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CAPTURING ORGANIZATIONAL REFORM RESOURCES FOR JORDANIAN BUSINESS ASSOCIATIONS

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CAPTURING ORGANIZATIONAL REFORM RESOURCES FOR JORDANIAN BUSINESS ASSOCIATIONS

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ORGANIZATIONAL REFORM RESOURCES TO BE UTILIZED
BY JORDANIAN BUSINESS ASSOCIATIONS.

DISCLAIMER:

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INTRODUCTION

USAID funded Economical Development Program (SABEQ) supports Jordanian businesses through providing technical assistance that enhances their productivity and the quality of their services. Business associations were identified as a key entry point to the different sectors and organizations that will carry SABEQ's economic development initiatives beyond SABEQ program implementation.

SABEQ's is working on enhancing the role of the business associations and solidifying their position as advocates for the businesses they represent. Subsequent to the identification of major organizational weaknesses of several business associations the need arose to strengthen the role of those associations, aid in basic organizational reform aspects and foster their position as advocates of the businesses they represent. This assistance is deemed essential to support them assuming their roles and maintaining self-sustainability. This assignment was designed to capture organizational development tools needed by business associations to continuously improve their strategies, systems and activities.

APPROACH

This assignment aims to provide Jordanian business associations with resources that will enable them to implement their current strategies, continually update and improve key areas of institutional performance, and ultimately champion development efforts to enhance their own performance, and that of their members.

A variety of resources covering key areas relevant to organizational development of business associations were researched and provided in the form of checklists, web links, templates, case studies, standard operating procedures, templates, training materials, case studies, illustrative examples, articles and whitepapers. The resources that were captured cover the following fields:

1. Strategic Management
2. Performance Management
3. Human Resources Management
4. Governance
5. Policy Advocacy
6. Knowledge Management
7. Financial Management and Revenue Generating Services
8. Standardization
9. Education and Training
10. Market Research
11. Communication, Marketing and Public Relations

Main phases of the assignment may be summarized as follows:

1. **Searching for resources:** in this phase, search of all types of available resources under the specified fields took place in addition to listing and organization of resources. The internet, previous studies, and the existing data base of work were the main grounds to delve into to deliver the resources. Institutionally developed Jordanian business associations, namely: Institute of Management Consultants (IMC) and Information Technology Association of Jordan (INT@J) were also contacted to provide the consulting team with templates, tools, examples and standard operating procedures. The URL address was obtained to facilitate the checking of copy rights.
2. **Obtaining usage approvals:** in this phase, copyrights of the available resources were checked. Owners of the defined resources were contacted by SABEQ to obtain their approval on the use of the resources.

3. **Preparation of index sheets:** in this phase resources were categorized by providing a brief description of the resource, keywords, level of difficulty, language and any changes or considerations that should be made in the resource's use. The URL address was also provided to facilitate easy and simple retrieval of information.
4. **Modification and amendments:** in this phase, minor modifications or amendments took place. Under all fields a good number of useful resources that could be easily utilized by business associations were identified, including the "how to" steps, templates, case studies and examples.
5. **Publishing:** to simplify access and use, the defined resources were organized and published as an integrated system using HTML pages.

Appendix II includes guidelines on how to capture different resources and indexing mechanism.

OBSERVATIONS

The assignment started by searching all types of resources related to business associations under the specified fields, yet throughout the assignments the following were observed:

- There is a clear lack of resources under the specified fields and in particular for business associations. Although, resources that are informative and include tools that are not business or sector specific were targeted, the deliverable included some business specific resources. This was mentioned under “consideration of the resource use” and sections that are applicable to any organization in general were mentioned.
- Scarcity of resources in Arabic was also observed. In terms of numbers, only 25 out of 88 identified resources are in Arabic composing 24% of the total number of resources. On the other hand, some of the limited Arabic resources are indeed very useful and some are specific for business associations.
- Under all fields, easy to use resources were identified resulting in minimum amendments of the resources. Training materials and other resources with clarifications on step by step approach to developing plans, implementing management practices and use of templates were captured.
- Obtaining usage approvals from authors resulted in the reduction of the number of resources. Although resources’ owners were informed that the resources will not be used for commercial purposes, some of them did not approve the use of their material. Expanding the search for additional resources ensured that the final list includes a good number of useful resources. It is also important to allow enough time for the resources’ owners to reply.
- Reports and deliverables of USAID projects mainly AMIR and SABEQ were very useful and informative. Training materials, checklists, case studies and templates that were developed for business associations or institutional development in general were identified and used.

RESULTS

The final deliverable of the assignment is a CD of soft copy resources published as HTML pages to simplify their use. Index sheets of resources under each field were prepared. Index sheets categorized the resources and included a brief description of the resource, keywords, level of difficulty, language and any changes or considerations that should be made in the resource's use.

The table below shows number of resources captured under each field:

Captured Resources per Field Number and Language Distribution			
Field	Total Number	Arabic	English
Strategic Management	11	4	7
Performance Management	7	2	5
Human Resources Management	8	3	5
Governance	8	4	4
Policy Advocacy	9	0	9
Knowledge Management	10	3	7
Financial Management and Revenue Generating Services	7	6	1
Standardization	5	1	4
Education and Training	8	2	6
Market Research	4	0	4
Communication, Marketing and Public Relations	11	0	11

Appendix 1 includes summary index sheets of all captured resources. Full index sheets are included in the deliverables CD.

APPENDIX 1: SUMMARY INDEX SHEETS

Strategic Management

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	التنظيم والتخطيط والتنسيق	Arabic	Word Document	<ul style="list-style-type: none"> - Organization - Planning - Coordination 	Advanced	This is an article that addresses organizing communities, social planning and coordinating social services.	
2	Strategic Planning	English	PowerPoint Presentation	<ul style="list-style-type: none"> - Strategic Planning - Mission Statement - SMART Goals 	Beginning	This is an informative presentation that addresses the general framework of strategic planning and the importance of Mission statement. It includes examples of mission statements. It also addresses ways for developing programs of work with sample activities and two sample work planning sheets.	
3	Business Plan Summary	English	PDF	Strategic Plan Summary	Advanced	This is an illustrative example of a strategy plan for a Jordanian Business Association (Institute of Management Consultants) with a summary of the major action items of the plan and the short and long term steps to be followed during implementation.	

4	Building the Balanced Scorecard	English	PowerPoint Presentation	<ul style="list-style-type: none"> - Balanced Scorecard - Strategy Maps 	Advanced	This is a very useful power point presentation that outlines the major steps for building a strategy map using balanced scorecard, how to execute those steps and the main factors that affect the execution. The presentation also contains an example of a template used for strategic mapping and defining performance measures.	
5	Strategic Planning- Move Up To Excellence	English	PowerPoint Presentation	<ul style="list-style-type: none"> - Strategic Planning - Monitoring and Evaluation 	Intermediate	This is a power point presentation that describes strategic planning process with examples including examples form Jordanian Business Associations, about related topics and it also addresses steps needed to develop strategy monitoring and evaluation framework.	
6	Leadership - Associations	English	Word Document	Leadership	Advanced	<p>This is word document that defines the Leadership criterion of Centers of Excellence for Associations and Businesses that contains:</p> <ul style="list-style-type: none"> - Definitions, - Purposes of Leadership Criterion and Sub-Criteria - Leadership Assessment Factors, - Assessment questions for factors affecting each sub-criteria - Leadership Assessment Indicators 	This resource address leadership for Associations and businesses and can be used as is

7	Leadership Scoring Guidelines	English	Word Document	Leadership	Advanced	This is a word document with guidelines for scoring the Leadership criterion of Centers of Excellence for Associations.	This is the scoring guidelines for the Leadership-Associations resource.
8	Leadership	Arabic	Word Document	Leadership	Advanced	<p>This is word document that defines Excellence Inc. criteria for Associations and Businesses that contains:</p> <ul style="list-style-type: none"> - Purposes of Association and Business Leadership Criterion and Sub-Criteria - Association Leadership and Business Leadership Assessment Factors - Assessment questions for factors affecting each sub-criteria - Leadership Assessment Indicators 	The first section of this document address Centers of Excellence leadership criteria for Associations in specific.
9	دليل التقييم المؤسسي للهيئات المحلية	Arabic	PDF		Intermediate	This is an Arabic self assessment checklist/manual of organizational capacities associations covering leadership, management, human resources, financial management, services and external relations.	Although this self assessment manual focuses on organizational capacities of civil society organizations, it can be used for any not-for-profit organization including business associations.

10	دليل إعداد التخطيط الاستراتيجي للمشاركة	Arabic	PDF	Strategic Plan	Intermediate	<p>This is an excellent Arabic workshop presentation that targets managerial levels at business associations who are aiming to develop and improve their performance. The presentation explains the basics of the strategic planning process from formulation to execution. It includes a case study, examples and worksheets on mission, SWOT analysis, strategic objectives and action planning . It also includes templates for the strategic plan components in addition to a diagram that clarifies the content of a strategic planning document.</p>	
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Performance Management

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	Handbook on Monitoring and Evaluating for Results http://www.undp.org/eo/documents/HandBook/ME-HandBook.pdf	English	PDF file	<ul style="list-style-type: none"> - Performance Management - Monitoring and Evaluation - Results Based Management 	Advanced	<p>This is a very useful PDF file that addresses the monitoring and evaluation of development results. It focuses on results based management covered in <u>seven chapters</u> as below:</p> <p>Ch1: Purposes and Definitions Ch2: The Shift Towards Results Based Management Ch3: Planning for Monitoring and Evaluation Ch4: The Monitoring Process ("how to ...") Ch5: The Evaluation Process ("how to ...") Ch6: Performance Measurement Ch7: Knowledge and Learning: Use of Evaluative Evidence</p>	This resource supports country offices in aligning their monitoring and evaluation systems with RBM methodology—specifically in tracking and measuring the performance of UNDP interventions and strategies and their contributions to outcomes. General M&E topics are very useful to all organizations.

2	استراتيجيات التحسين و التميز في الأداء	Arabic	Word document	<ul style="list-style-type: none"> - Improvement Strategies - Performance Excellence 	Intermediate	<p>This is a word document that addresses several development strategies that lead to enhancing performance and striving for excellence. These strategies include:</p> <ul style="list-style-type: none"> - Products and services development strategy - Customer care strategy - Business process reengineering strategy - Human Resources Management Strategy <p>This document includes a definition for each strategy, its objectives, the methodology to implement it and some success stories due to its implementation in some organizations.</p>	
3	Balanced Scorecard Training	Arabic and English	Power Point Presentation	<ul style="list-style-type: none"> - Balanced scorecards - Performance measures - KPIs 	Intermediate	<p>This is a power point presentation that addresses the use of balanced scorecards as a powerful tool to measure the organizational performance. It provides an excellent introduction to the concept of a balanced scorecard, its elements, and the key steps in designing it. This presentation also describes key issues in the implementation of balanced scorecards.</p>	

4	The Balanced Scorecard and Collection Management	English	Power Point Presentation	<ul style="list-style-type: none"> - Balanced scorecards - Collection Management 	Advanced	This is a power point presentation that addresses the importance and benefits of balanced scorecards and discusses their four perspectives. The presentation also provides a sample of a scorecard that is developed for the library of Virginia University. Key metrics are also available in this presentation.	This resource particularly focuses on the application of balanced scorecards to libraries and provides good metrics to be used by other libraries.
5	Performance Measurement	English	Power Point Presentation	<ul style="list-style-type: none"> - Performance Measurement - Performance Management Systems 	Intermediate	This is a power point presentation that outlines the importance of performance management and provides some criticism to the traditional performance management systems. It also highlights the major requirements to achieve an effective performance management system.	
6	Total Quality Management	English	Power Point Presentation	<ul style="list-style-type: none"> - TQM - Continuous Improvement - Customer / Supplier Relationship - Brainstorming - Cause and Effect Diagram - Process Analysis 	Intermediate	This is a power point presentation that introduces the concept of total quality management where it defines TQM and its major principles, identifies its key elements, and provides some of the tools and techniques used in TQM implementation.	
7	KPI Card	English	Word	KPI Card	Intermediate	This is KPI card template, it can be used by any organization to define its KPIs.	

Human Resources Management

No .	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	CoE People Criterion Support	English & Arabic	Word Document	<ul style="list-style-type: none"> - People criterion - Human Resources Planning - Human Resources Management Templates 	Intermediate to Advanced	<p>This is word document that contains several useful tools to assist organizations in fulfilling the requirements of Centers of Excellence people criterion. It includes:</p> <ul style="list-style-type: none"> - People Criterion checklist. - Templates of: job classification table, skill inventory, succession plan, training plan, employee satisfaction survey and employee suggestion/complaint. - Human Resources Planning course material. 	
2	People Criterion Presentation	English	Power Point Presentation	<ul style="list-style-type: none"> - People Criterion - Job Description - Training 	Intermediate to Advanced	<p>This is a useful PowerPoint presentation in that introduces CoE people criterion. The document identifies People Criteria purposes, sub-criteria and factors affecting each sub-criteria. It also contains 3 forms:</p> <ol style="list-style-type: none"> 1.Blank Job Description 2.Sample Questionnaire 3.Skills Inventory Form 	Although this resource address people criterion for businesses, it can be of great help of business associations.

3	معييار الأفراد	Arabic	Word Document	معييار الأفراد	Advanced	<p>This is word document that contains:</p> <ul style="list-style-type: none"> - Assessment tables for People Criteria factors. - Purpose of each sub-criteria factors - Assessment questions and documents required for assessing each factor. 	Although this resource address people criterion for businesses, it can be of great help of business associations.
4	Team Building	English	Power Point Presentation	<ul style="list-style-type: none"> - Team Building - Communication - Conflict Resolution 	Intermediate	<p>This is a very useful power point presentation that was prepared for workshop for Jordan-American Business Association, it addresses the below:</p> <ul style="list-style-type: none"> - Team mission and goals - Team development stages - Team members roles - Decision making model and procedures - Team conflict causes and resolution approach 	
5	Association Criteria	English	Word Document	<ul style="list-style-type: none"> - Association People Criterion - Human Resources Capital 	Advanced	<p>This documents clarifications CoE people criterion for business associations and businesses. It includes the following:</p> <ul style="list-style-type: none"> - Definitions related of Association Criteria and sub-criteria - Purpose of each sub-criteria factors - Assessment question for factors affecting each sub-criteria 	

6	People Scoring Guidelines	English	Word Document	<ul style="list-style-type: none"> - Management - Planning - Training and Development - Employee Welfare 	Advanced	This document provides guidelines on how to fill the "People Criterion of CoE for Associations", it contains definitions and scoring system for each sub-criteria factor.	
7	الاتجاهات نحو العاملين	Arabic	Word Document	الاتجاهات نحو العاملين	Intermediate	This is an assessment table for employees temperament.	
8	People Criterion Checklist	English	Word Document	<ul style="list-style-type: none"> - People Criterion - Assessment 	Advanced	<p>This is word document that contains:</p> <ul style="list-style-type: none"> - Assessment tables for People Criterion of CoE - Purpose of each sub-criteria factors - Assessment questions and documents required for assessing each factor. 	Although this resource address people criterion for businesses, it can be of great help of business associations.

Governance

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	Effective NGO Governance Guide-Peacecorps	English	PDF	Governance	Advanced	This is a very informative guide to effective NGO governance, it covers all governance aspects including board structure, strategic planning process, definitions and key terms. It also includes a sample structure of board committees. It include activity sheets related to governance accompanied with trainers notes. Further resources are mentioned including web links.	This resources includes links for further information.
2	Minutes of Meeting Template	Arabic	PDF	Minutes of Meeting	Intermediate	This is a minutes of meeting template of a Jordanian business association (IMC). It is used to document the board of directors minutes of meetings.	
3	Job Description Form	English	PDF	Job description	Beginning	This PDF file provides a sample job description for an executive director of a Jordanian business association (IMC).	
4	IMC Board and Committees	Arabic	PDF	Committee	Beginning	This PDF file provides a sample of the board structure and committees of a Jordanian business association (IMC) which consists of the executive board and committees. It also shows the number of members in each committee.	

5	IMC Committees Responsibilities	English	PDF	Committees roles and responsibilities	Intermediate	This PDF file is a sample from a Jordanian business association (IMC) that includes a description of the roles and responsibilities of different board committees. It also includes the objectives of each committee and its membership requirements.	
6	IMC By-Law	Arabic	Word Document	By-law	Intermediate	<p>This word document is a sample by-law of a Jordanian business association (IMC) that outlines the main topics to be covered in any by law including:</p> <ul style="list-style-type: none"> - The organization's name and location - Its purposes and objectives - Membership requirements and fees (if applicable) - Resources - The organization's committees and executive board, their authorities and decisions 	
7	دليل الإدارة التنموية والقيادة	Arabic	PDF	<ul style="list-style-type: none"> - Management definition - Associations' governance - Leadership types - Human resources management and skills 	Advanced	<p>This a very useful guide to improving the performance of governance, leadership and management of a not-for-profit organization. Main topics included are:</p> <ul style="list-style-type: none"> - Management definition - Associations' governance and the importance of developing and documenting it - Leadership types and important leadership characteristics - Human resources management and skills 	

Policy Advocacy

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	TCA Toolkit: Advocacy	English	Web link / LINK TO THE PAGE	- Advocacy - Lobbying	Advanced	This is a web link that contains information related to basics in Advocacy and Lobbying, easy steps to activate Advocacy and advanced steps to mastering it. It also contains a sample thank you letters and templates.	
2	Toolkit for Successful Arts Advocacy	English	PDF file	- Advocacy - Lobbying	Intermediate	This a PDF File that contains information related to Advocacy and Lobbying definitions, communicating with elected official with a sample letter, and useful links for further information.	This resources covers Arts advocacy, yet from a not-for-profit organization perspective. Aspects and tools included are useful to business associations.
3	The PPD Handbook - A Toolkit for Business Environment Reformers	English	PDF files	- Public Private Dialogue	Advanced	This is a charter of good practice in using Public Private Dialogue for private sector development. It covers advocacy for business environment reform with Operational Resources. It contains case studies and lessons learnt.	An excellent resource for all business associations seeking fruitful Public Private Dialogue.
5	Gender Responsive Policy Advocacy	English	PDF files	- Advocacy - Advocacy Strategy '-gender-responsive advocacy	Beginning	This a simple and short PDF files that defines gender responsive policy and covers the "how to" identification of advocacy objectives and mapping an advocacy strategy.	This resource is very helpful for business associations developing gender responsive policy advocacy.

6	Building the Capacity of BMOs: Guiding Principles For Project Managers	English	PDF files	<ul style="list-style-type: none"> - Business Membership Organizations - Advocacy 	Advanced	<p>This is a guide for building the capacity of Business Membership Organizations (BMOs) including business associations, federations and Bi-national associations (chambers). It also aims to improve BMOs projects' effectiveness by providing:</p> <ol style="list-style-type: none"> 1. Guiding principles on how to design, implement, and evaluate a project aimed at building the capacity of BMOs to become a strong and reputable representative of the private sector in reforming the investment climate in the developing countries; 2. A reference to key documents, organizations, and other resources in the field of BMO development. 3. Practical cases, which support the relevant sections of the publication 4. An analysis of typical issues faced by BMOs in developing countries in terms of internal management, service delivery, advocacy and practical recommendations to solve these problems, with reference to products and services available to cope with and address these weaknesses. 	
7	Media Relations	English	Power Point Presentation	<ul style="list-style-type: none"> - Media Relations - Advocacy 	Intermediate	<p>This is a power point presentation that covers the media relations aspects of advocacy. It describes the "how to" develop advocacy media relations.</p>	

8	Direct Advocacy	English	Power Point Presentation	- Communication with Decision Makers - Advocacy	Intermediate	This is a power point presentation that covers communication with decision makers as part of advocacy.	
9	Advocacy Influence	English	Power Point Presentation	- Influence - Advocacy	Intermediate	This is a power point presentation that covers the "how to influence" decision makers as part of advocacy.	
1	TCA Toolkit: Advocacy	English	Web link / LINK TO THE PAGE	- Advocacy - Lobbying	Advanced	This is a web link that contains information related to basics in Advocacy and Lobbying, easy steps to activate Advocacy and advanced steps to mastering it. It also contains a sample thank you letters and templates.	

Knowledge Management

No .	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	Knowledge Management Toolkit for the Crisis Prevention and Recovery Practice Area	English	PDF file	- Knowledge management - Crisis Prevention and Recovery	Intermediate	Very informative, it covers KM form basics. It targets crisis management and recovery efforts.	Although this resource address knowledge management for crisis management and recovery efforts, information sand tools included are very useful to any organization. The document contains references for more information.
2	Knowledge Management - The State of Practice	English	PowerPoint Presentation	Knowledge Management	Beginning	This is an excellent informative presentation with cases from successful companies. It looks at knowledge management in practice and includes key concepts, critical success factors and action plan.	
3	The Business Case for KM As Simple as ABC?	English	Web link		Intermediate	This is an excellent informative web link that presents the business case of knowledge management in simplified manner, it includes assets, benefits and KM assessment.	
5	Business Value from Knowledge Management	English	Word Document	Knowledge Management	Beginning	This is a short and useful article that defines knowledge Management and how it delivers business value	The document contains references for more information.

6	Knowledge Sharing Toolkit	English	Word Document	Knowledge Management	Beginning	This a very useful document that includes a collection of practical knowledge sharing techniques such as: - Learn from the collective experience of peers - Learn from and after events, projects & activities - Tapping into the collective knowledge of a group it also includes simple examples and templates for knowledge sharing	
7	Knowledge Management—Emerging Perspectives	English	Web link	Knowledge Management	Beginning	This is a useful introductory resource that defines basics in Knowledge Management; how to develop and extend its concept with an example and also addresses the value of Knowledge Management	The web link contains references for more information.
8	The Knowledge Management Resource Center	English	Web link	Knowledge Management	Intermediate	This is a web link to a comprehensive directory covering all elements of Knowledge Management soft wares, systems, tools, case studies and best practice. Some of it requires registration and others are available to all.	
8	إدارة المعرفة	Arabic	Web link	Knowledge Management	Beginning	This is a web link that introduces basics in Knowledge Management, its types and elements.	
10	المخطط الإستراتيجي لإدارة ارمعرفة	Arabic	PDF file		Intermediate	This is a sample KM strategy for a semi-governmental institution in Jordan.	

11	إدارة المعرفة - مؤسسة المناطق الحرة	Arabic	Web link	<ul style="list-style-type: none"> - Knowledge management - Knowledge Strategy 	Intermediate	This a web link to the Knowledge Management division in the free zones institution describing the division's goals, strategic plan and members' duties.	
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Financial Management and Revenue Generating Services

No .	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	دليل المحاسبة الإدارية والمالية الأساسية	Arabic	PDF	-Financial Management - Accounting	Advanced	This is an excellent resource that addresses financial management for NGOs, and covers the following - Basic financial terms - Accounting records - Accounting cycle - Income statement, financial statement and financial center - Financial flow - Trial balance - Budget	
2	إعداد التسويات البنكية	Arabic	Visio	-Financial Management - Bank Settlement	Intermediate	This is a process map that describes how to prepare bank settlement for a Jordanian business association	
3	إعداد التقارير المالية	Arabic	Visio	-Financial Management - Financial Reports	Intermediate	This is a process map that describes how to prepare financial reports for a Jordanian business association	
4	التحصيل	Arabic	Visio	-Financial Management - Collection	Intermediate	This is a process map that describes the collection process for a Jordanian business association	
5	إيرادات الخدمات المقدمة للأعضاء	Arabic	Visio	-Financial Management - Collection	Intermediate	This is a process map that describes collection of revenue generated from members for a Jordanian business association	

6	إيرادات الخدمات المقدمة لغير الأعضاء	Arabic	Visio	-Financial Management - Collection	Intermediate	This is a process map that describes collection of revenue generated from non members for a Jordanian business association	
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Standardization

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	International Standardization as a Strategic Tool	English	PDF	- Standardization - Market Share	Intermediate	This document contains 4 case studies describing the benefits to businesses participating in standards development and lessons learnt from the cases	It contains many references books that would be beneficial for extra information
2	Guide to Procedures for ASME Codes and Standards	English	PDF	- Codes and Standards	Advanced	This is an illustrative example of an association's guide to procedures for codes and Standards Development	
3	Codes and Standards Sector Operating Guide	English	Word	- Codes and Standards - Vision and Mission Statement - Organization Chart - Board of Directors - Leadership	Advanced	This is a very useful illustrative example of an association's operational guidelines for codes and standards	
4	مؤسسة المواصفات والمقاييس الأردنية	Arabic	Webpage	- Standardizations definitions -Standardization main concepts -Standardization process main steps	Introductory	This is a web link to primary information about standardization for "Jordan Institution for Standards and Metrology"	User should click on standardization or التقييس to open the related page.

5	ISO/IEC Directive Part 1-Procedures for Technical Work	English	Webpage	- Standardizations Process -Standardization Technical committees	Advanced	This is an ISO and IEC directive; it is used as guidance in the technical development of standards. This directive sets out the procedures to be followed within the International Organization for Standardization (ISO) and the International Electro technical Commission (IEC) in carrying out their technical work for the development and maintenance of International Standards.	
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Education and Training

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	Needs Analysis /How to determine training needs	English	Web link	Training Needs Assessment	Intermediate	This a useful web link that addresses principles and techniques of training needs assessments, types of needs analyses, it also includes many demonstrations and sample questionnaires that could be used for training needs assessment and other human resources aspects.	Although this web link targets businesses, it could be utilized by other organizations.
2	Who Needs What Training?	English	PDF	Training Needs Assessment	Advanced	This is an article about training needs assessment. It describes the usefulness of some widely used techniques and tools of training needs assessment.	
3	العملية التدريبية	Arabic	PowerPoint Presentation	<ul style="list-style-type: none"> - Training Goals and Strategy - Training Needs Assessment - Planning for Training - Training Evaluations 	Beginning	<p>This is an Arabic power point presentation that describes training process from the following aspects:</p> <ul style="list-style-type: none"> - Training goals and strategy - Training needs assessment - Planning for training - Training evaluation 	
4	الجودة في العملية التدريبية	Arabic	PowerPoint Presentation	<ul style="list-style-type: none"> - Training Goals - Training Quality 	Beginning	This is an Arabic power point presentation about the quality of training. It addresses training goals, training types and "how to" conduct a successful training program and ensuring its quality.	

5	Training Needs Analysis Toolkit	English	PDF	Training Needs Analysis	Intermediate	This is a PDF file that introduces a step by step approach to training needs analysis and prioritization of training needs. It includes case studies that demonstrates the toolkits practical application. It also includes many useful hints and templates to be used.	
6	Designing Effective Training	English	PowerPoint Presentation	- Training Needs - Training Design	Beginning	This is power point presentation that addresses the design of an effective training including the below: - Purpose of training - Determining training needs - Training design and development processes	
7	Training Needs Analysis Example - General Competencies	English	<u>PDF</u>	Training Needs Analysis	Intermediate	This is an sample of training needs analysis tool, it shows general competencies and behaviors examples.	
8	Designing a Training Program	English	PDF	Training	Intermediate	This is a PDF file that include a presentation on how to design and deliver a training program. It includes a step by step description on the design and delivery of training programs.	

Market Research

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	How to Conduct Successful Market Research Projects	English	PowerPoint Presentation	- Survey Research - RFP	Intermediate	This is a very detailed PowerPoint Presentation that covers research in a step by step approach. It addresses the following topics: - Survey Research Process - Sample Questions: Customer Satisfaction - Using Mail Surveys - Ballot Measure Research & Campaigns - Qualitative Research - Creating an Effective RFP	
2	How do I carry out Market Research ?	English	Weblink	- Market Research	Intermediate	This is a weblink that covers market research and links to IT. It addresses: - The importance of research and information systems in marketing decision making - Marketing Information Systems - Marketing Research, and - The steps of the marketing research process	
3	Market Research	English	PDF	- Market Research	Beginning	This a PDF file that addresses Market Research, its benefits, principles and techniques. It also contains a number of good definitions.	Some parts need to be removed in order to use this file.

4	Guidelines on Writing a Market Research Brief	English	PDF	- Market Research	Intermediate	This a very simple and focused tool that shows guidelines to help put together a great market research. It also contains an example of a research brief	
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Communication, Marketing and Public Relations

No.	Title	Language	Type	Key Words	Level of difficulty	Brief Description of the Resource	Considerations that should be made in the resource's use
1	How to Create a Marketing Plan	English	PDF file	Marketing Plan	Intermediate	This a very useful resource that addressed information and examples of a marketing plan sections, it has three main parts: 1- Introduction 2- Researching Your Market 3- The Ingredients of a Marketing Plan	The document contains references for more information.
2	PR Toolkit - Anatomy of a Press Release	English	PDF file	Public Relations	Beginning	This is PDF file that provides an excellent guidance for developing press releases. It shows an illustrations of the key elements of a press release.	
3	Six Steps to Developing Your Public Relations and Media Plan	English	web link	- Public Relations - Media Plan	Beginning	This is an informative web link that defines six main steps for developing public relations and media plan.	This resources address the development of public relations and media plans in general, yet the same steps could be used for business associations.
4	What is Public Relations?	English	web link	Public Relations	Beginning	This is a web link to a site specialized in marketing and related topics, it provides a wide pool of resources related to marketing planning, marketing techniques and public relations. This page defines 6 tips to get public relations start on the right direction.	This website is not specific for business associations, yet all topics are useful for any organization. This web link contains references to more information on the related topics.

5	Business Marketing Strategies, Marketing Tools, Marketing Tips	English	web link	Marketing Strategy	Beginning	This is an article that addresses 7 key Marketing Strategies & Marketing tips to help businesses thrive. The website provides a pool of resources covering marketing and related topics. It also includes links to templates and soft wares needed to develop and implement successful marketing plans.	This website is not specific for business associations, yet all topics are useful for any organization. This web link contains references to more information on the related topics.
6	Marketing Plan	English	PowerPoint Presentation	Marketing Plan	Intermediate	This is a useful presentation that shows the steps to develop a successful marketing plan, it also addresses marketing plan objectives, outline and benefits including clarifying examples.	This resource is not specific for business associations, yet most of the topics are useful for any organization.
7	Communications Strategies for Arts Organizations Toolkit	English	PDF file	Communication	Beginning	This is a useful and informative PDF file that targets art organizations. It contains an overview about communications and how to contact the audience. It also includes communication strategy tips & samples.	This resources covers Arts communication strategies. Aspects and tools included are useful to business associations.
8	A Toolkit for Creating Marketing Plans on a Small Budget	English	PowerPoint Presentation	- Marketing - Marketing plan	Beginning	This is a useful presentation that includes Marketing definition, a step-by-step approach for developing a marketing plan with sample worksheets.	This resources address marketing plans for libraries, yet topics and tools are useful for business associations.
9	Key Elements of a Successful Marketing Strategy	English	PowerPoint Presentation	Marketing Strategy	Beginning	This is a simple presentation that address the key elements of a successful marketing strategy and its goals and objectives.	It includes two links for further information.

10	Marketing for Business Associations	English	PowerPoint Presentation	- Marketing - Business Associations	Intermediate	This power point presentation was used to train business associations on developing their marketing plans. It includes marketing strategies, techniques and marketing models for selling membership and services.	
11	PR for Business Associations	English	PowerPoint Presentation	- Public Relations - Business Associations	Intermediate	This power point presentation was used to train business associations on developing public relations programs. It includes the steps needed to develop PR programs, tools to communication planning and crisis management.	

APPENDIX 2: GUIDELINES ON HOW TO CAPTURE DIFFERENT RESOURCES AND INDEXING MECHANISM

Guidelines on how to capture different resources and indexing mechanism

1. Searching for resources:

- a. Search of all types of available resources under the specified fields. Sources of resources are the internet, previous studies and SABEQ and AMIR data base. Contact developed organizations who are willing to share some of their institutional development tools. Think of the main sub-fields under each field and try to locate resources covering those sub-fields.
- b. Look for useful resources, those that include “how to” step by step approach to the field, tools, templates, case studies and examples.
- c. Search for training materials as those are often very useful, and usually include concepts, examples and approach.
- d. Always obtain the URL address.
- e. Try to identify more resources as the final number may be reduced based on the owners’ approval on the use of the resource.
- f. Try to obtain resources of different type; templates, training materials, examples, web links, case studies, standard operating procedures, articles, checklists and white papers.

2. Obtaining usage approvals:

- a. Check the resource copy right, if copy rights do not allow the use of the resource, then email the resource owner requesting approval.
- b. Use reminder emails to follow-up on use approvals.
- c. Reply to approval requests may take time, try to send usage approval requests as early as possible.

3. Preparation of index sheets:

- a. Arrange the indentified resources under each filed in an index sheet and define the following for every resource:
 - i. Title,
 - ii. Language (Arabic, English)
 - iii. Publisher, URL address, (if applicable)
 - iv. Source,
 - v. Key words,
 - vi. Complexity (beginner, intermediate or advanced)
 - vii. Type,
 - viii. Brief description,

ix. Consideration that should be used in the resource use,

4. Modification and amendments:

- a. Modify or amend resources in case the captured resources do not meet the needed criteria of simplicity and ease of use.
- b. Make sure that the obtained usage right approval allows the modification/amendments of the captured resources.

5. Publishing:

- a. Publishing the resources as HTML pages is a good tool to simplify access and use of the captured resources.
- b. On the main page, include an index sheet of all the resources included and general guidelines on the use of resources.
- c. On the page of each field, include the related index sheet.

APPENDIX 3: BUSINESS ASSOCIATIONS RESOURCES USER GUIDANCE

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