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SABEQ SUSTAINABILITY THROUGH COMMUNITIES OF PRACTICE

Final Report

November 4, 2007

This publication was produced for review by the United States Agency for International Development. It was prepared by Yassica Ferrer and Andrew Kaiser of SABEQ Subcontractor The Kaizen Company.

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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

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

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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

A / E	Architects and Engineers
ABJ	Association of Banks in Jordan
AmCham	American Chamber of Industry
CBJ	Central Bank of Jordan
CFA	Chartered Financial Analysts
COP	Chief of Party
DFID	Department for International Development
GAM	Greater Amman Municipality
HR	Human Resources
HRM	Human Resource Management
InsTran	Institutional Transformation
INT@J	The Information Technology Association in Jordan
IPR	Intellectual Property Rights
JAPM	Jordanian Association of Pharmaceutical Manufacturers
JCI	Jordan Chamber of Industry
JE	Jordan Exporters
JEPA	Jordan Exporters and Producers of Fruits and Vegetables
JFBPW	Jordan Forum for Business and Professional Women
JFDA	Jordan Food and Drug Administration
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates C
JIPA	Jordan Intellectual Property Association
JMC	Jordan Media City
JNC	Jordan Nursing Council
JNL	Jordan National Library
JNMC	Jordan Nurses and Midwives Council
JOHUD	Jordan Human Development Fund
JRA	Jordan Restaurant Association
JSQ	Jordan Society for Quality
LED	Local Economic Development
MIT	Ministry of Industry and Trade

MoA	Ministry of Agriculture
MoE	Ministry of Environment
MoEnergy	Ministry of Energy
MoH	Ministry of Health
MoICT	Ministry of Information and Communication Technology
MOTA	Ministry of Tourism and Antiquities
NCCMD	National Center for Capacity and Management Development
NITC	National Information Technology Center
PHA	Private Hospitals Association
PHPP	Partnership for Herbs Production and Processing
PPD&O	Public Private Dialogue and Outreach
SABEQ	Sustainable Achievement of Business Expansion and Quality
SAIS	School for Advanced International Studies
SME	Small Medium Enterprise
SOW	Statement of Work
USAID	United States Agency for International Development
WFD	Workforce Development

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

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Financial Services	Central Bank of Jordan	Conduct Sector-Specific Public Awareness Campaign (2): AML Campaign	A-Developing the structure of the Campaign	Manual: conducting **public awareness and outreach campaigns**	H4
Financial Services	Commercial Banks	Assist commercial banks in identifying and servicing SME clients in priority sectors	Lending to women owned SMEs	Manual(s): SME Lending to SMEs; **Lending to women; lending to specific sectors**	H5
Financial Services	Commercial Banks	Introduce Standardized Definition of SME	Standardized definition of SME and supporting analysis	White paper: Defining what is an SME in Jordan	H6
Financial Services	Microfinance Institutions	Promote an accommodating legal and regulatory framework for microfinance	Updated gap analysis of existing microfinance legal and regulatory framework	Manual: Conducting **legal and regulatory gap analysis, regulatory policy impact assessments**	H7
Financial Services	Central Bank of Jordan	Develop business continuity/disaster recovery plan for CBJ and advise on implementation	Business Continuity and Disaster Recovery Strategy Document	Template: **Risk management strategy**	H8
Financial Services	Commercial Banks	Train banks in implementation of market risk component of Basel II	1) Diagnostics and action plans to improve market risk measurement and management 2) Workshop	Presentation, video: **Measuring and manageing market risk**	H9
Financial Services	Association of Banks in Jordan	Build public outreach capacity at ABJ	1) ABJ website upgrade design 2) Toolkit for ocnducting market intelligence research 3) consumer focus group for market research	Manual/workbook: How to b**uild an effective public outreach campaign** . Templates in manual: 1) Surveys 2) process of doing a focus group . Video: sample focus group. (see H4)	H10
Financial Services	Association of Banks in Jordan	Upgrade ABJ's capacity to plan and deliver training for member banks	ABJ 2-year training program strategy and plan	Template: **Training needs assessment** and **training plan development**. 'how to' and training delivery 'how to'.	H11
Financial Services	Jordan Chapter of Chartered Financial Analysts	Assist Jordan CFA in establishing corporate ethics program to raise standards of business conduct by securities firms and/or listed companies	Strategy and plan for addressing real or perceived decline in securities industry ethics	Manual: **Corporate Ethics**; Case studies, white papers, templates in manual.	H12
Financial Services	Commercial Banks	Train banks on recognizing suspicious activity	Workshop on suspicious activity recognition	Video, presentation: **suspicious activity recognition**	H13

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Policy, Trade, and Investment	JIB	Strengthen JIB investment promotion capacity	1) IP & Market Intelligence Training, 2) investor information system & training	Training, tools, presentations: **market intelligence research, investment promotion**; Manual: **database maintenance**	H16
Policy, Trade, and Investment	JE	Build JE capacity to contribute input to public-private dialog on trade and investment policy	Public-Private Dialog on Trade and Investment Policy for ICT, Pharmaceutical, A and E, Medical, Fresh Vegetables, BPO Sector Workshops	Manual: **Public-private dialogue.** Presentations, templates, white papers, case studies. (see H 4)	H17
Policy, Trade, and Investment	JIEC	Strengthen investment promotion in JIEC Industrial Estates	Investment Promotion Training & Material	Training manual: **investment promotion**	H18
Policy, Trade, and Investment	TBD	Improve analytical capacity for trade and investment policy	Private Sector Policy Needs Assessment	Training, template: **policy impact assessments** (See H7)	H19
Policy, Trade, and Investment	MIT	Support WTO Training Delivery	Trade Facilitation, import licensing, barriers to trade Workshop Translation	Training manual: **trade faciliation, import licensing, and barriers to trade**	H20
Policy, Trade, and Investment	Royal Court	Support the Royal Court	Strategic Planning for the Royal Court	Presentation, template: **strategic planning**	H21
Policy, Trade, and Investment	MIT	Strengthen GOJ enforcement of IPR laws and regulations	1) IPR Enforcement Workshop 2) Judeges & prosecutors IPR training curricula and enforcement training 4) IP laws, regulations and case bench book	Training Manual: j**udiciary on intellectual property rights**	H22
Policy, Trade, and Investment	Amcham	Increase exporters' awareness of trade opportunities under the Jordan-US and other free trade agreements	Trade Opportunity Brochure	Template (for brochure series) : **trade and export opportunities.**	H23
Policy, Trade, and Investment	LED Council Task Force on Investment	Improve capacity of local economic councils to propose and advocate for non-fiscal incentives with stakeholders to improve regional investment environment	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	Presentation, **investment promotion incentives.** Template, **investment promotion plan**	H24
Policy, Trade, and Investment	Amcham	Develop brochures and training materials on "how to" take advantage of export opportunities under the JUSFTA	Brochures on JUSFTA export opportunities developed	See H24 above.	H25
Policy, Trade, and Investment	Architects and Engineers Forum	Analyze the impact of existing trade agreements on the A and E sector in order to increase export opportunities	Impact Assessment of Existing Trade Agreements on the A and E Sector	Training, Manual, template: **trade impact assessments.** Include templates, presentations, case studies, white papers	H26
Policy, Trade, and Investment	MoICT	Create Call Center and BPO Strategy and Implementation for Jordan	impact assessment of existing trade agreements	See H26	H27

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Policy, Trade, and Investment	MoICT	Create Call Center and BPO Strategy and Implementation for Jordan	impact assessment of existing trade agreements	See H26	H27
Policy, Trade, and Investment	Private Hospitals Association	Analyze the impact of existing and new trade agreements on the Pharmaceutical sector in order to increase export opportunities	1) Impact Assessment of Existing Trade Agreements on the Medical Sector 2) workshop	See H26	H28
Policy, Trade, and Investment	MoIT, MoH, JE	Analyze the impact of existing and new trade agreements on the Pharmaceutical sector in order to increase export opportunities	Impact Assessment of Existing Trade Agreements on the Pharmaceutical Sector	See H26	H29
Policy, Trade, and Investment	MIT, MoH, MoA, and JE	Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop	Impact Assessment of Existing Trade Agreements on the Agriculture Sector	See H26	H30
Policy, Trade, and Investment	MoEnergy	Assist integrate priorities for efficient energy use into investment policies and incentives	Green Incentives Action Plan	Training, manual, templates: **environmental impact assessment, action plan** (see H37)	H31
Removal of GoJ Constraints	MoICT	Conduct Sector-Specific Public Awareness Campaign(1): IPR	B- Strategy /Artwork/Messages Development C- Campaign Implementation	See H4	H32
Removal of GoJ Constraints	Ministry of Justice	Improve Palace of Justice Enforcement Functions	MoJ Enforcement Department New Enforcement Processes and Procedures	Workbook, templates, presentations: **Process streamlining and reengineering.**	H33
Removal of GoJ Constraints	Greater Amman Municipality	Roll out improved business licensing processes at other GAM districts	1) Workshop to present and discuss new GAM licensing model 2) standard and operating procedures	Training, presentation; **business licencing**; also, see H35	H34
Removal of GoJ Constraints	Greater Amman Municipality	Create a SOHO legal and regulatory framework	1) Zoning Requirements Concept Paper 2) gap analysis assessment 3) home-based owners focus group 4) drafting business licensing legislation	White paper: zoning requirements (white paper template); also, see H7, H10	H35
Removal of GoJ Constraints	Land and Survey Department	Improve the business services extended by the Land and Survey Department	"Business Property Registration" Need Assessment Report , concept paper, strategy document, strategy workshop, action plan 2) land and property registration processes and procedures	Presentation, Template: **creating strategic action plans with S.M.A.R.T. goals**	H36
Removal of GoJ Constraints	Several	Enable Private Sector and Business Associations with Quantitative Analysis Tools to identify and measure business constraints	Toolkit to identify and quantify the impact of government policies and constraints on competitiveness	Training, workbook, templates, presentaions: Quantitative analysis tools - **how to measure business constraints on competitiveness;** also, Training: **Regulatory impact assessments** (see H7)	H37

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Removal of GoJ Constraints	Ministry of Industry and Trade	Assist MIT in implementing Consultation Strategy	1) Ministry consultation process 2) design, help, and train consultation policy unit	Manual: **Public-private dialogue**. Presentations, templates, white papers, case studies. (see H 17)	H38
Removal of GoJ Constraints	Ministry of Industry and Trade	Assess and minimize customs impact on competitiveness of sectors	Position paper, reasearch, and workshop on impact of custom duties on performance and competitiveness of selected sectors	workshop, white paper: **impact of customs duties**	H39
Removal of GoJ Constraints	Irbid Governate	Facilitate the start up of businesses in the governorate of Irbid	1) Focus groups with business owners to assess and prioritize government business services 2) implementation strategy for business faciliation center	See H10 (focus group) See H37	H40
Removal of GoJ Constraints	Ministry of Public Works and Housing	Update tendering audit process at the Ministry of Public Works	Gap Analysis Assessment and Recommendations Blue Print for Tendering 2) tendering options workshop	Training manual, templates, presentation: **government procurement**	H41
Removal of GoJ Constraints	Ministry of Public Works and Housing	Improve system of qualifying engineering and construction companies	Gap Analysis Assessment and Recommendations Blue Print for Architect and Construction Contractors Classification and Qualification Processes 2) Workshop	See H41 **government procurement**	H42
Removal of GoJ Constraints	Ministry of Public Works and Housing	Improve Ministry of Public Works and Housing Service Culture	Training Needs Assessment on Tendering and Classification 2) Training Material	See H11. Training, template, training needs assessment	H43
Removal of GoJ Constraints	Architects and Engineers Forum	Improve the legal and regulatory framework governing the establishment, ownership and disposition of family businesses and partnerships in Jordan	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	Whitepaper template: family business and partnership creation and **disollution**	H44
Removal of GoJ Constraints	JIPA, MOICT, JNL	Conduct Sector-Specific Public Awareness Campaign(1): IPR	IPR Campaign Structure Development	See H4.	H45
Removal of GoJ Constraints	MoIT	Enhance business processes outsourcing sector business and legal framework	1) Research and Benchmark International BPO Best Practices 2) Benchmark report 3) BPO policy paper 4) BPO legal and reg framework assessment & policy position paper	White paper: **BPO best practices** (see H45). **Regulatory impact assessment** (see H7).	H46
Removal of GoJ Constraints	JFDA	Enhance Pharmaceutical Sector Business and Regulatory Environment	Assessment of the audit and inspection processes at the JFDA and bench mark with international best practices 2) Legal assessments 3) pricing policy legal assessment 4) pricing policy best practices	Manual, template: **international best practice benchmarking**.	H47

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Removal of GoJ Constraints	Ministry of Public Works and Housing and Royal Scientific Society	Develop New Codes for Green Buildings, Roads, Environment and Buildings	1) Methodology of Developing Codes Established 2) green building codes 3) environmental codes 4) road code 5) building code 6) w orkshop on "green" code 7) aw areness w orkshop on new codes	Training Manual, templates, case studies: **environmental codes development**.	H48
Removal of GoJ Constraints	Ministry of Environment	Improve environmental licensing processes at Ministry of Environment	Environmental Licensing Processes and Procedures 2) int'l best practices 3) w orkshop 4) implementation plan 5) new business licensing standard operating procedures	See H34 (licensing) See H102 (Operations)	H49
Removal of GoJ Constraints	Ministry of Environment	Support the development and establishing the environmental Protection Fund	Environmental Protection Fund Legal Framew ork and Recommendations	Manual, **fund creation and management**.	H50
Enhanced Productivity	SABEQ	Identify w here sector competitiveness may be improved by research and development activities	Targeted Sectors Competitiveness and Value Chain Study	Template: **value chain studies**.	H52
Enhanced Productivity	Sector Associations	Facilitate cooperation betw een private sector and research and development institutions	1) Training Firms on Articulating the Research and Development Requirements 2) private sector linkages 3) match making event for private secto and R & D institutions	Training, Manual, video, templates: **identifying, articulating, addressing R&D requirements**	H53
Enhanced Productivity	Architects and Engineers Forum	Conduct Training Needs Assessment for A and E Members	Training Strategy Workshop for A and E and Stakeholders	Template: **Training needs assessment** (See H11)	H54
Enhanced Productivity	Architects and Engineers Forum	Develop a code of A and E ethics document to be distributed to all members	Code of Excellence	Template: **Sector specific codes of ethics**	H57
Enhanced Productivity	Architects and Engineers Forum	Establish Marketing intelligence unit for A/E Services	Fee-for-Service Monthly Market Opportunities Reports	White paper Template: **Market opportunity reports**	H58
Enhanced Productivity	Ministry of Public Works and Housing	Update tendering audit process at the Ministry of Public Works	National Level Tendering Options Workshop - Private Sector	Training manual, templates, presentation: **government procurement** (similar to H41 buy from the **privaye sector perspective**)	H60
Enhanced Productivity	Ministry of Public Works and Housing	Develop New Codes for Green Buildings, Roads, Environment and Buildings	Aw areness Workshop on New Green Building Codes	See H4	H61
Enhanced Productivity	Int@j	Gather Comprehensive sector information - including gender disaggregated labor force data	ICT Sector Gap Analysis of ICT Sector Needs versus University Graduate Skills Stakeholder Roundtable	Manual, Template: sector specific **training / workforce needs assessesmment** (See H11)	H62
Enhanced Productivity	NITC	Enable ICT Sector Infrastructure	1) Know ledge Station Strategy Roadmap and Implementation Plan 2) strengthening NITC action plan implementation	See H36	H63

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Enhanced Productivity	Private Hospitals Association	Develop Medical Services National Marketing and Promotional Strategy and Plan	1) MENA, African, US, and Former Soviet States Marketing and Promotional Strategy and Plan 2) National Marketing and Promotional Strategy Stakeholders Workshop	Workbook, template: **marketing plan development**	H64
Enhanced Productivity	Private Hospitals Association	Support Implementation of National Marketing and Promotional Plan (Public Awareness Campaign)	Publications, Guidelines and Promotional Material for Health Tourist in Jordan	Brochure template: Health Tourism, other	H65
Enhanced Productivity	Private Hospitals Association	Design and Build Medical Services Sector Database	Medical Services Sector Database Implementation Procurement	Workbook: **database maintenance**. See H16	H66
Enhanced Productivity	Private Hospitals	Foster Medical Services Sector International Buyer-Seller Linkages	Design and Organization of Medical Services Sector Marketing Mission and Convention to EU and MENA 2) Implemenation	Manual : **study tour design and implementation**	H67
Enhanced Productivity	Private Hospitals Association	Develop Medical Services Sector Business Linkages with Jordanian Travel Agencies	Medical Services Sector Business Linkages with Jordanian Travel Agencies Promotional Packages- Treatment and Post-Recovery Stay	Brochure template, **cross-marketing** . See H65	H68
Enhanced Productivity	Jordan Nursing Council	Enhance Nursing Profession Standards	Jordanian Nursing Council Least Traveled Road Conference - Best Practices in Nursing	Presentation: **Nursing best-practices**	H69
Enhanced Productivity	PHA, JNMC, JMC	Create Medical Services Accreditation Staff Training Strategy and Plan for Attracting Foreign Patients	Medical Services Training Needs Assessment Review Workshop	See H11	H70
Enhanced Productivity	Private Hospitals	Attract and retain qualified medical services personnel	Incentive Tool Kit Training Workshop	Toolkit: **HR incentives** (see H147)	H71
Enhanced Productivity	Jordanian Nursing Council	Conduct awareness and recruitment initiatives to attract females to study nursing	1) Campaign Structure to attract females to study nursing 2) campaign strategy & Implementation	See H4	H72
Enhanced Productivity	Private Hospitals Association	Enhance PHA's effectiveness and sustainability	1) Event Management Training Workshop 2) communcations training workshop	Training, manual, video, templates: **Events management.**	H73
Enhanced Productivity	USAID, relevant Partners, and General Public	Communicate Public-Private Success Stories	Success Story highlighting Medical Services Sector	Manual, template: Success story **press releases**	H74
Enhanced Productivity	JFDA	Implementation of JFDA Transformational Plan for Building their capabilities and raising their Standards	Implementation of JFDA Transformational Plan (placeholder)	Manual, templates, presentations, case studies: **leading organizational change**	H75
Enhanced Productivity	JAPM	Assess the profitability of drug markets in lesser developed countries	1) Africa, Central Asia, Eastern Europe Supply and Demand Analysis 2) Framework 3) research support 4) analysis review	Manual: country specific pharmaceutical **profitablity asessments**	H76
Enhanced Productivity	JAPM	Conduct Salary and Benefits Survey for Key Positions within the Pharmaceutical Sector and Certain Positions within the Jordanian Labor Market	1) Pharmaceutical Sector Salary Survey 2) JFDA assessment finding report & focus group	Survey**: sector salaries**	H77

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Enhanced Productivity	Pharmaceutical Association	Conduct Sector-Specific Public Awareness Campaign (2): Support promotional efforts of Jordanian pharmaceuticals companies	Public -Private Dialogue: define the areas of weaknesses in the JFDA	Training manual, templates, brochures (i.e. press release) for **public-private-dialogue** (see H18); manual, **public private partnership**	H78
Enhanced Productivity	MoICT	Create Call Center and BPO Strategy and Implementation for Jordan	1) Assessment and Recommendations Report for BPO Situation Analysis of Jordan including Marketing, Workforce, and Trade and Investment 2) Call center & BPO sector strategy & implementation plan	Template: **marketing plan**. (See H64) Manual, template: **workforce development plan**. (See H62) Training, template, presentation: **strategic action plan** (see H36)	H79
Enhanced Productivity	Private farms	Create Market Strategy for Horticulture Products	1) Horticulture Market Strategy for Gulf States 2) for Europe access 3) for local wholesale market	Template: **Marketing plan.** (See H64)	H80
Enhanced Productivity	Central Market	Improve Operating Efficiency of Local Wholesale Markets	International Best Practices Concept Paper	White paper template: sector specific international best practices.	H81
Enhanced Productivity	MIT, MoH, MoA, and JE	Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop	Analyze the impact of existing and new trade agreements on the Agriculture sector in order to increase export opportunities-workshop	**Regulatory policy impact assessments.** See H7	H82
Enhanced Productivity	Central Market	Develop National Agricultural Management Information System	Comprehensive Integrated National Agricultural Database	Manual: **Database management** See H16	H83
Enhanced Productivity	MoA	Offer National Horticultural Training Programs	1) Train-the-Trainer MoA Agricultural Advisor Extension Training Program 2) Workshop to Identify Farmers and Agricultural Advisors Skills and Training Gaps	Training, Workshop, workforce development needs assessment. See H11	H84
Enhanced Productivity	JEPA	Increase farmers level of awareness towards the adoption of new agricultural technologies	Sector-Specific Public Awareness Campaign (1)	See H4	H85
Enhanced Productivity	TBD	Conduct a 10 Certified Training for GAP/HASAP training identified in assessment	Ag Certification Workshops	e-courses: **agricultural certification**	H86
Enhanced Productivity	MoA	Offer National Horticultural Training Programs	Horticulture Training Course Delivery for Farmer	Training manual, presentation: **horticulture skills**	H87
Enhanced Productivity	MOTA	Increase tourist satisfaction	1) Criteria for measuring tourist satisfaction 2) assessment of tourist satisfaction	Survey: tourist satisfaction	H88
Enhanced Productivity	TBD	Upgrade capability of locals in performing events	1) Training plan based on study tour experiences 2) workshop	See H85 and H11.	H89
Enhanced Productivity	Jordan Municipality, MOTA	Improve signs in the North and South	1) Strategy developed to improve signs 2) action plan 3) develop information guidebook	See H21 and H36.	H90

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Enhanced Productivity	Ministry of Industry and Trade	Identify packaging export and investment opportunities	Packaging Sector Strategy	See H21 and H36.	H91
Enhanced Productivity	Industry - Packaging Desk and Committee	Build JCI's capacity to offer training programs to its members	Awareness Campaign 1 on identified international best practices and standards to manufacturers	See H4	H92
Local Economic Development	LED Councils	Establish the legal operating framework for the regional local economic development councils	1) LED Council Association Seed Grant 2) regional outreach plan 3) lessons learned implementation	See H4	H94
Local Economic Development	LED Councils	Build institutional capacity within the regional LED councils	1) LED Council Capacity Building Training Needs Assessment and Plan and Training Workshop 2) management training workshop	Training: **management skills**; **Traning needs assessment** (See H11)	H96
Local Economic Development	LED Councils	Leverage and coordinate regional and national LED stakeholders including donors	1) LED Stakeholder Coordination Strategy 2) coordination workshop 3) coordination event	See H4	H97
Local Economic Development	LED Councils	Develop regional value chain analysis and competitiveness indicators	1) LED Council Regional Value Chain and Competitiveness Indicators Tool and Training Directions 2) workshop	Workshop, Presentation, Template: **Value chain analysis**	H98
Local Economic Development	LED Councils	Develop a process and a practical model of linking research and development providers with private sector	Research and Development and Private Sector Linkage Assessment	Template: Private sector / R&D center **Memorandums of Understanding** (MOU), **confidentiality agreements**	H99
Local Economic Development	LED Councils	Support entrepreneurial skills training development within the priority sectors in the regions	1) Entrepreneurial Training Needs Assessment Roundtable 2)Training Workshop	Training, manuals, templates: **entrepreneurship**	H101
Local Economic Development	LED Councils, women's association	Establish Business Development Service Center Model serving the priority sectors in the regions	Business Plan and Training 3) operational management training to business center staff	Manuals, templates: **Business plans**. Manuals, templates: **Operations plan.**	H102
Local Economic Development	LED Councils	Conduct Sector-Specific Public Awareness Campaign on the importance of the QIZs to local and national economic development	Developing the structure of the importance of the QIZs Campaign	See H4	H103
Local Economic Development	Karak Council	Support the development of regional sector information	LED Economic Data Portal Technical Specifications, Design, and Implementation Plan 2) functional requirements and implementation plan 3) LED economic data portal	Manual: **Database management** (See H16)	H104
Local Economic Development	LED Councils	Develop a process and a practical model of linking research and development providers with private sector	Research and Development and Private Sector Linkage Assessment	See H99	H105
Local Economic Development	Agricultural Cooperatives	Establish a Partnership for Herbs Production and Processing (PHPP) Alliance in Irbid and develop an action plan for that alliance	Cooperative Model for Marketing and Production of Herbs	Template: **Marketing plan**. (See H64)	H106

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Institutional Transformation	Jordan Enterprise	Transform Jordan Enterprise	1) Transformational Approach Design, Implementation Methodology, and Training 2) Compact & transformation team formation 3) transformation roadmap 4) plan implementation 5) transformation team trained on change management 6) transformation team trained on	Workbook, presentations, templates, case-studies: **leading organizational change**. (see H75)	H108
Institutional Transformation	Investment Promotion Directorate - JIB	Transform Investment Promotion Directorate - JIB	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	See H108	H109
Institutional Transformation	Enforcement Department - Ministry of Justice	Transform Enforcement Department - Ministry of Justice	1) Enforcement Department - Ministry of Justice Compact 2) transformation team formation 3) team trained on change management 4) team trained on PMP 5) transfomation plan implementation	See H108	H110
Institutional Transformation	Greater Amman Municipality	Implement pilot project at GAM to enhance entrepreneurial mindsets of staff and help them identify business opportunities	1) GAM Staff Entrepreneurship Training Program 2) GAM incentives program (based on Tunisian Model)	Training: **Entrepreneurship** (See H101)	H111
Institutional Transformation	AmCham	Assist AmCham in implementing a bottom up approach that reflects members needs in the association planning process.	1) Market research for the business sector and members perception within the scope of AmCham 2) Knowledge management framework 3) strategy-based business plan	Template: **Market research** (See H17); Template; **Business plan (**See H103)	H112
Institutional Transformation	AmCham	Build the organizational capacity of Atcham.	AmCham Organizational Audit	Assessment: **Organizational strength** (organizational audit)	H113
Institutional Transformation	AmCham	Oversee SABEQ-AmCham MOU Implementation	SABEQ-AmCham MOU Implementation Monitoring and Evaluation Reports	Training, workbook, templates: **project management**	H114
Institutional Transformation	Jordan Exporters Association	Assist Jordan Exporters Association in implementing a bottom up approach that reflects members needs in the association planning process.	Knowledge Management Framework in Jordan Exporters Association	Training, manual, template: **knowledge management and communications**	H115
Institutional Transformation	Jordan Exporters Association	Support Jordan Exporters Association in developing education and training services that meet their members needs.	1) Jordan Exporters Association's Training Program Feasibility Study 2) training program design	Template: **Training needs assessment; training program design**. (See H11)	H116
Institutional Transformation	Jordan Exporters Association	Build the organizational capacity of Jordan Exporters Association	Organizational Audit for Jordan Exporters Association	See H114	H117
Institutional Transformation	Jordan Exporters Association	Oversee SABEQ-Jordan Exporters Association MOU Implementation	SABEQ-Jordan Exporters Association MOU Implementation Monitoring and Evaluation Reports	Manual, template: **Monitoring and Evaluation**	H118

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Institutional Transformation	Jordan Intellectual Property Association	Assist Jordan Intellectual Property Association in implementing a bottom up approach that reflects members needs in the association planning process.	Market research for the business sector and members perception 2) knowledge management framework 3) strategy-based business plan	Manual, template: **Market research** (See H17); Training, manual, template, **knowledge management and training** (See H117); template, presentation: **business plan** (see H103)	H119
Institutional Transformation	Jordan Intellectual Property Association	Build the organizational capacity of Jordan Intellectual Property Association	Organizational Audit for Jordan Intellectual Property Association	See H113	H120
Institutional Transformation	Jordan Intellectual Property Association	Oversee SABEQ-Jordan Intellectual Property Association MOU Implementation	SABEQ-Jordan Intellectual Property Association MOU Implementation Monitoring and Evaluation Reports	See H118	H121
Institutional Transformation	Jordan Society for Quality	Assist Jordan Society for Quality in implementing a bottom up approach that reflects members needs in the association planning process.	1) Market research for the business sector and members perception 2) knowledge management framework 3) strategy-based business plan	See H21, H115	H123
Institutional Transformation	Jordan Society for Quality	Support Jordan Society for Quality in developing education and training services that meet their members needs.	1) Jordan Society for Quality's Training Feasibility Study 2) training program design	See H11	H124
Institutional Transformation	Jordan Society for Quality	Build the organizational capacity of Jordan Society for Quality	Organizational Audit for Jordan Society for Quality	See H113	H125
Institutional Transformation	Jordan Society for Quality	Oversee SABEQ-Jordan Society for Quality MOU Implementation	SABEQ-Jordan Society for Quality MOU Implementation Monitoring and Evaluation Reports	See H118	H126
Institutional Transformation	SABEQ targeted Business Associations	Conduct group training for SABEQ-targeted associations on strategy- based business planning	Strategy-based Business Planning Workshop Delivery (2-workshops)	See H102	H127
Institutional Transformation	SABEQ targeted Business Associations	Conduct group training for SABEQ-targeted associations on advocacy	Advocacy Workshop Delivery (2-workshops)	Manual, video, templates: **advocacy**	H128
Institutional Transformation	InsTran Clients	Provide Business Development Services Training	Business Development Training (for up to 5 different types of training)	Training, e-courses: **business development services**	H129
Institutional Transformation	Higher Council for Science and Technology	Transform Higher Council for Science and Technology	1) Compact 2) transforamtion team formation 3) transformation implementation 4) team certified PMP	See H108	H130
Institutional Transformation	8 firms selected	Develop a roadmap for a comprehensive institutional upgrading based on the developed business plan	Upgrade Business Plan for each firm	See H102	H131

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Institutional Transformation	MoICT	Identify systems and procedures required to fulfill the stated mandate and functions for the Economic Unit at MoICT	MoICT Economic Unit Operational Manual	See H102	H133
Institutional Transformation	MoICT	Establish a Knowledge Management System for the economic unit under the MoICT to provide sector specific information to stakeholders	MoICT Economic Unit Knowledge Management System	See H115	H134
Institutional Transformation	Private Hospitals Association	Build the Private Hospitals Association capacity to become self sustaining and provide value added services to its members	market research and member perception; Knowledge management framework; strategy based business plan review & validation; quality standards implementation; awareness campagns on identified int'l best practices and standards; develop training service prog	Training manual, templates: **Market research** (See H17); **Knowledge management** (115) Template; **Business plan** (See H102); e-course: **standards compliance**; Asssessment **organizational strength** see H113); E-courses: quality standards. Manual: awareness campaigns	H135
Institutional Transformation	Ministry of Health-Incoming Patients Office	Build the Ministry of Health-Incoming Patient's Office institutional capacity	Incoming Patients' Office organizational audit and development plan	See H113	H136
Institutional Transformation	Pharmaceutical Firms	Develop a tailored organizational development for the Pharmaceutical Sector	Pharmaceutical Sector Pilot Organizational Development Program	See H108	H137
Institutional Transformation	Jordan Association for Pharmaceutical Manufacturers	Build Jordan Association for Pharmaceutical Manufacturers the capacity to become self sustaining and provide value added services to its members	1) Knowledge management framework 2) strategy-based business plan	See H115	H138
Institutional Transformation	Jordan Food and Drug Administration	Build Jordan Food and Drug Administration the capacity to become self sustaining and provide value added services to its members	Jordan Food and Drug Administration Transformational Plan	See H108	H139
Institutional Transformation	Jordan Chamber of Industry - Packaging Desk and Committee	Build JCI's capacity to offer training programs to its members	Awareness campaign on int'l best practices & standards of quality management systems, training program design, train-the trainer	Manual: **Outreach** (See H4); E-course: q**uality management**; Template, **training program design**	H142
Institutional Transformation	Jordan Design Center - Yarmouk University	Build Jordan Design Center-Yarmouk University Organizational Capacity in order to become the premier design school in Jordan	1) Business Plan 2) marketing plan 3) operational manual	See H102, H107	H143
Workforce Development	SABEQ	Conduct benchmark salary survey for each targeted sector	Jordanian Sector Wage Level Assessment Report by Region (The Hay Group)	Template: **Salary survey** (perhaps part of H147)	H146

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Workforce Development	Jordan Human Resource Management Association	Develop performance-based Human Resource Management (HRM) systems for a select number of firms	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)	Manual (toolkit), templates, presentations, e-courses, assessments **Human resources management**. (**incentives, job forcasting, competency modeling, entry level professional programs, recruitment and retention, gender parity, employee evaluations,** etc)	H147
	Private companies/ government entities/ Associations		1) Performance-based HRM Systems Assessment and Recommendations for Delivery to the Targeted Business Associations and Firms 2) HR toolkit	See H147	H148
Workforce Development	Ministry of Labor	Implement model Vocational Training Centers	1) Updated model VTC curriculums 2) teacher training workshops for VTC instructors in pedagogy	Training: **pedagogy**	H149
Workforce Development	Architects and Engineers Forum	Conduct Training Needs Assessment for A and E Members	1) Training Needs Assessment Report 2) training strategy	Template: **Training needs assessment** (See H11)	H150
Workforce Development	Architects and Engineers Forum	Conduct Three Zwieg White Certified Training for A and E Members	Strategic Business Planning Zwieg White Certified Training Delivery	e-course: **Zwieg White** (if available)	H151
Workforce Development	MoICT	Build HR capacity of MoICT EU Staff	HR Audit, Skills Gap Analysis, HR system and Manual	See H148	H152
	Int@j	Build HR capacity of Int@j Staff	HR Audit, Skills Gap Analysis, HR system and Manual	See H148	H153
Workforce Development	Int@j	Gather Comprehensive sector information - including gender disaggregated labor force data	Gap Analysis of ICT Sector Needs versus University Graduate Skills Stakeholder	**Training needs assessment** (See H11)	H154
Workforce Development	Jordan Nursing Council	Enhance Nursing Profession Standards	Nursing Standard Operating Procedures for Three Nursing Specialties Prepared and Distributed	Manual: **Operations** (H102)	H155
Workforce Development	PHA, JNMC, JMC	Create Medical Services Accreditation Staff Training Strategy and Plan for Attracting Foreign Patients	1) Medical Services Accreditation Staff Training Needs Assessment and Recommendations 2) Master training action plan 3) workshop	Training needs assessment and action plan (See H11)	H156
Workforce Development	Private Hospitals	Attract and retain qualified medical services personnel	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	See H148	H157

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Workforce Development	JFDA	Develop Transformational Plan for JFDA for Building their capabilities and raising their Standards	Training Gap Analysis, Training Plan	Training: **needs assessment and action plan** (See H11)	H158
Workforce Development	1) MoICT 2) MCRHD-VTC	Create Call Center and BPO Strategy and Implementation for Jordan	1) Call Center and BPO Sector Strategy and Implementation Plan 2) BPO certified training curriculum package identification	Manual, e-courses: **call center training**	H159
Workforce Development	JOHUD	Conduct a series of 10 new agricultural techniques workshops	New Agricultural Techniques Workshops	Video series, manual: **agricultural technique workshops**	H160
Workforce Development	TBD	Conduct a 10 Certified Training for GAP/HASAP training identified in assessment	Ag Certification Workshops	Training manual: **Agriculutural certification**	H161
Workforce Development	TBD	Conduct training needs assessment for expanded tourism experiences in the North	Training gap analysis	**Training needs assessment and action plan** (See H11)	H162
Workforce Development	Jordan Restaurant Association	Train JRA members on effective implementation of best practices	Workshop delivered to JRA members		H163
Workforce Development	Visitors centers in North	Upgrade visitor centres in the North and the South	1) Skills Gap Analysis 2) training plan	**Training needs assessment and action plan** (See H11)	H164
Workforce Development	Yarmouk University	Facilitate two internships inviting international students in packaging and design to be placed in a Jordanian Firm	Packaging and Design Internship Program	Manual, templates, presentation: **internship program development**	H165
Gender Integration	Jordan Forum for Business and Professional Women	Develop and implement a recruitment and retention plan	1) JFBPW Recruitment and Retention Plan 2) implementation workshop	See H148	H167
Gender Integration	Architects and Engineers Forum	Conduct a gender gap analysis in the A and E member database	A Gender Gap Needs Assessment in the A and E Sector	Assessment: Sector specific **gender gap analsyis**	H168
Gender Integration	Architects and Engineers Forum	Design an outreach plan for A and E to increase the number of women students in A and E Sector	Outreach Plan	See H4	H169
Gender Integration	Architects and Engineers Forum	Provide gender integration recommendations to the HR policy and regulations to the A and E	HR manual with gender integration recommendations	See H148	H170
Public Outreach	Yarmouk University, Regional and National Media, higher Media Council	Improve Media's Ability to Cover Economic Issues	1) Yarmouk University Media Department to Support the awareness efforts at the university and the community 2) media training on economic issues 3) training for media economic section head and economic chief editors 4) national media briefing	Video, training manual, presentations: **media training: covering economic issues**	H173

Component/ Solution	Assistance Recipient	Project Activity - Potential Tools and Resources	Deliverable - What SABEQ Could Capture	How SABEQ Will Capture (methodology & approaches)	Key
Public Outreach	General Public	Conduct Public Awareness Campaign (1): SABEQ Branding Campaign	A-Developing the structure of the SABEQ Branding Campaign	Training manual, presentation: **branding**	H174
Public Outreach	SABEQ and Subcontractors	Conduct internal briefings	Cross-cutting briefing Toolkit	Manual, templates: **Media briefing**	H176
Public Outreach	SABEQ and Subcontractors, USAID, and general Public	Organize SABEQ PR Events	2008 Work Planning and Team Building Report	Manual, templates: e**vents management and planning**	H177
Public Outreach	SABEQ	Implementation Support for SABEQ Communication and Outreach Activities, and Participant Training and Events	SABEQ Program Outreach and Communication Production	Template, presentation: **communication strategy**	H178
Public Outreach	Architects and Engineers Forum	Address Organizational Communications Priorities of SABEQ partner organizations	Events Management Manual for the Annual A/E Networking Conference	See H177	H179

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.

	Articles	**Templates**	**Assessments**	**Manuals / Workbooks**	**Presentations**	**Podcasts**
Communications	6	1	1	3	4	1
Strategic Management	13	6	3	2	13	2
Human resources	25	10	9	5	7	1

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[1]. 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

[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[2], 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.

COP Branding

The perception of USAID assistance is as valuable as the assistance itself. The online presence COPs will clearly indicate that USAID and the SABEQ program support these communities and the value added they provide. SABEQ's logo could serve as a desktop icon linking community members to the communities in which they participate. These communities, initially, would be housed on SABEQ's website.

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.

[2] This assumes the availability of SABEQ or other personnel to capture these resources.

Evolution of a Community

The creation of communities that SABEQ's client-beneficiaries genuinely value requires much more than access to best-practice resources. Community Leadership, camaraderie, incentives for collaboration, and ready support are all key ingredients.

Community Development Stages:

1. Community onset: participants meet at SABEQ
   - Discuss shared objectives, opportunities, and constraints
   - Present the community's initially available online resources

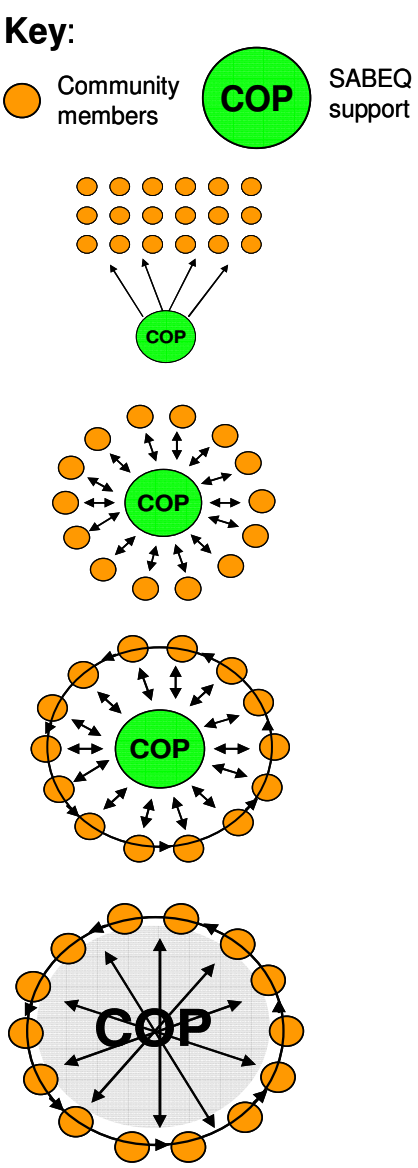
2. Trendsetters (Innovators) apply online resources to their organizations
   - SABEQ responds to user feedback
   - New resources, and resource types, continually and consistently added to engage the community (i.e. article feeds, online polls, user feedback on individual tools, etc.)

3. Reconvene at SABEQ to discuss opportunities, successes, setbacks
   - Trendsetters tell their stories, highlight value-added
   - Newly available resources detailed; users prioritize desired new content
   - Two way dialogue between SABEQ and users increases

4. Early adopters make use of community resources
   - Users begin to support each other (i.e. provide feedback on individual tools, submit additional resources, peer-to-peer dialogue, etc.)
   - Increasingly sophisticated tools added (i.e, blogs, wikis, e-cReform resources
   - ourses) dedicated to member-requested topics encourage peer-to-peer collaboration
   - SABEQ community support increasingly demand driven

5. Community takes on a life of its own
   - Majority of community members begin participating in some capacity
   - Collaboration increases; content generation increasingly user-driven
   - Local counterpart organization assumes community leadership; community trendsetters provide oversight and guidance

.



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,[3] 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.

How COPs Further SABEQ Sustainability

We will team with a local partner for each COP from the start. Mature communities will have a high degree of user-to-user interaction and community driven content generation. At this point SABEQ will transfer full leadership to our designated local partners, who will be 'governed' by the most active community members. These partners will continue to draw from The Kaizen Company's ever expanding pool of best-practice resources. This will ensure that these communities, and the support they provide, continue well beyond SABEQ implementation.

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.

[3] This would include Outreach, Public-Private Dialogue, Stakeholder relationships, and Marketing

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.

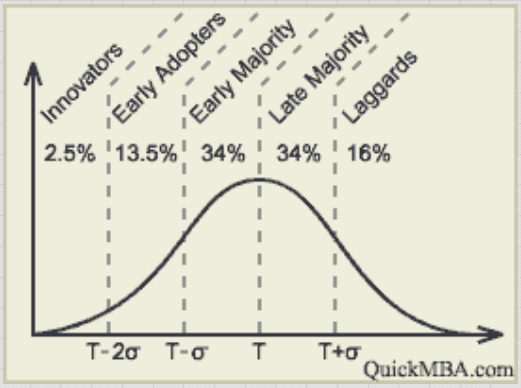
- Knowledge management and information technology
- Finance and accounting
- Corporate social responsibility
- Customer service
- Business Associations
- Government reform (privatization, procurement, regulatory reform)
- Trade and investment
- Gender
- Workforce development
- Intellectual property rights
- 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)

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