CenturyTel
Ceon Corporation
Cerylion, Inc.
Ceterus Networks
Charles Industries
Chillicothe Telephone Co.
Choice One Communications
Ciena
Cincinnati Bell Telephone
Cisco Systems
Coastal Communications
Coastal Technologies Group, Inc.
Cogeco Cable
Comcast
Commonwealth Long Distance
CommSoft
Communications Data Group
Communications Test Design, Inc.
Comporium Data Services
ComSouth Telecommunications
Conexant Systems, Inc.
Consolidated Communications
Cooperative Communications
Corning Incorporated
Corrigent Systems
Cox Communications
Creative Support Solutions
csf Corporation
CSI Telecommunications

CT Communications
 Custom Cabinets & Racks
Custom Power Services, Inc.
 Dallas Semiconductor
 D&E Communications
Data Center
 DCA Services
 Delhi Telephone Company
Digital Fountain
DigitWireless
DISA
 DSET Corp.
East Otter Tail Telephone Company
Eastex Telephone Coop.
ECI Telecom LTD
 ElectriPHY Corporation
 Entrisphere
 Epic Touch Company
 Ericsson
ETI Connect
EUR Systems
Evans Griffiths & Hart
Evolving Systems, Inc.
 FBI-ESTS
FCI USA, Inc.
 France Telecom Research & Development
Fred Williamson & Associates, Inc.
Frequency Electronics
 Fultec Semiconductor
 Fujitsu
Gallaudet University
General Bandwidth
 Global Crossing Telecommunications, Inc.
Grand River Mutual Telephone Corporation
 Granite State Telephone
 Greater Harris County 911
 Harris Corporation
Hatteras Networks
 HBF Group
 Hewlett Packard Company
 Hickory Tech Internet
Horry Telephone Cooperative, Inc.
HyperEdge Corporation
Ikanos Communications
Infineon Technologies AG
INFONXX
Inmarsat Limited
 Innovative Systems, LLC
Intec Telecom Systems
Integra Telecom
Intel
Intelsat
Interdigital Communications Corporation
Intrado
Iowa Network Services
 Ironton Telephone

ISN Communications
iXP Corporation
John Staurulakis, Inc.
Juniper Networks
Kineto Wireless
 Lakedale Communications
Leapstone Systems
 Legerity

 LG Electronics MobileComm USA
 Lightpath
Littelfuse
LSSi
Lucent Technologies
Mangrove Systems
 Marconi Communications
Martin Group
 Marvell Semiconductor
 MCI
Metalink
Metasolv Software, Inc.
Mid America Computer Corporation
Mid-America Regional Council
Mindspeed Technologies
Mitretek Systems, Inc.
 Moapa Valley Telephone Company
Mobeon AB
 Monroe Telephone Company
Motorola
National Communications Systems
National Information Solutions Coop.
Navini Networks
 Nebraska Central Telephone Company
NEC America
 NEC Infrontia
NECA
 NECA Services
 net.com
NeuStar
Neutral Tandem
 NewStep Networks
Nextel Communications
NextWave Telecom
NIST
 Nokia
Nortel Networks
North Pittsburgh Telephone Company
 North-Eastern Pennsylvania Telephone
NTELOS
NTIA/ITS
NTT MCL
 O1 Communications

Oak Global
Openwave Systems
Oscilloquartz
Pac-West Telecom
PaeTec Communications
Panasonic Mobile Communications
Paradyne Corporation
PECO II
Pembroke Telephone Company
Personal Broadband Australia
Phoenix Contact
Pierce, Neumeister & Associates, Inc.
Pigeon Telephone Company
PMC-Sierra
Polaris Wireless, Inc.
Preferred Voice, Inc.
PricewaterhouseCoopers
Profitlab
Profitline
Public Communications Services
Public Service Telephone Company
Pulse
QUALCOMM
Qwest
Real Communications, Inc.
Rochester Telephone Company
Rock Hill Telephone Company
Rogers Wireless
Rural Cellular Assocation
Saft America, Inc.
SAIC Canada
Samsung Telecommunications America
Sandy Beaches Software
SBC Communications
SHHH
Siemens Communications, Inc.
Skyworks Solutions, Inc.
Southwest Research Institute
Spirent Communications
Spirit Telecom
Sprint Corporation
Stanford Networking Research Center
State Long Distance Telephone Company
State of Vermont Enhanced 9-1-1 Board
STMicroelectronics
Supra Telecom
SureWest Communications
Swidler Berlin, et al.
Symbol Technologies
Symmetricom
Synchronoss Technologies, Inc.
Syniverse Technologies
Talk America, Inc.
Tarrant County 9-1-1 District
TechnoCom
Technology Staffing Resouces

Tekelec
Telcordia Technologies
TeleCommunications Systems
 Telect
 TeleGuam Holdings
Telephone and Data Systems
TeleSphere Software
Tellabs
Telmar Network Technology
 TEOCO Corporation
Texas Instruments
Texas Commission on State Emergency Communication
Thomas & Betts Corporation
T-Mobile
Tollgrade Communications, Inc.
Traffic Analysis Services, LLC
 Transwitch Corporation
 TransWorld Network
Trendchip Technologies
 Trendium
Tridea Works, LLC
TruePosition
Tyco Electronics, Raychem
UDP
Union Telephone Company
 Valor Telecom
 VeriSign
Verizon
Vero Systems, Inc.
 Vibrant Solutions
Virginia Information Technologies Agency, 911 Services
Volo Communications
 Washington Emergency Management
 West Carolina Rural Telephone Coop.
Westell, Inc.
 Western Datapro
Western New Mexico Telephone Company
White Rock Networks
WilTel Communications
Wisor
Wood County Telephone Company
Worldwide Telegraph
 XIT Rural Telephone Coop.
XO Communications
Zarlink Semiconductor

After looking through their web site, it seemed that including the texts or at least the power point presentation frames of int@j Power Breakfasts and other events would make good copy for your web site.

Section Two

Fundraising Manual

Introduction

A recent study in the US among trade and membership associations analyzed the sources of income and expenditures for different sizes of these associations. Among all 323 organizations reporting 2003 data, the average organization received about 37% of revenues from dues. Among organizations with revenues less than $500,000, dues accounted for 65% of income. In the only association in Jordan with which the author is at all familiar currently receives about 22% of their total income from dues. Membership will have to double at current dues levels in order to get close to covering general and administrative expenses.

It would be instructive for every association in Jordan to project for 2006 and beyond, the number and type of non-dues paying activities and the number of members at current membership prices needed to make up the difference between projected income and expected expenses. This would provide a broad target for the level of effort needed to reach our objectives of financial security and continued services to members. This kind of planning and projections is rightly the job of the association staff, but it is also a responsibility of the board to be asking these kinds of questions. If the board is not dealing with these types of broad policy issues, then they are not fulfilling their fiduciary responsibilities.

An additional essential task is to audit all the activities provided to members for free and others from which some income is generated. What are the actual costs of each of these activities. You must include in the costs staff time to prepare the publication or plan the seminar as well as the out of pocket costs of renting space, meals, paying for reproduction, and mailing costs. You may be surprised about the "real" costs of all the activities.

It is highly unlikely that Jordanian associations of for-profit companies will be attractive candidates of grants for general operating expenses from charitable foundations either from the US or abroad. However there are many potential corporations in Jordan and elsewhere that might sponsor particular activities or events, or might fund charitable foundations established by the trade associations for philanthropic purposes such as training low-income youth. Trade associations are expected to pay their way through dues and sales of services and products to members and non-members.

Fund Raising Basics

Shared Sense of Urgency

Before beginning a discussion of fund raising basics, it is important to emphasize that successful membership sales, sponsorship sales, sales of activities and products, and fund raising methods have at least one common element: a sense of urgency - not panic - that is shared by all of the organization's leaders. Attention to the bottom line - the net - is the responsibility of all professional staff.

Moreover this sense of urgency should be continual not seasonal. All the time, all the staff should be considering how does the organization increase income and reduce expenses by serving better its current and potential members.

Another basic reality is that managing a solvent and dynamic trade association is a business. Decisions about new ventures for raising money either via fees for member services, for products and services for non-members, or for grant applications must be made in the same way that association members would make new business decisions in their own firms. A trade association is a non-profit association, but that does not mean that it can afford for long to run an annual deficit. It should be run on the same basis as a business.

The leaders of the organization need to have open minds about new ideas for revenue producing ideas. More about how to judge the merits of new ideas is found below.

The Case Statement

Every campaign, every company, every association needs to state clearly and concisely the reasons why individuals and companies should buy their products, join, contribute, volunteer, maintain their memberships, and tell others to join. This is called the Case Statement. Once written - though it is often revised and updated - it becomes the source of inspiration and guidance for brochures, presentations, proposals, and sales meetings - all of your external communications. It also helps staff keep their own efforts on task, focused on the objectives of the organization. Congruence with the Case Statement, for example is one of the measures of the merit of new fund raising ideas.

The Case Statement presents the challenges and opportunities faced by your association and your industry; the resources and approaches that it brings to bear on these conditions; the benefits that it offers to industry and individuals; and the past successes and future potential that your association enjoys. The Case Statement presents the compelling argument for your association's success. The Case Statement invites the target audience to action: sponsor the activity, join or maintain membership, volunteer services, or consider the grant request.

The Case Statement may require a half page of text or more, and it should be able to stand-alone or be a part of larger presentation. Some parts of the Case Statement may be altered to fit the target audience, for example foreign or domestic sources of funding, individuals or corporations, or grantors with interests in education, investments, and entrepreneurship. It is not a slogan and it is not burdened with acronyms and techno-talk, but a clear statement, understandable by an informed public.

In a proposal to a foundation or corporation the major elements of the Case Statement will merit additional explication in the body of the proposal. In a brochure or Power Point presentation, these same elements may be abbreviated to fit the format.
The Case Statement needs to be accepted by the leadership of the association. These will be the words that describe the association to the public, to the members, to government and potential supporters. The Case Statement describes the mission and vision of the association, the characteristics of the membership, the benefits for members, non-members, and for the industry and country, and it makes clear the challenges it sees for the industry in the future.

Don't write this in a committee, but do show drafts of the Case Statement to all officers and major players in the industry. If you are proposing new benefits and activities in this document, you must be ready to explain how these will be managed and financed. Testing this Case Statement with current members is an opportunity to talk in depth with each about their hopes and reservations about the association. You may also test this statement with company officers whose firms were once members of your association.

Here is a draft Case Statement adapted from a Jordanian association. Since this illustrative Case Statement has information and policies which have not been approved by the association's board of directors, it has been modified to obscure the identity of the organization.

What is JOGTA   (The Jordanian Generic Trade Association)

JOGTA was formed in 2000 with _____ founding members in response to the need for a single private agency to represent, promote, and advance the _____ sector before the Jordanian government, the Jordanian private sector, and to potential lenders and investors from Jordan and elsewhere. JOGTA has grown from 53 members in 2000 to over 130 members in mid- year 2005. Throughout this period JOGTA has been the lead private sector participant in the government-led initiative to promote the _____ sector.

Membership in JOGTA is open to all companies operating in Jordan in the fields of _____ , _____, products and services, as well as suppliers to these industries and to universities and others supporting training in this sector.

Members in JOGTA range from the largest developer in Jordan, employing more than _____ to many smaller start up companies. More than _____ current members have foreign direct investments. JOGTA members account for ____% of all sector production in Jordan. Approximate 20% of JOGTA members are certified by

internationally recognized agencies. Assisting firms in increasing certification is one of the highest priorities of JOGTA

In five short years JOGTA has been the dynamic private sector leader in realizing the sector's gains.

The Sector

The sector has been the fastest growing sector of the Jordanian economy over the past five years. In spite of the stock market decline in 2001, the sector has continued its growth. Today more than _____ people are employed in the sector, either directly in private firms or in service divisions in firms such as insurance companies and banks. The Jordanian government with industry consultation has removed many of the bureaucratic roadblocks to sector investment and has encouraged sector applications in education and _____.   Other infrastructure investments in _____ have equipped Jordan to be a leader in the region in this sector.

Support for JOGTA

JOGTA is a member owned non profit organization is supported by member dues, fees for programs, services and publications (at reduced rates for members), corporate sponsorship of events, advertisements in JOGTA publications and web site and by the volunteer services of its members. In its initial years, JOGTA also enjoyed start-up financial support from USAID through AMIR.   JOGTA is governed by a member elected board of directors.

JOGTA Member and Industry Benefits

Advocacy

Although JOGTA views government as an essential partner and facilitator in ____ sector growth and as an important consumer of sector services, JOGTA, maintains its independence of government policy. In 2004 and the first six months of 2005 alone, representatives of JOGTA testified or presented research and comments before (the following government agencies) about (name the issues). Over the past five years JOGTA has forcefully advocated for the _____ and the _____ which became law in _____.   These new provisions have immediate bottom line benefits to the entire industry.

In another example of advocacy for member interests, JOGTA successfully interceded for a member firm whose long awaited and long planned seminar was about to be up-staged the same day by a recently announced government event.

Investment Promotion and Marketing

JOGTA promotes the _____ sector to foreign investors and lenders. In 2004, JOTA was responsible for bringing the Northern Virginia Council NVTA to Jordan and for organizing a Jordanian trade mission to the United States. NVTA represents Washington area firms and multinational firms with operations in that area. In exclusive JOGTA member-only briefings, representatives of these firms listened to presentations by ----------------, -----------------, and-------------. The NVTA delegation visited ----------------- and -----------------. In Washington Jordanian firms met one on one with more than _____ US firms. As a result of this trade mission, subcontracts and partnerships were established between some JOGTA members and US firms resulting in several assignments exceeding $100, 000 in revenue to JOGTA members. The trade mission also visited western United States where additional meetings were held with potential investor and partners. JOGTA aims to develop at least one members-only trade mission annually.

Over the past five years sector trade missions from_____, _____, _____ etc. visited Jordan. In each of these occasions JOGTA members met with these delegations.

The 2004 Sector Forum, sponsored, designed, and managed by JOGTA with financial support from USAID and AMIR, brought together representatives from 20 countries to Jordan and nearly 1000 other visitors from the Jordanian business sector. Concrete achievements include:

 List specific accomplishments that might not have occurred unless JOGTA had brought the companies together.
(Are there any other specific foreign or other investments or loans etc. that resulted from the forum?)

JOGTA members representing their own firms and association officers representing the industry as a whole participated in _____ trade missions over the past _____ years to _____,_____,_____., and _____. (Can any claims be made that these activities resulted in any investments or loans or contracts?)

Helping Start-Up Companies and Entrepreneurs

In exclusive members-only breakfasts, newer company CEOs gather with their more experienced counterparts to exchange ideas and specific suggestions on marketing, product development, and management.

Practical one-on-one consulting for the development of business strategies is provided at reduced costs for JOGTA members. Intensive, professional, and timely, this members-only benefit provides an essential service for start-up companies.

"Meet the Entrepreneurs." These are monthly members only one –on-one one meetings between a panel of experienced sector business leaders and entrepreneurs. Practical assessment and guidance in concept development are first steps in business development.

Training

For both members at reduced costs and for non members, JOGTA has offered more than _____ training seminars attended by more than _____ sector employees, covering such diverse topics as _____ , _____, and _____. These practical courses have assisted one member firm's CEO to remark "-----------------------"

JOGTA joined with a local university to form a Center of Excellence. (what did JOGTA do? What has been the result of the Center of Excellence? Enrollment? Graduates*?)*

Human Resource Development

Professional certification courses are sponsored by JOGTA.. Members and their employees enroll at substantially reduced prices. For example during 2004 more than _____   attended the six day training session for credentialing as _____ Professionals.

JOGTA manages the only active on line job bank for the sector at _____.org. Career counseling and workplace skills training for employees of member companies are also available.

Industry Communications

JOGTA has developed an up- to-date email and snail mail list of over 4000 key companies and individuals in Jordan and elsewhere. Access to this list is an exclusive members-only benefit.   Members also have exclusive access to placement of announcements and company news in the widely circulated "_____" the JOGTA quarterly journal.

Working for the Community

JOGTA has challenged its members and Jordanian business community to join with them in seeking support for providing new and recycled equipment for schools in low income and remote communities.

Challenges Facing the Sector in Jordan

The pace of change in Jordan's _____ sector is swift and relentless. Firms which rely on yesterday's methods and the warm glow from last year's earnings will be next year's casualties. JOGTA is dedicated to helping member firms help themselves. Through seminars, one-on-one counseling, sponsored trade missions, publications and research JOGTA is helping members become stronger and more agile in the Jordanian, regional and world markets.

This Case Statement begins to answer the question: Why would a company or foundation join or support this trade association, send employees to the association's events, rent space in the association's trade show, or buy advertising in the association's web site. It also reminds the staff of the association's clear mission and tells all of the clear accomplishments that this association enjoys after only a few years of existence.

A concise Case Statement gives direction to fund raising and to considering all the activities in which the association is asking members and other participants in the sector to support the association's work.

Non-Dues Sources of Revenue

The board of directors of your association needs to set a percentage objective for categories of income. Dues income may reach as high as 50-60% of the total.
 The smaller the association the greater likelihood that dues will cover the majority of all association expenses.

What activities does your association now develop and manage which generate income that with careful management could produce a profit or at least breakeven? This may require a thorough look at all the publications that are distributed without charge to members and non-members alike; the web site that has enough hits daily to warrant paid links to members' web sites; sponsorship of seminars, banquets, etc.

Assessing Sources of Revenue

There are many sources of non-dues income that your association can consider. In the following paragraphs I suggest some ways in which you may judge if current and proposed ventures are feasible and appropriate for your association.

The proposed or current source of revenue or member benefit should be described in one page: costs, including staff time; benefits for each target group; features, promotional strategy, potential revenue, and risks; and how the product will serve the mission of the association. This abstract of the idea would be submitted to a Revenue Committee comprised of staff and association membership.

This would be the beginning of a formal review process. The originator of the idea should be invited to make a presentation to the committee. One person could not have all the answers to all the questions below, but should be able to make a coherent statement addressing many of these issues.

In the committee's deliberations they should consider the following issues in more detail:

- How does the idea match the mission of the association? What sector problem does this activity address?
- How will the product serve members? Which groups benefit more than others? What features serve which groups?
- What is the risk: legal, financial, image, and potential for conflict or divisiveness?
- What is the current demand for the proposed product? How can demand be generated? How should demand be assessed? How should it be priced so that target groups benefit, so revenue exceeds costs? So new members are enticed? Should scaled pricing be considered? What are the competing products? What are the barriers to acceptance by the target groups?
- What is the cost to produce the product including staff time?
- What is the marketing environment? Member perceptions, other target group perceptions, board commitment?
- What methods of promotion will be most effective? Cost of promotion, channels of distribution?
- Are there alliances with other associations, corporations, government agencies to co sponsor the product?
- What other associations in Jordan or elsewhere have used this product? Can you get information from them about the product to answer some of the questions?

While these questions could cause the analysis to drag on for several months, the investment of staff and member volunteer time should be commensurate with the contemplated investment. In addition to assessing the viability of the proposal, the process has another purpose: building support and supporters among staff and the association membership.

Trade Show

Many associations produce 30-50% of their total net revenue from trade shows. This profitable activity has been developed to a near science by firms whose sole business is designing and managing trade shows.

All events in the show need to be sponsored: meals, awards, and entertainment. Sponsors are typically service and equipment vendors who will pay to get their time in front of the association members and their guests. Look to law firms, accountants, financial advisors, venture capital firms, banks, equipment suppliers, real estate developers and sales, all the economic segments that will benefit by a vibrant industry. They will pay to sponsor a dinner for example because they want exclusive access during this event to association members and their spouses. Only their promotional material is left at each seat in the dining room, their promotional gifts are on the table, their most prominent official is seated at the head table, they are given opportunity to address the members and spouses, their employees mingle with attendees.

All attending the meals and receptions should pay admission. Members are discounted, first year members and students more so, others pay the difference. Admissions should cover the cost of the meal and service.

Have some fun at the dinner: raffle off some donated glitzy prizes, the proceeds going to the scholarship fund or to provide computers to schools or community centers, for example; provide good entertainment (but admissions have to cover the costs or it has to be sponsored); present awards (sponsored, of course) to celebrities and government officials; and award a scholarship (sponsored, of course) to a deserving university student. Above all no power point presentations!!

Advertisements in the trade show program are another significant source of revenue. Firms advertising in the program are many of those which would sponsor an event, but also those who want to be noticed by the affluent class: hotels, restaurants, airlines, resorts, jewelry stores, and real estate agents.

Admission fees for the show should be steeply discounted to members and even more so for first year members and students.

You are already renting floor space for vendors. Members should get a substantial discount. Non-members pay the difference.

Admissions plus floor rental ought to pay for the facility. The profit from the trade show comes from sponsorships. A printed program will display the advertisements, list the association board members, map of the displays, and include membership applications and member benefits. The programs should have enough stories so that all the advertisers have space enough for their copy.

How many times can you draw water from the same well? Your most affluent members – often the multinationals – are continually asked to support not just your association, but many others. You may want to look outside Jordan for institutional support. For example, the your counterpart trade associations in Europe, the US and Asia may very interested in establishing their identity among your members.

Assess the Event

At the conclusion of the trade show and all other events do a formal assessment. This should cover such issues as how the show met the target group needs with regard to location, arrangements, content and style of each component, perceived benefits by members, perceived negatives, best served constituency and least served constituency, and how the show advanced the mission of the association. Assess the "soft" skills of your staff and members' staff at these affairs. As the mix and mingle opportunities proceed during the public access to displays, during the dinners, assess the association staff skills of meeting and communicating with the public. Does association staff sit all together at one table? Each person should have assignments at these events: meet this CEO, invite another to a future event, and so on. These events are work for the association staff.

Another important issue is the costs and income of the event. Staff time allocated to each event should be included too. This kind of assessment should be done after every event.

Training and Credentialing Professionals

If higher education is inadequate to the task of training university graduates acceptable to your industry then your association may be able to develop postgraduate training programs. Several Jordanian CEOs mentioned the need for courses that would guide new employees about workplace habits and skills, something that universities do not pretend to teach. Visit the web sites of your counterpart associations in the US or other countries to review their training offerings for their members. None of their offerings are free.

Job Bank

Recent university and high school graduates find it difficult to connect with employers. Your association could provide an importance service to members and employees by developing and managing a well-run job bank and career counseling. This does not have to be a money loser.

Advertising

Website, publications, and event programs should carry advertising to offset costs, in some instances carry to the bottom line. Careful attention needs to be paid to the access given to non-members of your web site for advertising. Your members will rightly feel that they are not getting full value if they see association publications with non-member competing company ads.

Grants and Sponsorships from Foundations, Corporations, Governments and Others

Corporate and Foundation Sources of Income

There are thousands of corporations and foundations in the US and elsewhere which are active grantors of funds for nonprofit organizations. On-line sites for the Foundation Center and web sites for many of the foundations and corporations facilitate the search for information about donors. Some initial screens of these data produced lists of foundation and corporations which might be prospects for submitting proposals for your association. These are attached as well as references for data bases which are found only in hard copy. There is no scarcity of information.

Grant Seeking and looking for sponsorships are the one of the sales elements of your association. Successful sales are based on knowledge of and belief in one's own products, market knowledge, and knowledge of and respect for your investors or customers' needs. Information about these topics comes only through hard work. Successful sales convey a sense of energy and competence. Grantors, like everybody else, want to associate with winners, not losers.

The road to success in seeking foundation and corporate support begins with preparation. Writing grant proposals whether for support of a single dinner or seminar or for underwriting of a major trade show is the product of this careful and thorough preparation. Actual writing of the grant proposal is a low cost effort when compared with the preparation.

Preparation

- **Know One's Self**

Before sending letters of inquiry to many foundations or corporations, the association needs to be clear in its own values, its mission, its objectives, the problems which its wants to solve for which it is seeking funding, and how it will address these problems. Preparation of a Case Statement and its acceptance by the board and member organizations will provide much of this information and will be the basis for selecting which funding sources to pursue.

For example, one of the priorities for most associations is skill building among top and middle management of member firms. There are many different ways to address this priority: formal seminars, attendance at international conferences, in-service training, distance learning, international certification, hiring consultants, etc. Stay flexible! The priority is building skills not conducting seminars. An association may have to modify its training approach to this problem, though not the problem itself, according to funders' preferences.

Another element of self-study is to have clearly in mind a plan of action of several years in advance so that a foundation or corporation will know how the proposed activity for funding will fit into the association's overall strategy. A powerful element in your persuasive argument for funding is that the proposed activity is part of a coherent and thoughtful strategy. For example, if your association is going to seek funding for a series of professional level training seminars that will improve skill levels of already employed specialists, this must be in response to a clear need of association members and the industry.

When the association eventually writes the proposal, it must be able to speak to the benefits that will accrue to the industry as a whole, the member firms and to the economy because of the activity. During an initial contact by letter, e-mail or in person, an association representative must be able to address the issues of why the problem is serious and why the program is needed. An annual program plan would show how the proposed activity fits into a larger strategy and responds to a clear need in the industry.

Another important element in applying for grant funding is to demonstrate that the grantor's funding will be only part of the support for the proposed project. Grantors want to fund projects in collaboration with the applicant's own money or from tuition and fees from participants. Self-help is highly prized characteristic.

Another aspect of preparation and self-knowledge is to clearly understand your association's strengths and weaknesses with regard to the activity for which funding is being sought. Grantors appreciate candor and can see through superficial bragging about past success. However the association needs to make clear how they are unique with regard to skills and approach for the proposed activity. For example, why should not all training in ICT or the tourism industry be conducted in a university or government funded vocational school? What is special about the association and its members?

Evaluations of past association training seminars, trade missions, trade shows, and publications are an important part of understanding how to proceed in the future. Be ready to share this information with potential investors/grantors.

As these elements are addressed by staff and board, the search for funding sources begins. Your association will be ready to look for a partner or investor. Rarely is the match perfect. Most foundations and corporate donors are very clear about the issues that they want to address or the kinds of projects they will support. Nevertheless there is usually some flexibility in their grant conditions.

However, a common error among applicants is first to identify a funding source with a specialized interest and then build their beliefs, their core values, and their programs and strategy around the foundation's interests. That is approaching the problem from the wrong direction.
First, "know thy self." Next ...

- **Know Your Target Audiences**

Careful study of foundation and corporate interests is very important before making contact and before writing a proposal. You must know your investor, partner or customer.

Why would a corporation or a foundation give money or invest in your association or any other nonprofit? What motivates the donor? Is it prestige, need for public attention, religious commitment to a cause or campaign, personal experience leading to empathy for applicants, commitments to actions for the public good, or is it good business? Understanding the motivations of a donor will be invaluable in communicating the association's commitment to a stronger industry, stronger private sector, and a stronger national economy. Understanding the motivations of the donor will also allow the association to find the "hot button" for the proposal.

Public, private and corporate foundations produce a broad paper trail including annual reports, filings with the US Internal Revenue Service, press releases, study documents, and others. Most of these are available on foundation and corporate web sites. For example, the topics of grants previously made are important indicators of future interests. Membership on the board of directors may also suggest the interests of the foundation. However, there is no substitute for meeting the decision-maker face to face.

Research about funding sources requires time and at a later stage, intervention from the highest levels of staff and board members.

- **Initial Contact**

Before a written proposal is prepared, initial contact with the foundation or corporation needs to be made. This is the meeting in which the association will gather more information by listening carefully and testing ideas and proposals with the grantor.

Learn the language of the grantor. Are they interested in details of the proposed activity or in the broad sweep of the outcomes? Are there subtexts in their funding interests? For example, for some funders, the project proposals are nonstarters unless the advancement of women or youth is mentioned. For others, protections of national industries or environmental issues within the broad field of ICT are higher priorities.

The most effective method for gathering information is to have a personal meeting between the head of the association or board chair and the head of the foundation or member of the foundation's board. This level of contact adds seriousness and gravity to the association's programs.

The early letter of inquiry: write it if you must. However, the delete button is the easiest way to say "no." Face to face is harder to achieve and more challenging to do well, but closing the sale is much more likely. Spend some political capital in getting a face to

face meeting or at least a telephone conversation with senior staff of the grantor. You may only be able to identify from the funders' web sites the names and corporate affiliations of board members, but even that may offer an opening for a dialogue about how that company might benefit from partnering with your association.

As the preparation phase closes, drafting the proposal begins.

- **Allocate Time and Money to Grant Seeking**

Fund raising cannot be done on the cheap! Since one round of funding will never solve the problems and the needs for which the association was created, fund raising is a continual, year round process. Just as sales, searches for investment capital and lenders are continual, so is fund raising. Also it is everyone's responsibility: staff and board, employees and volunteers.

For most associations in Jordan a full time fund raising staff is a luxury they can not afford. All staff will have to squeeze out time for finding money and support for their priority problems. In the first year, be prepared to spend 20% of your funding target on fundraising.

- **The Nuts and Bolts of Fund Raising**

As part of your preparation for asking for money, establish a file - virtual or real - for each priority problem, for example, "Capital Formation," "Human Resource Development," "Attracting Investors," and so on. Assign a staff person to each of these issues.

Create a board committee for each priority problem, using not just board members, but also members of your association. Empower them to find solutions not just to financial problems of the association, but to the basic problems and challenges of the industry.

Each coordinator becomes responsible for bringing information from other staff and committee together, assigning tasks, assembling bio data sheets on staff, and keeping the energy level high. This person becomes the motivator and is responsible for pulling together information and human resources for the tasks.

If funding needs are clear to all staff and board members, stated for example, as responses to problems, rather than fixed and rigid methodologies or activities, everyone can participate in bringing information and ideas together for funding solutions. The early stages of information gathering are an opportunity of empowering all staff, board members and association members to participate in contributing ideas and information.

For example, if one of the problems is "the slow growth of investment in ICT industry by domestic entrepreneurs," staff and board members can begin to contribute to refining the problem, devising alternative strategies, gathering information about potential funders for these strategies, identifying contacts among the funders, and designing programs. Establish a "Capital and Lending" file. Every professional staff person and board and

committee member should assume responsibility for adding new information about solutions, activities and funding sources.

Staff time is needed to research potential donors, to put flesh on the bare bones of ideas developed during brainstorming sessions, to draft talking points for face to face meetings, and to prepare proposals - budgets, staffing, collaboration with other agencies, evaluation systems, and overall coordination of the effort.

- **Don't Panic**

Most foundations and corporations have deadlines for funding applications. Take them seriously. To avoid panic and all- night deadline driven sessions, start early gathering information.

For example, early in the process as problems are identified and then refined, staff and board may meet in brain storming sessions with staff reporting on the results. Staff begins to develop alternative programs with budgets and schedules of implementation. Keep the board committees informed and more ideas will come from members. Staff identifies and shares with board potential funding sources, board volunteers search web sites of these organizations for personal contacts and "levers" for opening the doors for personal meetings. Senior staff and board members make initial contacts with funders.

- **Writing the Proposal**

If you follow the approach outlined above, by the time your association is ready to start writing, most of the work will have been done:

1. you will have a clear statement of the problem which the proposal is to address, its importance to the your sector, the country, congruence with donor interests;

2. the Case Statement will provide text for a brief history and accomplishments of the association;

3. your approach will have been devised by staff and members: activities under the project, - how they will meet the need; how unique is the approach;

4. Staffing for the project or event will reflect the strengths of the association and industry.

5. Implementation and work schedule will have been considered.

6. An evaluation or assessment plan – even a simple one following a sponsored dinner meeting will be part of your proposal.

7. A budget, with the association's institutional contribution (the element of self-help that all donors want to see) and the contributor's share will be made crystal clear.

8. Finally, in conversation with the donor you will have agreed upon a method of how donor will be recognized.

- **Writing Style**

The text should be written in simple, declarative sentences, at the same reading sophistication of the Times of London or The New York Times. This is not an opportunity for impressing the grantors with your grasp of technical jargon. Few proposals have much literary merit, but you should make certain that the grantor understands your convictions about the needs to be addressed by the activity and the ability of your association to do the work.

There is a virtue in brevity. Keep in mind that many corporations and foundations do not have paid staff devoted to grant making matters. They appreciate well-organized and concise proposals. The inevitable crush of requests tests the patience and attention spans of the reviewers. If the grantors already know of your association and are favorably disposed to its consideration, clarity in style, brevity, and congruence with donor objectives remain high priorities.

Allow time for the proposal to be reviewed by an outsider or at least someone who has not been one of the writers. Set aside your pride of authorship and read the reviewers comments.

If you are asking for general underwriting for your trade show, you may need to spend 4-5 pages of text, plus information from the last trade show in form of brochures or other devices to show the donor what will happen in this year's show. If you are asking for money to sponsor a dinner, probably two pages will suffice.

In larger, institutional-sized proposals such as those to USAID or other international aid agencies or for a large program with a corporation or foundation, you will need to begin with a cover letter.

- **Cover letter**

For sponsorships and other relatively small requests, you should just write a one or two page letter, even if your proposal is also made in a personal meeting. Cover all the topics: as outlined in "Writing the Proposal," above.

For longer proposals for which you prepare a separate document, the cover letter will be the first document that the grantor or corporation will read. It will introduce association to the reader, in one paragraph describe the problem addressed by the proposal, the activity for which you are seeking funding, and in one or two sentences describe the

approach that you will take in this activity. It also should give an idea of the amount of money that you are seeking and what other organizations will be contributing to the activity.

- **Summary of proposal**

This is another summary similar to the cover letter, with somewhat more detail. This is the second document that the funder will read. It has to be compelling in describing the need for the activity and the qualifications of your organization to carry out the work.

- **The Body of the Proposal**

The Needs Analysis presents your statement why the problem needs to be solved, the regional and/or the national context of the problem.

Goals and Objectives section describes what you will do in clear and measurable terms.

The timetable and methodology will describe how you will achieve these goals. Include here who will do the work and the sequence of activities.

A method of evaluation should be included. For simple activities, the evaluation need not be costly and complex, but should be clear that this is part of your approach to all association projects.

The budget summary and detailed budget should include not only the way in which the money from the grantor will be spent but also the contribution that your association will make to the project.

Government Grant Seeking

This area of fund raising is a specialty on its own. There is a lot of Jordanian government money flowing into tourism, ICT, education, small business and other sectors. How does your association envisage itself as a participant in this flow of funds?

One of the roles of the association can be to train firms in the methods of responding to government Requests for Proposals. Many of these are of a size that would suggest that joint ventures are the only method of winning a bid. Also the Jordanian firms need to become visible to potential prime contractors from outside Jordan for contracts issued by international or foreign donors. This is an important role of a trade association – telling your members' story. Remember you are not only marketing your association to your members, but you are marketing your members to the world.

Section Three: Appendices to Draft Fundraising Manual

The following materials were distributed to the participants of the seminar during which the draft manual on fundraising was presented on July 11, 2005 at the Four Seasons Hotel in Amman.

- Web site page from the Foundation Center web page in which the costs of subscriptions to the Foundation Center services are described.
- Cover page from The International Director of Corporate Philanthropy, plus pages 529-531 in which the corporate donors in the Middle East and North Africa are listed, with page references to the descriptions of the grants made by the firms.
- Cover page of The International Foundation Directory, 2004 with page 227 in which foundations domiciled in Jordan are listed and pages 641-647 in which foundations which have made grants in the Middle East and North Africa are listed.
- Cover page to the World Guide to Foundations, 3rd edition, Volume II and the page listing the foundations in Jordan which have offices in that country.
- Web site page from animaweb.org, "Country Perspectives: Jordan, New Investment Projects" showing the companies which have invested in Jordan between June 15, 2005 and March 23, 2005. Attached to this page is a page from the Foundation Center data base with information on Oracle Education Foundation.

- "Publications Catalogue," American Society of Association Executives, 2005, with listing from the ASAE website of publications relevant to the topics of international associations, fund raising, foundations for associations.

These publications are attached in a PDF document.

Also attached in separate document are several articles from "Association Management," the monthly publication of the American Society of Association Executives.