SABEQ SUSTAINABILITY THROUGH COMMUNITIES OF PRACTICE

Final Report

November 4, 2007

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SABEQ SUSTAINABILITY THROUGH COMMUNITIES OF PRACTICE

Final Report

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND QUALITY (SABEQ)

CONTRACT NUMBER: 278-C-00-06-00332-00

BEARINGPOINT, INC.

USAID/JORDAN ECONOMIC OPPORTUNITIES OFFICE (EO)

NOVEMBER 4, 2007

YASSICA FERRER AND ANDREW KAISER

5A.1.2.1 - THE DESIGN AND DEVELOPMENT OF A PORTAL BETA FOR USAID/SABEQ INSTITUTIONAL TRANSFORMATION

DISCLAIMER:
The author’s views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.
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Executive Summary

The primary objective of this report is to chart a course for SABEQ to:

1. Capture select, already planned technical assistance activities and convert them into value-added resources for future use on SABEQ and beyond; complement these resources with additional material from The Kaizen Company’s organizational reform tool kit, previous donor assistance projects, and readily available materials.

2. Establish Communities of Practice (COPs or ‘Communities’) to deliver these resources to a wider group of client-beneficiaries, expand upon them, encourage ‘cooptition’, and sustain SABEQ’s impact on enhanced productivity and increased jobs well beyond SABEQ program implementation.

Sections one through three of this report introduce this initiative, identify existing and potential resources, and describe mechanisms for their capture. These address number one above.

Sections four and five address number two above. Section four describes how the creation of COPs on specific organizational themes (i.e. human resources, communications, etc.) and, eventually, technical and sector specific themes (i.e. government streamlining, business associations, medical services, etc.), would enable SABEQ’s technical experts to better and more directly connect with and support a great number of Jordanian clients; Jordanian clients to support each other to cooperate and compete; and select SABEQ local partners to continue to advance each COP well beyond SABEQ program implementation. Section five provides an action plan for creating three pilot COPs. Once initial pilots prove successful, SABEQ could create additional Communities.

We anticipate that this initiative would significantly amplify the breadth, depth, and impact of SABEQ assistance on Jordanian organizations and individuals, particularly in SABEQ priority sector companies. It would take SABEQ leaps forward in its ability to directly enhance the productivity of Jordanian firms, and the creation of jobs for Jordanians.
### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>A / E</td>
<td>Architects and Engineers</td>
</tr>
<tr>
<td>ABJ</td>
<td>Association of Banks in Jordan</td>
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<tr>
<td>AmCham</td>
<td>American Chamber of Industry</td>
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<tr>
<td>CBJ</td>
<td>Central Bank of Jordan</td>
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<tr>
<td>CFA</td>
<td>Chartered Financial Analysts</td>
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<tr>
<td>COP</td>
<td>Chief of Party</td>
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<tr>
<td>DFID</td>
<td>Department for International Development</td>
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<tr>
<td>GAM</td>
<td>Greater Amman Municipality</td>
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<td>HR</td>
<td>Human Resources</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>InsTran</td>
<td>Institutional Transformation</td>
</tr>
<tr>
<td>INT@J</td>
<td>The Information Technology Association in Jordan</td>
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<tr>
<td>IPR</td>
<td>Intellectual Property Rights</td>
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<tr>
<td>JAPM</td>
<td>Jordanian Association of Pharmaceutical Manufacturers</td>
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<tr>
<td>JCI</td>
<td>Jordan Chamber of Industry</td>
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<tr>
<td>JE</td>
<td>Jordan Exporters</td>
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<td>JEPA</td>
<td>Jordan Exporters and Producers of Fruits and Vegetables</td>
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<tr>
<td>JFBPW</td>
<td>Jordan Forum for Business and Professional Women</td>
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<td>JFDA</td>
<td>Jordan Food and Drug Administration</td>
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<td>JIB</td>
<td>Jordan Investment Board</td>
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<td>JIEC</td>
<td>Jordan Industrial Estates C</td>
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<tr>
<td>JIPA</td>
<td>Jordan Intellectual Property Association</td>
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<td>JMC</td>
<td>Jordan Media City</td>
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<tr>
<td>JNC</td>
<td>Jordan Nursing Council</td>
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<td>JNL</td>
<td>Jordan National Library</td>
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<tr>
<td>JNMC</td>
<td>Jordan Nurses and Midwives Council</td>
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<tr>
<td>JOHUD</td>
<td>Jordan Human Development Fund</td>
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<td>JRA</td>
<td>Jordan Restaurant Association</td>
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<td>JSQ</td>
<td>Jordan Society for Quality</td>
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<td>LED</td>
<td>Local Economic Development</td>
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<tr>
<td>MIT</td>
<td>Ministry of Industry and Trade</td>
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<tr>
<td>Acronym</td>
<td>Description</td>
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<tr>
<td>MoA</td>
<td>Ministry of Agriculture</td>
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<td>MoE</td>
<td>Ministry of Environment</td>
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<td>MoEnergy</td>
<td>Ministry of Energy</td>
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<td>MoH</td>
<td>Ministry of Health</td>
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<tr>
<td>MoICT</td>
<td>Ministry of Information and Communication Technology</td>
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<tr>
<td>MOTA</td>
<td>Ministry of Tourism and Antiquities</td>
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<tr>
<td>NCCMD</td>
<td>National Center for Capacity and Management Development</td>
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<td>NITC</td>
<td>National Information Technology Center</td>
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<td>PHA</td>
<td>Private Hospitals Association</td>
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<td>PHPP</td>
<td>Partnership for Herbs Production and Processing</td>
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<td>PPD&amp;O</td>
<td>Public Private Dialogue and Outreach</td>
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<tr>
<td>SABEQ</td>
<td>Sustainable Achievement of Business Expansion and Quality</td>
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<tr>
<td>SAIS</td>
<td>School for Advanced International Studies</td>
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<td>SME</td>
<td>Small Medium Enterprise</td>
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<td>SOW</td>
<td>Statement of Work</td>
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<td>USAID</td>
<td>United States Agency for International Development</td>
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<td>WFD</td>
<td>Workforce Development</td>
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</table>
Section I: Introduction

Background

The USAID-funded Sustainable Achievement of Business Expansion and Quality (SABEQ) recently completed its year two work plan. This went into effect in September 2007. SABEQ’s Institutional Transformation (InsTran) Solution, in this work plan, will carry out activities to encourage continuous improvement, sustainability, and competitive organizational and institutional mindsets in Jordan. It will carry out activities that fortify institutional relations and nascent market mechanisms for encouraging institutional transformation, job creation, and enhanced productivity.

Objective

The objective of this report – and the consultancy leading up to this report – is to identify those areas within SABEQ’s year two work plan that are potential tools and resources and that could and should be captured, adapted (as necessary), and maintained for future replication and use. The report aims to identify which will be valued by SABEQ’s stakeholders and beneficiaries, and to establish SABEQ’s methodologies for capturing, housing, and delivering these resources. The report also details Communities of Practice as a means through which SABEQ can deliver these tools and resources to an expanded number of Jordanian client-beneficiaries.

Report Organization

This report is divided into five sections. The first is this introduction. The second presents two matrices, along with ways to package resources. Matrix 1 lists planned SABEQ activities that should be captured. It shows the initial Jordanian recipients for each in SABEQ’s year two work plan, what resources should be captured from these activities, others who could benefit from these resources, and what would be required for SABEQ to capture them. Matrix 2 provides an illustrative list of the organizational reform resources and tools that The Kaizen Company has identified, over time, as potentially useful for our organizational transformation clients. The third section provides a few illustrative examples of how priority activities, once captured, would provide additional value. The fourth section introduces Communities of Practice, a highly innovative way for SABEQ to make use of these resources and expand its overall impact. The final section presents an action plan for making this happen.
**Section II: Potentially Replicable SABEQ Activities**

### Matrix I: Potentially Replicable SABEQ Activities

<table>
<thead>
<tr>
<th>Component/Solution</th>
<th>Assistance Recipient</th>
<th>Project Activity - Potential Tools and Resources</th>
<th>Deliverable - What SABEQ Could Capture</th>
<th>How SABEQ Will Capture (methodology &amp; approaches)</th>
<th>Key</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>Central Bank of Jordan</td>
<td>Conduct Sector-Specific Public Awareness Campaign (2): AML Campaign</td>
<td>A-Developing the structure of the Campaign</td>
<td>Manual: conducting public awareness and outreach campaigns</td>
<td>H4</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Commercial Banks</td>
<td>Assist commercial banks in identifying and servicing SME clients in priority sectors</td>
<td>Lending to women owned SMEs</td>
<td>Manual(s): SME Lending to SMEs; Lending to women; lending to specific sectors</td>
<td>H5</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Commercial Banks</td>
<td>Introduce Standardized Definition of SME</td>
<td>Standardized definition of SME and supporting analysis</td>
<td>White paper: Defining what is an SME in Jordan</td>
<td>H6</td>
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<tr>
<td>Financial Services</td>
<td>Microfinance Institutions</td>
<td>Promote an accommodating legal and regulatory framework for microfinance</td>
<td>Updated gap analysis of existing microfinance legal and regulatory framework</td>
<td>Manual: Conducting legal and regulatory gap analysis, regulatory policy impact assessments</td>
<td>H7</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Central Bank of Jordan</td>
<td>Develop business continuity/disaster recovery plan for CBJ and advise on implementation</td>
<td>Business Continuity and Disaster Recovery Strategy Document</td>
<td>Template: Risk management strategy</td>
<td>H8</td>
</tr>
<tr>
<td>Financial Services</td>
<td>Commercial Banks</td>
<td>Train banks in implementation of market risk component of Basel II</td>
<td>1) Diagnostics and action plans to improve market risk measurement and management 2) Workshop</td>
<td>Manual/workbook: How to build an effective public outreach campaign. Templates in manual: 1) Surveys 2) process of doing a focus group. Video: sample focus group. (see H4)</td>
<td>H9</td>
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<tr>
<td>Financial Services</td>
<td>Association of Banks in Jordan</td>
<td>Build public outreach capacity at ABJ</td>
<td>1) ABJ website upgrade design 2) Toolkit for conducting market intelligence research 3) consumer focus group for market research</td>
<td>Template: Training needs assessment and training plan development. 'how to' and training delivery 'how to'.</td>
<td>H10</td>
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<tr>
<td>Financial Services</td>
<td>Association of Banks in Jordan</td>
<td>Upgrade ABJ's capacity to plan and deliver training for member banks</td>
<td>ABJ 2-year training program strategy and plan</td>
<td>Manual: Corporate Ethics: Case studies, white papers, templates in manual.</td>
<td>H11</td>
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<td>Financial Services</td>
<td>Jordan Chapter of Chartered Financial Analysts</td>
<td>Assist Jordan CFA in establishing corporate ethics program to raise standards of business conduct by securities firms and/or listed companies</td>
<td>Strategy and plan for addressing real or perceived decline in securities industry ethics</td>
<td>Video, presentation: suspicious activity recognition</td>
<td>H12</td>
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<tr>
<td>Financial Services</td>
<td>Commercial Banks</td>
<td>Train banks on recognizing suspicious activity</td>
<td>Workshop on suspicious activity recognition</td>
<td>Video, presentation: suspicious activity recognition</td>
<td>H13</td>
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<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
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<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>JIB</td>
<td>Strengthen JIB investment promotion capacity</td>
<td>1) IP &amp; Market Intelligence Training, 2) investor information system &amp; training</td>
<td>Training, tools, presentations: market intelligence research, investment promotion. Manual: database maintenance</td>
<td>H16</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>JE</td>
<td>Build JE capacity to contribute input to public-private dialog on trade and investment policy</td>
<td>Public-Private Dialog on Trade and Investment Policy for ICT, Pharmaceutical, A and E, Medical, Fresh Vegetables, BPO Sector Workshops</td>
<td>Manual: Public-private dialogue. Presentations, templates, white papers, case studies. (see H 4)</td>
<td>H17</td>
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<td>Policy, Trade, and Investment</td>
<td>JIEC</td>
<td>Strengthen investment promotion in JIEC Industrial Estates</td>
<td>Investment Promotion Training &amp; Material</td>
<td>Training manual: investment promotion</td>
<td>H18</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>TBD</td>
<td>Improve analytical capacity for trade and investment policy</td>
<td>Private Sector Policy Needs Assessment</td>
<td>Training, template: policy impact assessments (See H7)</td>
<td>H19</td>
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<td>Policy, Trade, and Investment</td>
<td>MIT</td>
<td>Support WTO Training Delivery</td>
<td>Trade Facilitation, import licensing, barriers to trade Workshop Translation</td>
<td>Training manual: trade facilitation, import licensing, and barriers to trade</td>
<td>H20</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>Royal Court</td>
<td>Support the Royal Court</td>
<td>Strategic Planning for the Royal Court</td>
<td>Presentation, template: strategic planning</td>
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<td>Policy, Trade, and Investment</td>
<td>MIT</td>
<td>Strengthen GOJ enforcement of IPR laws and regulations</td>
<td>1) IPR Enforcement Workshop 2) Judges &amp; prosecutors IPR training curricula and enforcement training 4) IP laws, regulations and case bench book</td>
<td>Training Manual: judiciary on intellectual property rights</td>
<td>H22</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>Amcham</td>
<td>Increase exporters’ awareness of trade opportunities under the Jordan-US and other free trade agreements</td>
<td>Trade Opportunity Brochure</td>
<td>Template (for brochure series) : trade and export opportunities.</td>
<td>H23</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>LED Council Task Force on Investment</td>
<td>Improve capacity of local economic councils to propose and advocate for non-fiscal incentives with stakeholders to improve regional investment environment</td>
<td>LED non-fiscal incentives to improve regional investment environment Workshop 2) investment promotion plan 3) web-enabled investor information system 4) user manual 5) training</td>
<td>Presentation, investment promotion incentives. Template, investment promotion plan</td>
<td>H24</td>
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<td>Policy, Trade, and Investment</td>
<td>Amcham</td>
<td>Develop brochures and training materials on “how to” take advantage of export opportunities under the JUSFTA</td>
<td>Brochures on JUSFTA export opportunities developed</td>
<td>See H24 above.</td>
<td>H25</td>
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<td>Policy, Trade, and Investment</td>
<td>Architects and Engineers Forum</td>
<td>Analyze the impact of existing trade agreements on the A and E sector in order to increase export opportunities</td>
<td>Impact Assessment of Existing Trade Agreements on the A and E Sector</td>
<td>Training, Manual, template: trade impact assessments. Include templates, presentations, case studies, white papers</td>
<td>H26</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>MoICT</td>
<td>Create Call Center and BPO Strategy and Implementation for Jordan</td>
<td>impact assessment of existing trade agreements</td>
<td>See H26</td>
<td>H27</td>
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<tr>
<td>Component/ Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
<td>Key</td>
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<td>Policy, Trade, and Investment</td>
<td>MoICT</td>
<td>Create Call Center and BPO Strategy and Implementation for Jordan</td>
<td>Impact assessment of existing trade agreements</td>
<td>See H26</td>
<td>H27</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>Private Hospitals Association</td>
<td>Analyze the impact of existing and new trade agreements on the Pharmaceutical sector in order to increase export opportunities</td>
<td>1) Impact Assessment of Existing Trade Agreements on the Medical Sector 2) workshop</td>
<td>See H26</td>
<td>H28</td>
</tr>
<tr>
<td>Policy, Trade, and Investment</td>
<td>MoIT, MoH, JE</td>
<td>Analyze the impact of existing and new trade agreements on the Pharmaceutical sector in order to increase export opportunities</td>
<td>Impact Assessment of Existing Trade Agreements on the Pharmaceutical Sector</td>
<td>See H26</td>
<td>H29</td>
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<tr>
<td>Policy, Trade, and Investment</td>
<td>MIT, MoH, MoA, and JE</td>
<td>Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop</td>
<td>Impact Assessment of Existing Trade Agreements on the Agriculture Sector</td>
<td>See H26</td>
<td>H30</td>
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<td>Policy, Trade, and Investment</td>
<td>MoICT</td>
<td>Assist integrate priorities for efficient energy use into investment policies and incentives</td>
<td>Green Incentives Action Plan</td>
<td>Training, manual, templates: environmental impact assessment, action plan (see H37)</td>
<td>H31</td>
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<tr>
<td>Removal of GoJ Constraints</td>
<td>MoICT</td>
<td>Conduct Sector-Specific Public Awareness Campaign(1): IPR</td>
<td></td>
<td>See H4</td>
<td>H32</td>
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<td>Removal of GoJ Constraints</td>
<td>Greater Amman Municipality</td>
<td>Roll out improved business licensing processes at other GAM districts</td>
<td>1) Workshop to present and discuss new GAM licensing model 2) standard and operating procedures</td>
<td>Training, presentation; business licencing; also, see H35</td>
<td>H34</td>
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<tr>
<td>Removal of GoJ Constraints</td>
<td>Greater Amman Municipality</td>
<td>Create a SOHO legal and regulatory framework</td>
<td>1) Zoning Requirements Concept Paper 2) gap analysis assessment 3) home-based owners focus group 4) drafting business licensing legislation</td>
<td>White paper: zoning requirements (white paper template); also, see H7, H10</td>
<td>H35</td>
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<td>Removal of GoJ Constraints</td>
<td>Land and Survey Department</td>
<td>Improve the business services extended by the Land and Survey Department</td>
<td>&quot;Business Property Registration&quot; Need Assessment Report, concept paper, strategy document, strategy workshop, action plan 2) land and property registration processes and procedures</td>
<td>Presentation, Template: creating strategic action plans with S.M.A.R.T. goals</td>
<td>H36</td>
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<td>Removal of GoJ Constraints</td>
<td>Several</td>
<td>Enable Private Sector and Business Associations with Quantitative Analysis Tools to identify and measure business constraints</td>
<td>Toolkit to identify and quantify the impact of government policies and constraints on competitiveness</td>
<td>Training, workbook, templates, presentaions: Quantitative analysis tools - how to measure business constraints on competitiveness; also, Training: Regulatory impact assessments (see H7)</td>
<td>H37</td>
</tr>
<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
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<td>Irbid Governate</td>
<td>Facilitate the start up of businesses in the governorate of Irbid</td>
<td>1) Focus groups with business owners to assess and prioritize government business services 2) implementation strategy for business facilitation center</td>
<td>See H10 (focus group) See H37</td>
<td>H40</td>
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<td>Removal of GoJ Constraints</td>
<td>Ministry of Public Works and Housing</td>
<td>Update tendering audit process at the Ministry of Public Works</td>
<td>Gap Analysis Assessment and Recommendations Blue Print for Tendering 2) tendering options workshop</td>
<td>Training manual, templates, presentation: government procurement</td>
<td>H41</td>
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<tr>
<td>Removal of GoJ Constraints</td>
<td>Ministry of Public Works and Housing</td>
<td>Improve system of qualifying engineering and construction companies</td>
<td>Gap Analysis Assessment and Recommendations Blue Print for Architect and Construction Contractors Classification and Qualification Processes 2) Workshop</td>
<td>See H41 government procurement</td>
<td>H42</td>
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<tr>
<td>Removal of GoJ Constraints</td>
<td>Ministry of Public Works and Housing</td>
<td>Improve Ministry of Public Works and Housing Service Culture</td>
<td>Training Needs Assessment on Tendering and Classification 2) Training Material</td>
<td>See H11. Training, template, training needs assessment</td>
<td>H43</td>
</tr>
<tr>
<td>Removal of GoJ Constraints</td>
<td>Architects and Engineers Forum</td>
<td>Improve the legal and regulatory framework governing the establishment, ownership and disposition of family businesses and partnerships in Jordan</td>
<td>Policy document addressing family businesses management and sustainability scenarios and options, with roadmaps and models to develop a new framework for family businesses in the sector 2) workshop</td>
<td>Whitepaper template: family business and partnership creation and dissolution</td>
<td>H44</td>
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<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
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<tr>
<td>Removal of GoJ Constraints</td>
<td>Ministry of Environment</td>
<td>Support the development and establishing the environmental Protection Fund</td>
<td>Environmental Protection Fund Legal Framework and Recommendations</td>
<td>Manual, fund creation and management.</td>
<td>H50</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>SABEQ</td>
<td>Identify where sector competitiveness may be improved by research and development activities</td>
<td>Targeted Sectors Competitiveness and Value Chain Study</td>
<td>Template: value chain studies.</td>
<td>H52</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Sector Associations</td>
<td>Facilitate cooperation between private sector and research and development institutions</td>
<td>1) Training Firms on Articulating the Research and Development Requirements 2) private sector linkages 3) match making event for private sector and R &amp; D institutions</td>
<td>Training, Manual, video, templates: identifying, articulating, addressing R&amp;D requirements</td>
<td>H53</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Architects and Engineers Forum</td>
<td>Conduct Training Needs Assessment for A and E Members</td>
<td>Training Strategy Workshop for A and E and Stakeholders</td>
<td>Template: Training needs assessment (See H11)</td>
<td>H54</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Architects and Engineers Forum</td>
<td>Develop a code of A and E ethics document to be distributed to all members</td>
<td>Code of Excellence</td>
<td>Template: Sector specific codes of ethics</td>
<td>H57</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Architects and Engineers Forum</td>
<td>Establish Marketing intelligence unit for A/E Services</td>
<td>Fee-for-Service Monthly Market Opportunities Reports</td>
<td>White paper Template: Market opportunity reports</td>
<td>H58</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Ministry of Public Works and Housing</td>
<td>Update tendering audit process at the Ministry of Public Works</td>
<td>National Level Tendering Options Workshop - Private Sector</td>
<td>Training manual, templates, presentation: government procurement (similar to H41 buy from the private sector perspective)</td>
<td>H60</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Int@j</td>
<td>Gather Comprehensive sector information - including gender disaggregated labor force data</td>
<td>ICT Sector Gap Analysis of ICT Sector Needs versus University Graduate Skills Stakeholder Roundtable</td>
<td>Manual, Template: sector specific training / workforce needs assessment (See H11)</td>
<td>H62</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>NITC</td>
<td>Enable ICT Sector Infrastructure</td>
<td>1) Knowledge Station Strategy Roadmap and Implementation Plan 2) strengthening NITC action plan implementation</td>
<td>See H36</td>
<td>H63</td>
</tr>
<tr>
<td>Component/ Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
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<tr>
<td>Enhanced Productivity</td>
<td>Private Hospitals Association</td>
<td>Design and Build Medical Services Sector Database</td>
<td>Medical Services Sector Database Implementation Procurement</td>
<td>Workbook: database maintenance. See H16</td>
<td>H66</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Private Hospitals</td>
<td>Foster Medical Services Sector International Buyer-Seller Linkages</td>
<td>Design and Organization of Medical Services Sector Marketing Mission and Convention to EU and MENA 2) Implementation</td>
<td>Manual: study tour design and implementation</td>
<td>H67</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Jordanian Nursing Council</td>
<td>Support Implementation of National Marketing and Promotional Plan (Public Awareness Campaign)</td>
<td>Medical Services Sector Business Linkages with Jordanian Travel Agencies</td>
<td>Brochure template, cross-marketing. See H65</td>
<td>H68</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>PHA, JNMC, JMC</td>
<td>Create Medical Services Accreditation Staff Training Strategy and Plan for Attracting Foreign Patients</td>
<td>Medical Services Training Needs Assessment Review Workshop</td>
<td>See H11</td>
<td>H70</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Private Hospitals</td>
<td>Attract and retain qualified medical services personnel</td>
<td>Incentive Tool Kit Training Workshop</td>
<td>Toolkit: HR incentives (see H147)</td>
<td>H71</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Jordanian Nursing Council</td>
<td>Conduct awareness and recruitment initiatives to attract females to study nursing</td>
<td>1) Campaign Structure to attract females to study nursing 2) campaign strategy &amp; Implementation</td>
<td>See H4</td>
<td>H72</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>JFDA</td>
<td>Implement the Jordanian Transformational Plan for Building their capabilities and raising their Standards</td>
<td>Implementation of JFDA Transformational Plan (placeholder)</td>
<td>Manual, templates, presentations, case studies: leading organizational change</td>
<td>H75</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>JAPM</td>
<td>Assess the profitability of drug markets in lesser developed countries</td>
<td>1) Africa, Central Asia, Eastern Europe Supply and Demand Analysis 2) Framework 3) research support 4) analysis review</td>
<td>Manual: country specific pharmaceutical profitability assessments</td>
<td>H76</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>JAPM</td>
<td>Conduct Salary and Benefits Survey for Key Positions within the Pharmaceutical Sector and Certain Positions within the Jordanian Labor Market</td>
<td>1) Pharmaceutical Sector Salary Survey 2) JFDA assessment finding report &amp; focus group</td>
<td>Survey: sector salaries</td>
<td>H77</td>
</tr>
<tr>
<td>Component/Solution</td>
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<tr>
<td>Enhanced Productivity</td>
<td>Pharmaceutical Association</td>
<td>Conduct Sector-Specific Public Awareness Campaign (2): Support promotional efforts of Jordanian pharmaceuticals companies</td>
<td>Public -Private Dialogue: define the areas of weaknesses in the JFDA</td>
<td>Training manual, templates, brochures (i.e. press release) for public-private-dialogue (see H18); manual, public private partnership</td>
<td>H78</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Private farms</td>
<td>Create Market Strategy for Horticulture Products</td>
<td>1) Horticulture Market Strategy for Gulf States 2) for Europe access 3) for local wholesale market</td>
<td>Template: Marketing plan. (See H64)</td>
<td>H80</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>MIT, MoH, MoA, and JE</td>
<td>Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop</td>
<td>Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop</td>
<td>Regulatory policy impact assessments. See H7</td>
<td>H82</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>JEPA</td>
<td>Increase farmers level of awareness towards the adoption of new agricultural technologies</td>
<td>Sector-Specific Public Awareness Campaign (1)</td>
<td>See H4</td>
<td>H85</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>TBD</td>
<td>Conduct a 10 Certified Training for GAP/HASAP training identified in assessment</td>
<td>Ag Certification Workshops</td>
<td>e-courses: agricultural certification</td>
<td>H86</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>MoA</td>
<td>Offer National Horticultural Training Programs</td>
<td>Horticulture Training Course Delivery for Farmer</td>
<td>Training manual, presentation: horticulture skills</td>
<td>H87</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>MOTA</td>
<td>Increase tourist satisfaction</td>
<td>1) Criteria for measuring tourist satisfaction 2) assessment of tourist satisfaction</td>
<td>Survey: tourist satisfaction</td>
<td>H88</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>TBD</td>
<td>Upgrade capability of locals in performing events</td>
<td>1) Training plan based on study tour experiences 2) workshop</td>
<td>See H85 and H11.</td>
<td>H89</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Jordan Municipality, MOTA</td>
<td>Improve signs in the North and South</td>
<td>1) Strategy developed to improve signs 2) action plan 3) develop information guidebook</td>
<td>See H21 and H36.</td>
<td>H90</td>
</tr>
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<tr>
<td>Enhanced Productivity</td>
<td>Ministry of Industry and Trade</td>
<td>Identify packaging export and investment opportunities</td>
<td>Packaging Sector Strategy</td>
<td>See H21 and H36.</td>
<td>H91</td>
</tr>
<tr>
<td>Enhanced Productivity</td>
<td>Industry Packaging Desk and Committee</td>
<td>Build JCI's capacity to offer training programs to its members</td>
<td>Awareness Campaign 1 on identified international best practices and standards to manufacturers</td>
<td>See H4</td>
<td>H92</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Establish the legal operating framework for the regional local economic development councils</td>
<td>1) LED Council Association Seed Grant 2) regional outreach plan 3) lessons learned implementation</td>
<td>See H4</td>
<td>H94</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Build institutional capacity within the regional LED councils</td>
<td>1) LED Council Capacity Building Training Needs Assessment and Plan and Training Workshop 2) management training workshop</td>
<td>Training: management skills; Traning needs assessment (See H11)</td>
<td>H96</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Leverage and coordinate regional and national LED stakeholders including donors</td>
<td>1) LED Stakeholder Coordination Strategy 2) coordination workshop 3) coordination event</td>
<td>See H4</td>
<td>H97</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Develop regional value chain analysis and competitiveness indicators</td>
<td>1) LED Council Regional Value Chain and Competitiveness Indicators Tool and Training Directions 2) workshop</td>
<td>Workshop, Presentation, Template: Value chain analysis</td>
<td>H98</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Develop a process and a practical model of linking research and development providers with private sector</td>
<td>Research and Development and Private Sector Linkage Assessment</td>
<td>Template: Private sector / R&amp;D center Memorandums of Understanding (MOU), confidentiality agreements</td>
<td>H99</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils, women's association</td>
<td>Support entrepreneurial skills training development within the priority sectors in the regions</td>
<td>1) Entrepreneurial Training Needs Assessment Roundtable 2)Training Workshop</td>
<td>Training, manuals, templates: entrepreneurship</td>
<td>H101</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Conduct Sector-Specific Public Awareness Campaign on the importance of the QIZs to local and national economic development</td>
<td>Developing the structure of the importance of the QIZs Campaign</td>
<td>See H4</td>
<td>H103</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>LED Councils</td>
<td>Develop a process and a practical model of linking research and development providers with private sector</td>
<td>Research and Development and Private Sector Linkage Assessment</td>
<td>See H99</td>
<td>H105</td>
</tr>
<tr>
<td>Local Economic Development</td>
<td>Agricultural Cooperatives</td>
<td>Establish a Partnership for Herbs Production and Processing (PHPP) Alliance in Irbid and develop an action plan for that alliance</td>
<td>Cooperative Model for Marketing and Production of Herbs</td>
<td>Template: Marketing plan. (See H64)</td>
<td>H106</td>
</tr>
<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
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<tr>
<td>Institutional Transformation</td>
<td>Jordan Enterprise</td>
<td>Transform Jordan Enterprise</td>
<td>1) Transformational Approach Design, Implementation Methodology, and Training 2) Compact &amp; transformation team formation 3) transformation roadmap 4) plan implementation 5) transformation team trained on change management 6) transformation team trained on leading organizational change.</td>
<td>Workbook, presentations, templates, case-studies: leading organizational change. (see H75)</td>
<td>H108</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Investment Promotion Directorate - JIB</td>
<td>Transform Investment Promotion Directorate - JIB</td>
<td>1) Jordan Investment Board Compact 2) IP directorate transformation team formation 3) team trained on change management 4) team trained on proactive promotion 5) transformation plan implementation</td>
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<td>H109</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Enforcement Department - Ministry of Justice</td>
<td>Transform Enforcement Department - Ministry of Justice</td>
<td>1) Enforcement Department - Ministry of Justice Compact 2) transformation team formation 3) team trained on change management 4) team trained on proactive promotion 5) transformation plan implementation</td>
<td>See H108</td>
<td>H110</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Greater Amman Municipality</td>
<td>Implement pilot project at GAM to enhance entrepreneurial mindsets of staff and help them identify business opportunities</td>
<td>1) GAM Staff Entrepreneurship Training Program 2) GAM incentives program (based on Tunisian Model)</td>
<td>Training: Entrepreneurship (See H101)</td>
<td>H111</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>AmCham</td>
<td>Assist AmCham in implementing a bottom up approach that reflects members needs in the association planning process.</td>
<td>1) Market research for the business sector and members perception within the scope of AmCham 2) Knowledge management framework 3) strategy-based business plan</td>
<td>Template: Market research (See H17): Template: Business plan (See H103) Assessment: Organizational strength (organizational audit)</td>
<td>H112 H113</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>AmCham</td>
<td>Build the organizational capacity of AmCham. Oversee SABEQ-AmCham MOU Implementation</td>
<td>AmCham Organizational Audit, SABEQ-AmCham MOU Implementation Monitoring and Evaluation Reports</td>
<td>Training, workbook, templates: project management</td>
<td>H114</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Exporters Association</td>
<td>Assist Jordan Exporters Association in implementing a bottom up approach that reflects members needs in the association planning process.</td>
<td>Knowledge Management Framework in Jordan Exporters Association</td>
<td>Training, manual, template: knowledge management and communications</td>
<td>H115</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Exporters Association</td>
<td>Support Jordan Exporters Association in developing education and training services that meet their members needs.</td>
<td>1) Jordan Exporters Association’s Training Program Feasibility Study 2) training program design</td>
<td>Template: Training needs assessment; training program design. (See H11)</td>
<td>H116</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Exporters Association</td>
<td>Build the organizational capacity of Jordan Exporters Association</td>
<td>Organizational Audit for Jordan Exporters Association</td>
<td>See H114</td>
<td>H117</td>
</tr>
<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
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<tr>
<td>Institutional Transformation</td>
<td>Jordan Intellectual Property Association</td>
<td>Assist Jordan Intellectual Property Association in implementing a bottom up approach that reflects members needs in the association planning process.</td>
<td>Market research for the business sector and members perception 2) knowledge management framework 3) strategy-based business plan</td>
<td>Manual, template: Market research (See H17); Training, manual, template, knowledge management and training (See H117); template, presentation: business plan (see H103)</td>
<td>H119</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Society for Quality</td>
<td>Assist Jordan Society for Quality in implementing a bottom up approach that reflects members needs in the association planning process.</td>
<td>1) Market research for the business sector and members perception 2) knowledge management framework 3) strategy-based business plan</td>
<td>See H21, H115</td>
<td>H123</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Society for Quality</td>
<td>Support Jordan Society for Quality in developing education and training services that meet their members needs.</td>
<td>1) Jordan Society for Quality’s Training Feasibility Study 2) training program design</td>
<td>See H11</td>
<td>H124</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Society for Quality</td>
<td>Build the organizational capacity of Jordan Society for Quality</td>
<td>Organizational Audit for Jordan Society for Quality</td>
<td>See H113</td>
<td>H125</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>SABEQ targeted Business Associations</td>
<td>Conduct group training for SABEQ-targeted associations on strategy-based business planning</td>
<td>Strategy-based Business Planning Workshop Delivery (2-workshops)</td>
<td>See H102</td>
<td>H127</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>SABEQ targeted Business Associations</td>
<td>Conduct group training for SABEQ-targeted associations on advocacy</td>
<td>Advocacy Workshop Delivery (2-workshops)</td>
<td>Manual, video, templates: advocacy</td>
<td>H128</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>InsTran Clients</td>
<td>Provide Business Development Services Training</td>
<td>Business Development Training (for up to 5 different types of training)</td>
<td>Training, e-courses: business development services</td>
<td>H129</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Higher Council for Science and Technology</td>
<td>Transform Higher Council for Science and Technology</td>
<td>1) Compact 2) transformation team formation 3) transformation implementation 4) team certified PMP</td>
<td>See H108</td>
<td>H130</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>8 firms selected</td>
<td>Develop a roadmap for a comprehensive institutional upgrading based on the developed business plan</td>
<td>Upgrade Business Plan for each firm</td>
<td>See H102</td>
<td>H131</td>
</tr>
<tr>
<td>Component/Solution</td>
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<td>Institutional Transformation</td>
<td>MoICT</td>
<td>Identify systems and procedures required to fulfill the stated mandate and functions for the Economic Unit at MoICT</td>
<td>MoICT Economic Unit Operational Manual</td>
<td>See H102</td>
<td>H133</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>MoICT</td>
<td>Establish a Knowledge Management System for the economic unit under the MoICT to provide sector-specific information to stakeholders</td>
<td>MoICT Economic Unit Knowledge Management System</td>
<td>See H115</td>
<td>H134</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Private Hospitals Association</td>
<td>Build the Private Hospitals Association capacity to become self-sustaining and provide value added services to its members</td>
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<tr>
<td>Institutional Transformation</td>
<td>Ministry of Health-Incoming Patients Office</td>
<td>Build the Ministry of Health-Incoming Patient's Office institutional capacity</td>
<td>Incoming Patients' Office organizational audit and development plan</td>
<td>See H113</td>
<td>H135</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Pharmaceutical Firms</td>
<td>Develop a tailored organizational development for the Pharmaceutical Sector</td>
<td>Pharmaceutical Sector Pilot Organizational Development Program</td>
<td>See H108</td>
<td>H137</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Association for Pharmaceutical Manufacturers</td>
<td>Build Jordan Association for Pharmaceutical Manufacturers the capacity to become self-sustaining and provide value-added services to its members</td>
<td>1) Knowledge management framework 2) strategy-based business plan</td>
<td>See H115</td>
<td>H138</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Food and Drug Administration</td>
<td>Build Jordan Food and Drug Administration the capacity to become self-sustaining and provide value-added services to its members</td>
<td>Jordan Food and Drug Administration Transformational Plan</td>
<td>See H108</td>
<td>H139</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Chamber of Industry - Packaging Desk and Committee</td>
<td>Build JCI's capacity to offer training programs to its members</td>
<td>Awareness campaign on int'l best practices &amp; standards of quality management systems, training program design, train-the-trainer</td>
<td>Manual: Outreach (See H4); E-course: quality management; Template, training program design</td>
<td>H142</td>
</tr>
<tr>
<td>Institutional Transformation</td>
<td>Jordan Design Center - Yarmouk University</td>
<td>Build Jordan Design Center-Yarmouk University Organizational Capacity in order to become the premier design school in Jordan</td>
<td>1) Business Plan 2) marketing plan 3) operational manual</td>
<td>See H102, H107</td>
<td>H143</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>SABEQ</td>
<td>Conduct benchmark salary survey for each targeted sector</td>
<td>Jordanian Sector Wage Level Assessment Report by Region (The Hay Group)</td>
<td>Template: Salary survey (perhaps part of H147)</td>
<td>H146</td>
</tr>
<tr>
<td>Component/Solution</td>
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</tr>
<tr>
<td>Workforce Development</td>
<td>Jordan Human Resource Management Association</td>
<td>Develop performance-based Human Resource Management (HRM) systems for a select number of firms</td>
<td>HR Managers Association Workshops with the following themes: (Performance based HRM, Coaching and Leadership, Recruitment and selection, Motivation and Retention, Training and Development, Creating conducive work environments)</td>
<td>Manual (toolkit), templates, presentations, e-courses, assessments Human resources management. (incentives, job forecasting, competency modeling, entry level professional programs, recruitment and retention, gender parity, employee evaluations, etc)</td>
<td>H147</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Private companies/ government entities/ Associations</td>
<td></td>
<td>1) Performance-based HRM Systems Assessment and Recommendations for Delivery to the Targeted Business Associations and Firms 2) HR toolkit</td>
<td>Training: pedagogy</td>
<td>H148</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Ministry of Labor</td>
<td>Implement model Vocational Training Centers</td>
<td>1) Updated model VTC curriculums 2) teacher training workshops for VTC instructors in pedagogy</td>
<td></td>
<td>H149</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Architects and Engineers Forum</td>
<td>Conduct Three Zwieg White Certified Training for A and E Members</td>
<td>Strategic Business Planning Zwieg White Certified Training Delivery</td>
<td>e-course: Zwieg White (if available)</td>
<td>H151</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>MoICT</td>
<td>Build HR capacity of MoICT EU Staff</td>
<td>HR Audit, Skills Gap Analysis, HR system and Manual</td>
<td>See H148</td>
<td>H152</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Int@j</td>
<td>Build HR capacity of Int@j Staff</td>
<td>HR Audit, Skills Gap Analysis, HR system and Manual</td>
<td>See H148</td>
<td>H153</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Int@j</td>
<td>Gather Comprehensive sector information - including gender disaggregated labor force data</td>
<td>Gap Analysis of ICT Sector Needs versus University Graduate Skills Stakeholder</td>
<td>Training needs assessment (See H11)</td>
<td>H154</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>PHA, JNMC, JMC</td>
<td>Create Medical Services Accreditation Staff Training Strategy and Plan for Attracting Foreign Patients</td>
<td>1) Medical Services Accreditation Staff Training Needs Assessment and Recommendations 2) Master training action plan 3) workshop</td>
<td>Training needs assessment and action plan (See H11)</td>
<td>H156</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Private Hospitals</td>
<td>Attract and retain qualified medical services personnel</td>
<td>1) International Standards’ Personnel Incentive and Recommendations Plans for Jordan - specific focus on women 2) pilot implementation of personnel incentive schemes with a focus on increasing women in hospitals 3) pilot incentive scheme toolkit 4) incent</td>
<td>See H148</td>
<td>H157</td>
</tr>
<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
<td>Key</td>
</tr>
<tr>
<td>--------------------</td>
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</tr>
<tr>
<td>Workforce Development</td>
<td>JFDA</td>
<td>Develop Transformational Plan for JFDA for Building their capabilities and raising their Standards</td>
<td>Training Gap Analysis, Training Plan</td>
<td>Training: needs assessment and action plan</td>
<td>H158</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>1) MoICT 2) MCRHD-VTC</td>
<td>Create Call Center and BPO Strategy and Implementation for Jordan</td>
<td>1) Call Center and BPO Sector Strategy and Implementation Plan 2) BPO certified training curriculum package identification</td>
<td>Manual, e-courses: call center training</td>
<td>H159</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>JOHUD</td>
<td>Conduct a series of 10 new agricultural techniques workshops</td>
<td>New Agricultural Techniques Workshops</td>
<td>Video series, manual: agricultural technique workshops</td>
<td>H160</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>TBD</td>
<td>Conduct a 10 Certified Training for GAP/HASAP training identified in assessment</td>
<td>Ag Certification Workshops</td>
<td>Training manual: Agricultural certification</td>
<td>H161</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>TBD</td>
<td>Conduct training needs assessment for expanded tourism experiences in the North</td>
<td>Training gap analysis</td>
<td>Training needs assessment and action plan (See H11)</td>
<td>H162</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Jordan Restaurant Association</td>
<td>Train JRA members on effective implementation of best practices</td>
<td>Workshop delivered to JRA members</td>
<td>1) Skills Gap Analysis 2) training plan</td>
<td>H163</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Visitors centers in North</td>
<td>Upgrade visitor centres in the North and the South</td>
<td>Training gap analysis</td>
<td>(See H11)</td>
<td>H164</td>
</tr>
<tr>
<td>Workforce Development</td>
<td>Yarmouk University</td>
<td>Facilitate two internships inviting international students in packaging and design to be placed in a Jordanian Firm</td>
<td>Packaging and Design Internship Program</td>
<td>Manual, templates, presentation: internship program development</td>
<td>H165</td>
</tr>
<tr>
<td>Gender Integration</td>
<td>Jordan Forum for Business and Professional Women</td>
<td>Develop and implement a recruitment and retention plan</td>
<td>1) JFBPW Recruitment and Retention Plan 2) implementation workshop</td>
<td>See H148</td>
<td>H167</td>
</tr>
<tr>
<td>Gender Integration</td>
<td>Architects and Engineers Forum</td>
<td>Conduct a gender gap analysis in the A and E member database</td>
<td>A Gender Gap Needs Assessment in the A and E Sector</td>
<td>Assessment: Sector specific gender gap analysis</td>
<td>H168</td>
</tr>
<tr>
<td>Gender Integration</td>
<td>Architects and Engineers Forum</td>
<td>Design an outreach plan for A and E to increase the number of women students in A and E Sector</td>
<td>Outreach Plan</td>
<td>See H4</td>
<td>H169</td>
</tr>
<tr>
<td>Gender Integration</td>
<td>Yarmouk University, Regional and National Media, higher Media Council</td>
<td>Provide gender integration recommendations to the HR policy and regulations to the A and E</td>
<td>Provide gender integration recommendations to the HR policy and regulations to the A and E</td>
<td>See H148</td>
<td>H170</td>
</tr>
<tr>
<td>Public Outreach</td>
<td>Improve Media’s Ability to Cover Economic Issues</td>
<td></td>
<td></td>
<td>Video, training manual, presentations: media training: covering economic issues</td>
<td>H173</td>
</tr>
<tr>
<td>Component/Solution</td>
<td>Assistance Recipient</td>
<td>Project Activity - Potential Tools and Resources</td>
<td>Deliverable - What SABEQ Could Capture</td>
<td>How SABEQ Will Capture (methodology &amp; approaches)</td>
<td>Key</td>
</tr>
<tr>
<td>---------------------</td>
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</tr>
<tr>
<td>Public Outreach</td>
<td>SABEQ and Subcontractors</td>
<td>Conduct internal briefings</td>
<td>Cross-cutting briefing Toolkit</td>
<td>Manual, templates: Media briefing</td>
<td>H176</td>
</tr>
<tr>
<td>Public Outreach</td>
<td>SABEQ and Subcontractors, USAID, and general Public</td>
<td>Organize SABEQ PR Events</td>
<td>2008 Work Planning and Team Building Report</td>
<td>Manual, templates: events management and planning</td>
<td>H177</td>
</tr>
<tr>
<td>Public Outreach</td>
<td>SABEQ</td>
<td>Implementation Support for SABEQ Communication and Outreach Activities, and Participant Training and Events</td>
<td>SABEQ Program Outreach and Communication Production</td>
<td>Template, presentation: communication strategy</td>
<td>H178</td>
</tr>
<tr>
<td>Public Outreach</td>
<td>Architects and Engineers Forum</td>
<td>Address Organizational Communications Priorities of SABEQ partner organizations</td>
<td>Events Management Manual for the Annual A/E Networking Conference</td>
<td>See H177</td>
<td>H179</td>
</tr>
</tbody>
</table>
Matrix II: Organizational Development Reform Resources

The following matrix lists the number and type of readily available tools from The Kaizen Company’s existing toolkit that would provide additional content for SABEQ’s pilot communities of practice. We anticipate that these resources will grow significantly in the coming months.

<table>
<thead>
<tr>
<th></th>
<th>Articles</th>
<th>Templates</th>
<th>Assessments</th>
<th>Manuals / Workbooks</th>
<th>Presentations</th>
<th>Podcasts</th>
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</thead>
<tbody>
<tr>
<td>Communications</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>1</td>
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<tr>
<td>Strategic Management</td>
<td>13</td>
<td>6</td>
<td>3</td>
<td>2</td>
<td>13</td>
<td>2</td>
</tr>
<tr>
<td>Human resources</td>
<td>25</td>
<td>10</td>
<td>9</td>
<td>5</td>
<td>7</td>
<td>1</td>
</tr>
</tbody>
</table>

Capturing and Packaging Resources

The following formats are ways to capture resources for future use. SABEQ should capture initiatives listed in Matrix I above using one or more of the various formats. Where SABEQ seeks to capture resources from the assignment, Scopes of Work (SOW) should be written to include deliverables in one or more of the following format types. As necessary, SABEQ’s InsTrans and PPD&O Solutions will assist consultants to capture the resources they produce. Ultimately, select Jordanian partners would take ownership of these resources and further adapt and apply them through participation in COPs, described in detail in section four of this report.

Description of formats:

**Templates:** Pre-developed documents, with instructions for how to fill them out, can be used for a variety of purposes. These may be as simple as a template for performance based position descriptions or as complex as organizational by-laws. Templates are a valuable means to encourage organizations to do more of the heavy lifting themselves and to enable SABEQ experts to review work started by our counterparts (as opposed to doing it from scratch). Templates also enable SABEQ to become increasingly demand-driven. Willingness to take on tasks themselves is an effective indicator of our partner-beneficiaries’ commitment to reform. Templates are also a valuable means to introduce new organizational approaches, reform tools, and even potential services to our Jordanian client. (i.e. newsletters, best-practice government annual reports, etc.)

**Presentations:** On various topics that add value to organizations. Captured presentations will have well filled out presenter’s notes sections under each slide. Select SABEQ created presentation can be ‘recycled’ by our partner-beneficiaries to use for their stakeholders.
SABEQ’s clients may borrow whole presentations or individual slides. They may also draw from various presentations and or adapt them to the needs of their own organizations. For example, the *Laws of Leadership* presentation recently given by SABEQ staffer Tulin Bakeer may be valuable to several of SABEQ’s partners.

For presentations with the highest potential for replication, presenters would be filmed and video incorporated into the presentations themselves. Text, translated into Arabic (assuming the presenter is English speaking) would stream underneath to complement the presenter’s narrative. This technology is readily available but as yet not widely used.

**Manuals and Workbooks:** Manuals and workbooks (similar to manuals but intended more for instructional use: also called *toolkits*) are ideal for the collection of myriad tools, templates, presentations, and other resources in any given area, or for trainings and train-the-trainer activities. SABEQ should create these in priority areas, especially where multiple trainings could be held on a subject matter. SABEQ’s Gender component has already produced an export toolkit that should be promoted. SABEQ’s Workforce Development and Human Resources (WFD&HR) Solution is currently creating an HR toolkit.

**Videos:** should be created for presentations, meetings, or seminars that have a high potential for presentation to a wider audience, to new employees in high-turnover organizations or sectors, or simply to accommodate greater breadth of knowledge transfer of the presenter and/or presentation topic. These can capture the expertise of a visiting scholar and/or be used as part of relevant training courses. SABEQ’s PPD&O has access to video/filming services at reasonably cost.

**White papers:** are valuable tools for private sector entities to create and use to educate customers, collect sales leads, or help people make decisions. White papers are also a valuable means for government agencies to outline policy rationale. SABEQ should create white papers from select activities for distribution by our relevant stakeholders and/or directly to the media. SABEQ should also create white paper templates, and support our partners to release a series of white papers that support mutual goals. (i.e. corporate ethics and social responsibility, enhancing public private dialogue, etc.)

**Case studies:** In limited situations SABEQ may wish to capture lessons learned in the form of case studies. As educational tools, case studies can be used to provide a better understanding of why an intended intervention occurred as it did, and what might become important to look at more extensively in future research. Case studies should be created where extensive education in an area is anticipated. (i.e. trade impact assessments, environmental codes.)

**E-courses and Webinars:** are a means to deliver lessons to a broad audience in a variety of areas. (Webinars – Seminars on the Web – are essentially single lesson e-courses or seminars.) In most cases, e-courses and webinars should be purchased from existing vendors; however, SABEQ may wish to create tailor made e-courses specific to the issues and requirements of our Jordanian partner-beneficiaries. Some relevant e-courses are available online for free. Areas where SABEQ should consider sourcing or creating e-courses span multiple workforce development vocational areas, sector certifications, and basic business skills.

**Trainings:** should be captured whenever SABEQ sponsors a course that would be useful for a wider audience or for future review. Manuals, templates, course syllabus, and extensive instructors’ notes are the means to do this. When courses are complemented by high-end experts, the lectures and presentations of these individuals should be captured through video.
Section III: Value Added for Key Sector Stakeholders

This section provides illustrative examples of SABEQ activities that could be captured and turned into value added tools for key SABEQ stakeholder groups:

**Business Associations**

Within SABEQ’s financial services component, one area of assistance that SABEQ should capture is the public outreach capacity support to the Association of Banks. To capture this, SABEQ could create a manual for building public outreach capacity. This manual, among other things, would include instructions and templates for creating outreach plans, conducting market intelligence research, and facilitating consumer focus groups. It could also include a video case study of sample focus groups. Resources in this manual could then be used by other associations, government entities, and private firms. SABEQ would provide increasingly demand-driven support to other associations that use this resource to improve their outreach capacity.

**Government Agencies**

Within SABEQ’s Expanded Trade, and Investment component, activities to support the Government of Jordan’s enforcement of intellectual property rights (IPR) laws and benefits should be captured. These activities will be delivered to the Ministry of Trade though investment promotion enforcement workshops. SABEQ could capture the presentations, white papers, and/or keynote speakers from these workshops. Other stakeholders could refer to or review this material as necessary. Individuals unable to attend the workshop could also review it.

In conjunction with the above, SABEQ should capture intellectual property rights training that will be given to Jordan’s judges and prosecutors. This training could be filmed and/or consolidated in a manual containing rules and regulations, jurisdictions, and case studies, and excerpts from relevant Jordanian laws. This manual could be updated regularly to keep abreast of the latest developments on intellectual property rights in Jordan and abroad. This would benefit both current and newly appointed judges and prosecutors.

**Private Companies**

SABEQ’s Workforce Development and Human Resources (WFD & HR) Solution already intends to capture valuable tools through the development of a human resources (HR) toolkit. The toolkit will include performance based position description, employee evaluation, and training needs assessment templates and samples, a comprehensive HR systems assessment, and other valuable HR resources. It could also contain case studies and sample incentive schemes. This resource will be valuable not only to SABEQ’s existing partner-beneficiaries, but also to the numerous private companies in current and future SABEQ supported sectors.
Section IV: SABEQ Led Communities of Practice

This section describes communities of practice.

Definition

*Communities of Practice:* the process of social learning that occurs when people who have a common interest in some subject or problem collaborate over an extended period to share ideas, find solutions, and build innovations.

-Wikipedia

Description

SABEQ InsTran proposes the creation of Communities of Practice (COP) to:

- Enable SABEQ’s technical experts to better and more directly connect with, support, and make value-added resources available to a great number of Jordanian clients
- Create a space for both cooperation and competition, encouraging symbiotic ‘cooptition’ among Jordanians engaged in related activities, and the means to continue such cooperation well beyond SABEQ completion
- Empower progressive Jordanian reformers, particularly mid-level managers, with the understanding, the motivation, and the means to improve their individual skills and to drive the inside out transformation of their respective organizations.
- Encourage the creation of locally relevant reform resources by SABEQ’s partner beneficiaries, and a means for these community members
- Increase the extent to which SABEQ’s assistance is demand-driven by clearly identifying which of our local counterparts are truly engaged in reforms, and providing a greater portion of SABEQ’s technical expertise to these clients
- Improve the ability of SABEQ’s counterpart to understand and apply opportunities made possible by advances in information technology (IT) and the world-wide-web (www)

The InsTran Solution recommends the initial establishment of three pilot COPs. These are: 1) Human Resources and Training, 2) Strategic Management, and 3) Communications. Subsequent COPs would be established and rolled out after the successful initiation of these pilots. Annex B provides information on the anticipated rate at which COP Community invitees will become active community participants.

Relevant stakeholders from all of SABEQ’s local clients will be invited and encouraged to participate. For example, SABEQ would extend an invitation to HR Managers in all of our counterpart government agencies, business associations, and, most importantly, private companies in SABEQ supported sectors. COPs would provide these stakeholders with both hands-on and web-enabled assistance

*Hands-on assistance:* Regular, SABEQ facilitated in-person ‘round table’ sessions of dialogue and support services will establish the initial personal relationships and peer-to-peer

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1 We have elected to propose organizational development focused pilots to start. We envision subsequent COPs will also focus on specific business sectors (i.e. Pharmaceuticals) and overarching themes (i.e. government streamlining)
communities. Maintaining the ‘human element’ of each community is the most critical factor for overall success.

Web-enabled assistance: Each community will have an on-line presence. Community members will be connected to this presence via a link on their desktops. These highly interactive, web-enabled communities will house relevant SABEQ resources, tools from Kaizen's organizational reform tool kit, resources captured from previous donor assistance projects, and readily available (online and open source) resources. Well beyond making value-added resources available, communities will provide on-demand opportunities for collaboration, ongoing learning, and organizational development support. They will encourage users to share feedback with each other on the utility of specific tools and approaches, join in topic-specific forums, and participate in polls. (i.e polling HR managers on top constraints of current labor law.) While not an initial objective, SABEQ may eventually wish to incorporate on-line courses, webinars, wikis, streaming, newsreels, and other ‘Web 2.0’ technologies into successful e-communities.

Communities will establish a value added linkages with vast numbers of mid-level managers in SABEQ’s client organizations. Ultimately, we expect that communities will become Trojan Horses of sorts, inspiring individual managers to apply lessons learned and planting seeds for wider organizational transformation.

Change Management Support: While COPs will provide valuable support to a wide number of SABEQ beneficiaries in individual functional areas, we anticipate that the leadership of some highly active organizations will want to build upon benefits from individual COPs and launch more holistic change management initiatives. This will ensure that the whole of community-inspired organizational reforms is greater than the sum of its parts.

SABEQ InsTran will extend the change management support that it is currently rolling out to four clients to these additional organizations on a case-by-case, demand driven basis.

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2 This assumes the availability of SABEQ or other personnel to capture these resources.
Critical Success Factors

The following lessons, areas are critical to the success of this initiative:

Customer Service Focus

SABEQ’s Jordanian community participants, both individuals and the organizations they represent, are our end clients. The focus must remain on providing resources and assistance that they value and use, and building communities that the valuable and to which they will participate actively. This requires hands-on, personalized service, the developing of relationships over time, consistent value added, and an unwavering recognition that technology is only an enabler. People are the priority.

Consistent COP Leadership

Successful communities of practice require a community leader. This person must actively engage with community members, both in-person and online, and must ensure the consistency and quality of community resources and dialogues. Leaders serve as critical lynchpins for the community. They must maintain relationships among community participants, the ready availability and easy access of value added resources, and quality control. They must also provide on demand technical assistance to community members seeking to apply resources to improve their organizations. For the proposed pilot communities Yasmine Al Zaben, Derar Al Manaseer, and Sameera Qadoura have agreed to
take on this critical leadership role for the Human Resources and Training, Strategic Management, and Communications, COPs, respectively. The Jordanian Human Resources association is a natural local counterpart for the Human Resources and Training community. SABEQ should eventually seek out local partners for the other communities as well.

**Appropriate Technology**

The technology required of this initiative can be divided into two areas. These are 1) the need to construct information technology (IT) based platform to use as a ‘template’ for adaptation for each online COP, and 2) the IT skills and comfort level of community participants.

### Development of a web-community platform

The cornerstone technologies required for these communities (i.e. Druple for content management, MySQL for database development) are open source. Development costs are thus minimal, and require aggregating, adapting, and stocking existing technologies to ensure consistency and ease of use. This will require the contracting of a local IT firm, potentially an existing SABEQ subcontractor or IQC holder. SABEQ may also wish to integrate web-enabled project collaboration service such as Signal 37’s Basecamp to facilitate file sharing among community members. These services are charged monthly. Costs are very reasonable.

### IT skills and comfort level of community participants

The user friendliness of the online portion of each COP is of the utmost importance. Community participation must be easy. Members with various IT capabilities must feel completely comfortable with accessing resources, sharing information, and participating in web-based activities. Their computers must contain the necessary software, internet access, and bandwidth to support seamless access to resources and full community participation. Fortunately, all of the software required to access files is either free or standard issue (i.e. Microsoft Office) on computers and, while the issue requires further study, we expect that internet access and bandwidth are sufficient for most potential community participants. What SABEQ may be required to provide is IT readiness ‘check ups’ for select community members and, potentially, basic IT skills courses such as the International Computers Drivers License for community participants. Both of these services could be provided at a reasonable cost by either SABEQ subcontractor CNS/Primus or a SABEQ IT IQC holder.
Related Initiatives and Potential Resources

Several initiatives\(^4\) have the potential to feed into, benefit from, or contribute to COPs.

SABEQ

- Computer skill training of women (TOT): SABEQ’s gender component is training numerous women on basic computer skills. While they would likely require additional training IT skills, these women could potentially carry out IT readiness check-ups of COP community members.
- Business Development Centers (BDC): Users of these SABEQ supported centers in Irbid and Karak could participate in knowledge centers. BDC managers (trainers) could also use myriad resources from the COPs, per the demands of their clients.
- Knowledge Stations: SABEQ supported Knowledge Stations could provide access to COP resources.

USAID / Other Donor

- Resources taken from existing reports, toolkits, presentations, etc. from previous USAID/other donor work done in Jordan, (i.e. DFID Public Sector Reform Project, USAID AMIR Programs)
- Innumerable resources taken from USAID and other donor projects worldwide.

The Kaizen Company

- Previously mentioned organizational reform resources.
- Current School for Advanced International Studies (SAIS) six-person graduate team studying the international best-practices for communities of practice and how to adapt them to a developing world and development assistance context.
- The Kaizen Company, under its IRAQ/Tatweer project, is about to begin stocking Arabic language organizational reform resources for use by the Iraq National Center for Capacity and Management Development (NCCMD). Many of these tools will also be relevant as material for SABEQ COPs.

\(^4\)This does not include aforementioned SABEQ activities that should be captured as resources.
Section V: Steps to Building Communities of Practice

The following steps detail how SABEQ should proceed to build COPs and realize this initiative:

**Short Term** (month 1)

1. Commitment from SABEQ leadership to sponsoring COPs and provision of (limited)\(^5\) resources to capture relevant SABEQ activities.
2. Selection of initial COP areas and COP Champions. Recommendation:\(^6\)
   a. Human resources and Training (Yasmine Al Zaben)
   b. Strategic management (Derar Al Manaseer)
   c. Communications (Sameera Qadoura)
3. Selection of a local partners for each COP, if relevant

**Medium Term** (Months 2 – 4)

4. Develop and stock COP e-communities
   a. Contract local IT firm for the design; oversee design
   b. Vet resources for inclusion in initial COPs
   c. Establish COP management rules and commitments
5. Invite prospective participants
6. Hold kick off forums for each COP
   a. Discuss priority topics of interest
   b. Introduce e-community
7. Support e-readiness of interested community members
   a. E-readiness check ups
   b. freeware installation (if necessary)

**Long Term** (Month 5 onward)

8. Maintain regular in-person and online communications and events around topics prioritized by members of each COP (At least quarterly - Community leaders)
9. Assess utility of individual COPs
   a. Compare Google analytic results for each COP
   b. Conduct user surveys
10. Establish additional institutional and technical COPs; Hand off full management of successful COPs to local partners

\(^5\) The InsTrans solution has already budgeted for the construction of the IT architecture in its current work plan. Additional resource requirements are limited, and mostly entail the time of SABEQ personnel
Annex A: Potential Communities of Practice

The following are potential Communities of Practices that SABEQ may wish to form after the initial pilots. Combinations of these areas may be considered as well.

- Knowledge management and information technology
- Finance and accounting
- Corporate social responsibility
- Customer service
- Business Associations
- Government reform (privatization, procurement, regulatory reform)
- Trade and investment
- Gender
- Workforce development
- Intellectual property rights
- Process streamlining
- Environment, water, and electricity
- Architecture and engineering
- Pharmaceuticals
- Medical services
- Agriculture
- Packaging
- Light industry
- Business process outsourcing
Annex B: Anticipated Adoption Rate of COP Users

Anticipated Adoption Rate of COP Community Members

Prospective COP participants can be grouped according to how quickly they adopt a new service. On the one extreme, some adopt the service as soon as it becomes available. On the other extreme, some potential participants are among the last to utilize a new service. As a whole, the new service adoption process is modeled in the form of a bell-shaped diffusion curve. The term “participants” represents both individuals and organizations.

Diffusion Curve

Defining bins one standard deviation wide about the mean, five different service adoption groups can be defined:

- Innovators - well-informed risk-takers who are willing to try an unproven service. Innovators represent the first 2.5% to adopt the service.
- Early adopters - based on the positive response of innovators, early adopters then begin to use the service. Early adopters tend to be educated opinion leaders and represent about 13.5% of prospective participants.
- Early majority - careful users who tend to avoid risk, the early majority adopts the service once it has been proven by the early adopters. They rely on recommendations from others who have experience with the service. The early majority represents 34% of prospective participants.
- Late majority - somewhat skeptical consumers who acquire a service only after it has become commonplace. The late majority represents about 34% of prospective participants.
- Laggards - those who avoid change and may not adopt a new service until traditional alternatives are no longer available. Laggards represent about 16% of prospective participants.

-Adapted from quickmba.com/marketing
(Original research from Everett Rogers)