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STRATEGIC PLAN AND ORGANIZATIONAL STRUCTURE FOR IRBID CHAMBER OF COMMERCE - SUMMARY

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SUMMARY

This Report highlights the main stages that were performed in the project of developing a strategic plan and organizational structure for Irbid Chamber of Commerce; it also highlights main findings and recommendations.

ABOUT ICC

Irbid Chamber of Commerce (ICC) has been devoted to helping the commercial sector in Irbid City in various fields and attempting to overcome obstacles that may arise. The Chamber serves as a connector with its relevant members and stakeholders. Therefore, the role of the chamber has to include effective participation in developing trade-related policies, deciding the necessary strategy and plans of implementation, promoting and improving the commercial sector, looking after the interests of the commercial and service companies via the Jordan Chamber of Commerce, and cooperating with other chambers of commerce and the Ministry of Industry and Commerce.

Concerned that Irbid has become less competitive in recent year in its business attraction and retention efforts, and the decreasing exports by 4.5 per cent in year 2008 compared to year 2007, The Chamber commissioned a study to determine ways the city of Irbid can drastically improve.

OVERALL OBJECTIVES OF THE ASSIGNMENT

The overall objectives of this assignment are to develop the Chamber's institutional structure by:

- Preparing a *strategic plan* that defines the Chamber's future vision, strategic orientations and role in achieving the national and local goals and the way to achieve it.
- Developing an *organizational structure* which clarifies the chain of command, the relations between the different units, tasks at various levels and job descriptions, so as to guarantee role distribution and authority delegation and decrease centralization

SCOPE OF WORK

The required scope of work entailed close coordination between Consultants and Irbid Chamber of Commerce officials due to the importance of the study results and their heavy impact on the chamber operations.

The Scope of work included the following stages and outcomes:

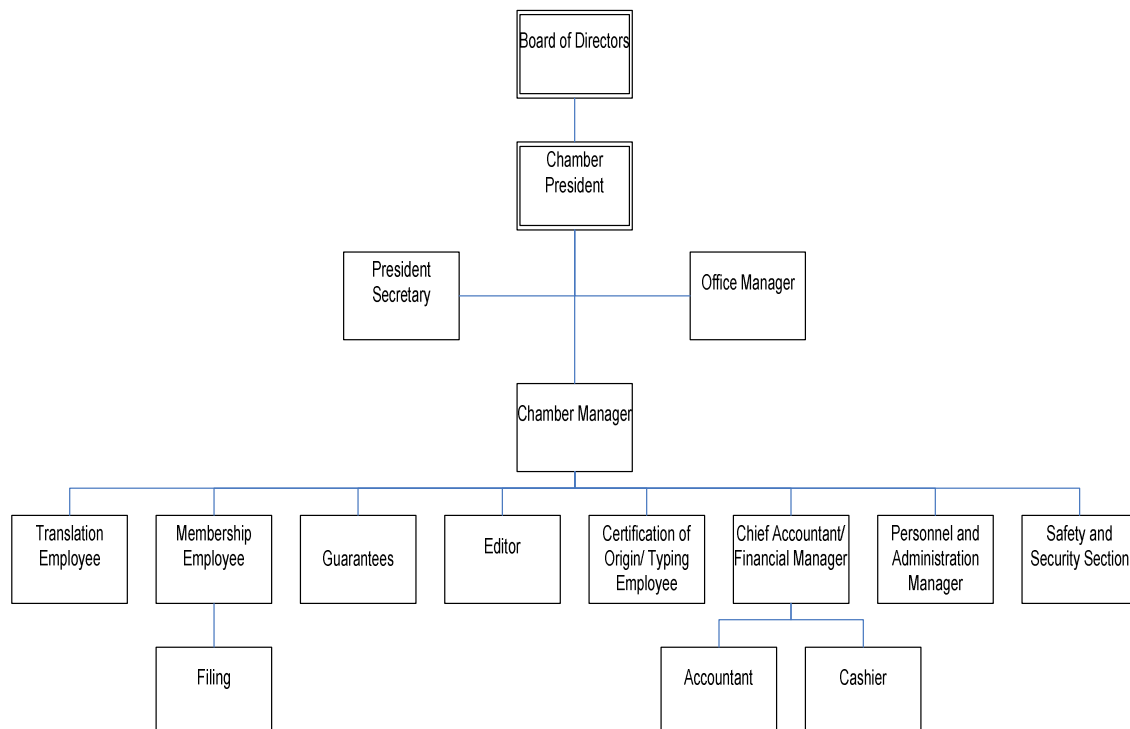
1. Current organizational structure and operations Analysis
2. Vision, Mission, Strategic goals

3. Gap Analysis
4. SWOT Analysis
5. Proposed organizational structure
6. Authority matrix
7. Strategic action plan

The following are the main aspects in regards to the above mentioned seven stages:

CURRENT ORGANIZATIONAL STRUCTURE AND OPERATIONS ANALYSIS

This stage included a thorough review of the organizational structure of the chamber, documenting the current structure and job descriptions. The following figure represents the current organizational structure of ICC:



After studying the current Organizational Structure of the ICC, we recommend the necessary changes in light of the chamber vision and strategy to ensure that the new structure is complete, relevant, and sound to support the achievement of the strategic objectives.

VISION, MISSION, STRATEGIC GOALS

This stage comprised of conducting a Strategy formulation workshop with the Chamber management, and engraved the corporate vision and mission, and strategic goals. The output of this stage was the following statements:

MISSION

The mission of the Irbid Chamber of Commerce is to provide its business members in particular and the local business sector in general, with various services that aims at developing the level of business and improving the business environment to attract investments , serve the community and civil society.

VISION

Irbid Chamber of Commerce seeks to provide its business members and trading sector a greater number of services at a high level of quality standard.

STRATEGIC GOALS

We have designed the corporate strategic goals for ICC that aims at ensuring the continuity of achieving the ultimate goal of supporting member businesses/traders within the community of Irbid. The specific strategic goals are as follows:

1. Upgrading the performance of the chamber
2. Enhancing and upgrading the performance of the Human Resource System for the Chamber.
3. Increasing the revenues of the chamber, this would aim at providing additional services for the Chamber's member.
4. Enhancing the corporation with other Arab and national chambers

5. Activating the role of the chamber in the local community, and enhancing the cooperation with non-profit service organizations
6. Promoting a professional and institutionalized trading businesses, and provide information and health services for traders.
7. Participating in the formulation of business related policies and submitting proposals to decision makers that would facilitate the process of trade.
8. Attracting investments and providing appropriate economic climate

GAP ANALYSIS

Gap Analysis for the AS-Is Structure and functions within the Chamber was conducted. It was clear that the current organization structure does not support the chamber's aspiration in developing and expanding its activities, the main gaps would be:

- The absence of a unit or department that is responsible to serve members of the chamber in an efficient and effect way, those functions are assigned to the administration unit. Also Media communications are absent.
- The absence of an Information unit that would be responsible of creating a database that could be used by the administration department for membership follow-ups and also by the chamber members to reach important trade data and information. In addition, the Information unit can implement an integrated network between the chamber stakeholders.
- Centralization of all activities and authority.
- Lack of Clarity in communication channels and reporting structure, those were noticed during conducting the job questionnaires for the chamber employees.

SWOT ANALYSIS

Areas of Strengths, Weaknesses, Threats, Opportunities (SWOT Analysis) have been identified in light of the Corporate Strategy Objectives; those areas were taken into consideration while developing the strategic action plan.

PROPOSED ORGANIZATION STRUCTURE

Necessary changes on the organizational Structure in light of the chamber vision and strategy were recommended, to ensure that the new structure is complete, relevant, and sound to support the achievement of the strategic objectives.

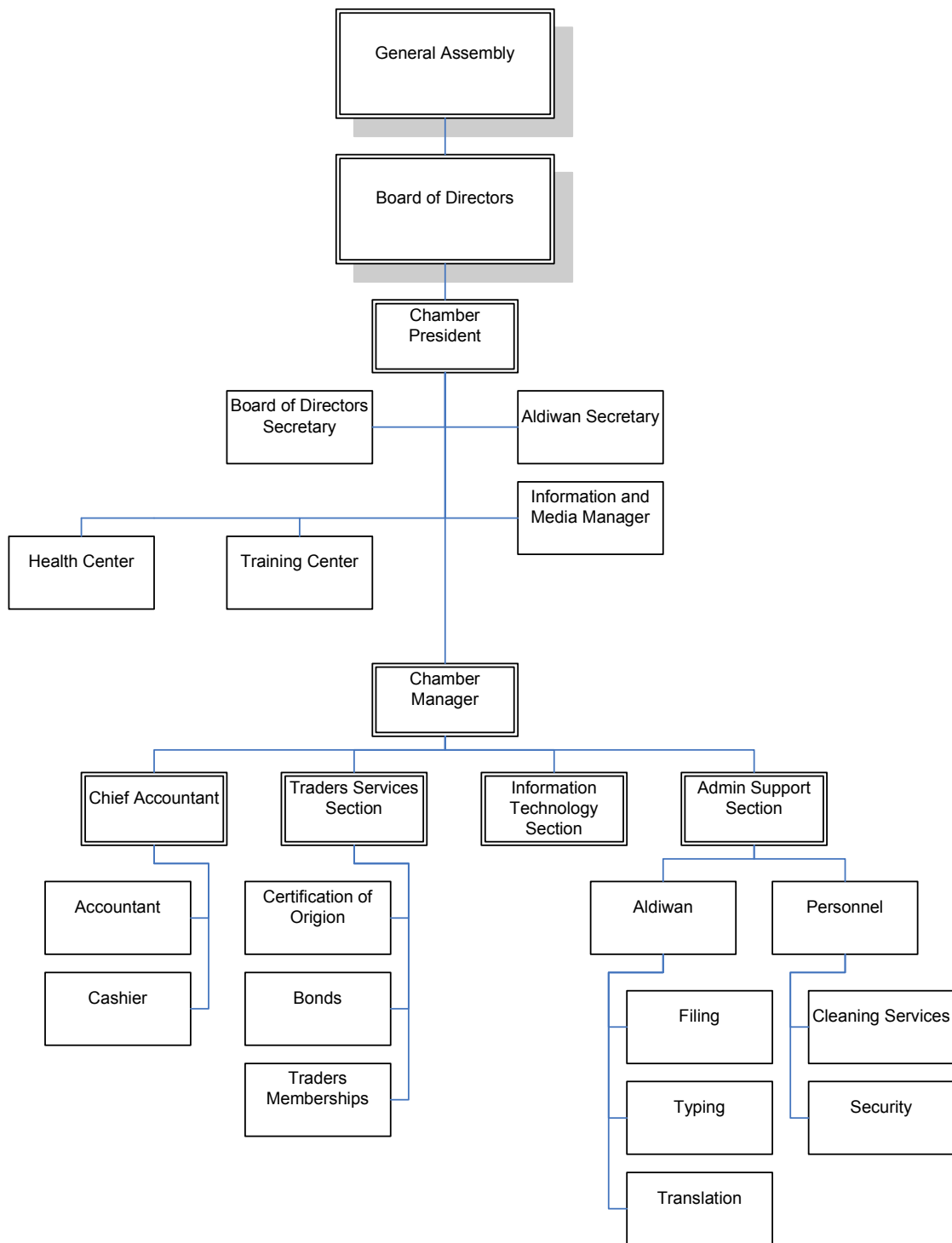
The proposed organizational structure comprised of the following units:

1. Secretarial unit (Aldiwan Secretary)
2. Support services unit: The support services unit will be responsible for internal administration issues pertaining personnel security, cleaning services, translation, typing, filing and archiving.
3. Information Technology unit: the information department will be responsible of maintaining all IT systems within the chamber, it will also be responsible of training the chamber employees on these systems if necessary, in addition to updating all hardware and software used.
4. Financial unit: The manger of this unit is a financial manager who would be responsible of all financial matters in the chamber, and provides the Board of Directors of the chamber with all reports that show the financial situation of ICC.
5. Training center
6. Health Center
7. Information and media unit: The main unit that will contribute in the strategic development of ICC will be the Information and Media unit. The main tasks are assigned to these units are as follows:
 1. Linking most -or all if achievable- concerned parties (Stakeholders) in a Single information network.
 2. Setting up an integrated database of Irbid Chamber of Commerce departments and Stakeholders, this will also improve the efficiency of the administrative processes, and serve as "Knowledge Bank" for merchants.
 3. Monitoring Received enquiries and take action accordingly.
 4. Facilitate information outreach for merchants.
 5. Maintain open channels of communication with Embassies commercial representatives, and other local and international chambers of commerce.
 6. Prepare presentation content and material for the services provided by Irbid Chamber of Commerce and present it to the embassies
 7. Organizing and participate in trade and business conferences.
 8. Participate in updating the Chamber website, advertise announcement and trade related policies.

8. Traders service unit: This unit is responsible of providing business members and traders with all the necessary trade services such as:

- 1.1 Guarantees: Preparing all forms of judicial guarantees through the preparation of papers for the issuance of bonds.
- 1.2 Certificates of Origin: Issuing certificates of origin to facilitate the export processes.
- 1.3 Membership: Add and modify the trader's data and establish a database

In light to the above, we have proposed organizational structure and job descriptions of Irbid Chamber of Commerce, the following chart presents the proposed Organizational Structure:



AUTHORITY MATRIX

The hierarchy of decision-making process was identified and documented in two-dimensional matrix. It covered all stages of decision-making (Initiate/Suggest, Recommend and Approve).

STRATEGIC ACTION PLAN

A strategic action plan for the chamber for the coming three years was developed aiming at achieving the previously mentioned strategic objectives of the chamber, and eventually streaming into fortifying the role of the Chamber in achieving the local economical development of the City of Irbid.

MAIN RECOMMENDATIONS

The following highlights a summary of the main recommendation in order to achieve the strategic goals and role enhancement of Irbid Chamber of Commerce:

- Building the institutional capacity of the Chamber so it will continue playing its role in a sustainable, more effective and efficient way. This will include restructuring the organization to insure achievement of leadership and managerial principals such as specialization of departmental units, creating Merchants support unit and Decentralization of authorities, ensure clarity of communication channels and reporting systems.
- A fundamental goal of capacity building is to enhance the ability to think strategically and improve the performance of the chamber employees.
- Moreover, change management should be carefully planned and executed during the changes on structure, functions, and operations. Change Agents should be identified; also coaching people to minimize change resistance should be performed.
- Furthermore, in order to ensure sustainability of strategic approach, we recommend development of Key Performance Indicators for the departments within Irbid Chamber of Commerce to the monitor, motivate, and enhance the performance of Irbid Chamber of Commerce.

APPENDIX: STRATEGIC PLAN AND ORGANIZATIONAL STRUCTURE FOR IRBID CHAMBER OF COMMERCE – ARABIC VERSION

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