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

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

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

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND QUALITY (SABEQ)

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

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BACKGROUND

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

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

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

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

KEY FINDINGS

In assessing these not-for-profit organizations we sought to evaluate them in several ways: their ability to be effective advocates for their sector; their sustainability as organizations; their relevancy to their members and the markets they serve; their institutional capacity to grow and adapt to changing market circumstances; and their ability to be “twinned” or to partner with international organizations in comparable sectors.
However, we know that to be credible in each of these areas, associations need to be proficient in seven key operational areas: market research; strategic planning and strategy-based business planning; understanding of the different models for effective advocacy; standards development; organizational audits; twinning/matchmaking; and education and training. These were the areas that we used as benchmarks for SABEQ’s twenty associations.

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

### Sector Associations

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<th>Driving Pillars</th>
<th>Targeted Associations</th>
<th>A &amp; E Business Council</th>
<th>JEPA</th>
<th>JAPM</th>
<th>Private Hospitals Associations</th>
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### Chambers of Industry and Commerce

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<th>Driving Pillars</th>
<th>Targeted Associations</th>
<th>Jordan Chamber of Industry</th>
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<th>Irbid Chamber of Commerce</th>
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<th>Karak Chamber of Commerce &amp; Industry</th>
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High Priority Services (ranked 1 to 3)

This slide represents those areas of association needs that were rated the highest priority for the associations we interviewed.
BUSINESS ASSOCIATIONS THAT HAVE MANDATORY MEMBERSHIP AND ASSOCIATIONS THAT HAVE BEEN CREATED THROUGH DONOR GRANTS APPEAR TO BE WEAKER (LESS RELEVANT, LESS EFFECTIVE AND LESS SUSTAINABLE) THAN ASSOCIATIONS THAT HAVE COME INTO EXISTANCE BY THEMSELVES IN RESPONSE TO MARKET NEED

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

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

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

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

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

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

Such an audit could be performed very easily and could be a great incentive for institutional transformation as well as a safety against investing money and time in organizations that are of no practical use to SABEQ’s goals.
Our meetings with sector specific and crosscutting associations revealed the greater sophistication of these organizations as compared to the chambers, but even they could see that there were areas where they could use assistance. Accordingly, we developed the following prioritization for next steps.

**RECOMMENDED NEXT STEPS**

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

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

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

STEVEN WORTH IN-COUNTRY AGENDA

POWER POINT PRESENTATION TO ASSOCIATIONS, PRESENTED IN THREE GROUP MEETINGS (SEPARATE ATTACHMENT)
Stage 1: Extensive explanation by Components Leads on what are Sabeq’s goals and activities regionally and by sectors

**Sunday, 3 June**
- **8:30 - 9:30** Meet with Rodrigo
  - Purpose: Discuss the assignment and the expected deliverables
  - Venue: Rodrigo's office
- **10:00 - 11:30** Meet with Hanan Zaidah & Sahar Al-Yousef
  - Purpose: Go through the list of associations, identified SABEQ's support, present the Institutional Transformation solution and discuss its role in creating the sustainable change in associations
  - Venue: Andrew's Office
- **12:00 - 1:30** Meet with Glenn Tasky, Financial Integrity Component Leader
  - Purpose: Present the component, assessment of the Banks Association & the potential role of the association in developing the banks sector
  - Venue: Glen's office
- **3:00 - 4:30** Meet with Mohammed Amawi, Removal of Government Constraints Component Leader
  - Purpose: Present the component and the potential role of associations in advocacy
  - Venue: Mohammed's office

**Monday, 4 June**
- **10:00 - 11:00** Meet with Rana Turk, regional development solution team leader
  - Purpose: Present the LED and discuss the potential role of regional associations in LED
  - Venue: Rana's office
- **1:00 - 2:30** Meet with Samar Kilany, A&E BC Executive Manager, Khaled Al-Kurdi, A&E BC consultant, and the JIDARA Team
  - Purpose: Join the InsTran project kick off meeting with the A&E BC
  - Venue: A&E BC
- **3:30 - 4:30** Meet with Lindsay Wellons, Expanded Trade and Investment component leader
  - Purpose: Present the component, and the potential role of the association in advocacy and Public-Private partnership
  - Venue: Lindsay's office

**Tuesday, 5 June**
- **8:30 - 9:30** Meet with Sameera Qadoura, Public-Private Dialogue and Outreach solution leader
  - Purpose: Present PP&O and discuss the potential role of associations in Public-Private Dialogue
  - Venue: Sameera's office
- **10:00 - 11:00** Meet with Dania Gharaibeh, Gender Integration Solution Leader
  - Purpose: Present the solution, assess Business & Professional women associations and discuss their potential role
  - Venue: Dania's office
- **11:30 - 12:30** Meet with Gwen El Sawi, workforce solution leader
  - Purpose: Present the solution, and discuss the potential role associations can play in workforce development
  - Venue: Gwen's office
- **12:30 - 2:00** Meet with Laith Al-Qasem, Enhance Productivity Component Leader
  - Purpose: Present the component, assess the Associations in the pipeline & their role of Associations in developing the business sectors
  - Venue: Laith's office

**Stage 2: Individual meetings with Sabeq’s staff & consultants who worked with Business Associations (BAs).**

**Tuesday, 5 June**
- **2:00 - 4:00** Meet with Lutfi Al-sayegh, Al JIDARA
  - Purpose: Present the Business Associations’ assessment conducted by JIDARA during AMIR time
  - Venue: Andrew's Office
- **3:00 - 6:00** Conference call with Andrew
  - Venue: Andrew's Office

**Wednesday, 6 June**
- **8:30 - 10:30** Meet with Maha Shawareb, Business Development Center
  - Purpose: Present their experience with business associations through JUSBP & BDC
  - Venue: Jarash meeting room
- **10:30 - 11:00** Meet with Kinan Jaradat, Enhanced Productivity - ICT Sector lead
  - Purpose: Review In@J survey
  - Venue: Jarash meeting room
- **11:30 - 12:30** Meet with Institutional Transformation Team
  - Purpose: Assess Ajloun Association, JEA, A/E, AMCHAM, JBFPW & BPW
  - Venue: Andrew's Office

**Thursday, 7 June**
- **8:30 - 9:30** Meet with Luma, enhanced productivity team & Gina, expanded trade and investment team
  - Purpose: Assess JGATE & FIA
  - Venue: Jarash meeting room

**Stage 3: Identify needs and shared opportunities**

**SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND QUALITY (SABEQ)**
| Monday, 11 June | 10:00 - 1:00 | Meet with sector Associations Group | Validate suggested ideas | Citadel |
| Monday, 12 June | 10:00 - 1:00 | Meet with cross-cutting Associations Group | Validate suggested ideas | Citadel |

Stage 5: wrap-up meeting with SABEQ

| Thursday, 14 June | 9:30 - 10:30 | Meet with Rodrigo & Carol | Wrap-up meeting | Rodrigo's office |
| Thursday, 14 June | 11:00 - 2:00 | Present to SABEQ | The matrix of assistance & opportunities | Citadel |