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The authors' views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

Acronyms and Abbreviations

| | |
|-------|---|
| AEE | Association of Energy Engineers |
| ACWUA | Arab Center Water Utilities Association |
| ASRF | Applied Scientific Research Fund |
| BEE | Business Enabling Environment |
| CDC | Career Development Center |
| COR | Contracting Officers Representative |
| CT | Clean Technology |
| GI | Gender Integration |
| GJU | German Jordanian University |
| GoJ | Government of Jordan |
| HLS | Healthcare and Life Sciences |
| ICT | Information and Communication Technology |
| IP | Intellectual Property |
| IRDF | Industrial Research & Development Fund |
| JCP | Jordan Competitiveness Program |
| JFDA | Jordan Food and Drug Administration |
| JIB | Jordan Investment Board |
| JSSR | Jordan Society for Scientific Research |
| KAFD | King Abdullah Fund for Development |
| MEMR | Ministry of Energy and Mineral Resources |
| MFI | Micro-Finance Institutions |
| MIT | Ministry of Industry & Trade |
| MoPIC | Ministry of Planning and International Cooperation |
| MoITS | Ministry of Industry, Trade and Supply |
| NCARE | National Center for Agricultural Research and Extension |
| NCHRD | National Center for Human Resource Development |
| PSUT | Princess Sumaya University for Technology |

| | |
|------|---|
| QCC | Quds Community College |
| QRCE | Queen Rania Center for Entrepreneurship |
| R&D | Research and Development |
| RSS | Royal Scientific Society |
| SME | Small-Medium Enterprises |
| SOW | Scope of Work |
| SRSF | Scientific Research Support Fund |
| STTA | Short Term Technical Assistance |
| UJ | University of Jordan |
| VC | Venture Capital |
| WFD | Workforce Development |

Table of Contents

| | |
|---|----|
| Key Highlights | 1 |
| Component I: Supportive Enabling Environment..... | 2 |
| Component II: Workforce Development | 3 |
| Component III: Cluster Development..... | 5 |
| Innovation Accelerator Workshops | 5 |
| Clean Tech Sector | 5 |
| Healthcare and Life Sciences (HLS)..... | 6 |
| Research and Development (R&D) | 7 |
| Component IV: Access to Finance..... | 8 |
| Administration and Management..... | 9 |
| Gender Integration | 10 |
| Communication..... | 11 |
| USAID JCP Calendar - February 2014..... | 13 |

Key Highlights

JCP successfully launched the Innovation Accelerator Workshops on January 27, 2014. The series of workshops were structured to identify a set of strategic initiatives including “Flagship Initiatives.” These are specifically designed to strengthen competitiveness over the next five years in Jordan’s Clean Technology and Healthcare and Life Sciences sectors. The opening was attended by senior government officials, private sector managers and business owners, academic institutions and research centers as well as local and international experts.

Samuel Schueth, a statistician who specializes in indexes, and Marina Krivoshlykova, JCP’s Competitiveness Analysis Specialist, mobilized in January to further develop the design of the JCP Competitiveness Index. Building on Ms. Krivoshlykova’s STTA in November and working with JCP component leaders, the team has proposed that the Index will comprise six sub-indexes, each one corresponding to a major area of interest for Jordan’s competitiveness in the targeted sectors: Workforce Development; Supportive Enabling Environment; Access to Finance; Business Activity and Entrepreneurship; Innovation Capacity; and Cluster Networks. There will be a minimum of three and possibly as many as five indicators under each sub-index for a total of 20-25 indicators. The pair also conducted market research, meeting with a variety of public and private sector organizations that conduct surveys and collect and analyze data to develop a list of potential partners for conducting the survey. In addition, they generated a realistic timeline for the steps required to complete the baseline survey. The team developed a Concept Note in December which will be updated in February, with the final report on the design of the index to be submitted on March 7.

The Access to Finance Team submitted a report to USAID on the early stage financing ecosystem in Jordan, including an analysis of available financing through banks, leasing companies, Microfinance Institutions (MFIs) and Venture Capital (VC) funds.

Component I: Supportive Enabling Environment

Staffing for the Supportive Enabling Environment team is nearly complete with the approval of the Component Leader, Jamal Al-Jabiri, by USAID and approval and onboarding of two component staff, Gina Farraj and Lana Nimri, through DAI's local subcontractor, Ihtiraf.

As part of the regulatory mapping and engagement exercise, the Component Leader engaged with GoJ counterparts at MoPIC to arrange line ministry meetings for the USAID COR and JCP management. The Component Leader and staff also participated in cluster sessions with the Clean Tech, Healthcare and Life Sciences, and ICT sector staff with a specific focus on regulatory constraints to expansion in these clusters. The team's contribution to the preparations for the Innovation Accelerator Workshops and Implementation Labs have been extensive and absorbed most of the team's time this past month. In addition to providing technical input on regulatory issues in advance of the workshops, the team provided extensive help on ensuring participation at the Innovation Accelerator Workshops by Government of Jordan representatives. As part of this effort, a scope of work was prepared for the short-term assistance of specialized lawyers to attend the different sessions of the Innovation Accelerator Workshops and Implementation Labs in order for all the regulatory constraints affecting clusters to be clearly defined.

Milestones for next month:

- In February the team will compile all the recommendations coming out of the Innovation Accelerator Workshops and will define an action plan to address these issues as quickly as possible.
- Meetings scheduled during the coming month include: the Ministry of Industry, Trade and Supply (MoITS), the Ministry of Energy and Mineral Resources (MEMR), JIB, JFDA as well as other project counterparts to start plotting out a process for regulatory policy reform related to the JCP's targeted clusters.

Component II: Workforce Development

Two new Workforce Development Component staff joined the team, Mr. Tawfiq Zada (Senior Workforce Development Specialist) and Ms. Yosra Saraj (Research Assistant).

The team continued to provide technical assistance to the King Abdullah II Fund for Development (KAFD) on the entrepreneurship component of its National Employment Portal project. The envisioned portal consists of six components: job matching, e-learning, entrepreneurship, career guidance, volunteerism and labor market information, and is expected to launch under the patronage of HM King Abdullah II in May. Until the portal's launch, the WFD team will continue to work with KAFD on developing the content for the two components that are most closely aligned with JCP's long-term interests – entrepreneurship and career guidance.

As part of the JCP Year 1 Work Plan development process, the team met with more key stakeholders to support completion of a comprehensive mapping exercise. The most significant meetings included:

- **Queen Rania Center for Entrepreneurship (QRCE).** QRCE is a non-profit organization established in 2004 to help develop technology entrepreneurship in Jordan. The Center is part of El Hassan Science City and is considered a center of excellence for entrepreneurship. The Center offers a full range of support to aspiring entrepreneurs including basic training in core concepts and skills, the funding of business plan competitions, business plan coaching, and facilitating transitions to the start-up business incubation phase in its affiliated institution, iPark (also located in the El Hasan Business Park). During its first seven years, the institution focused exclusively on the ICT sector. However, since 2010, it has expanded services to other sectors, including Clean Tech and Healthcare and Life Sciences.
- **Al Quds Community College.** A meeting was held at Al Qud's Incubator with the college's partners, Washtenaw Community College faculty members from the U.S. They are developing sector-specific toolkits for integration into existing curriculum to help foster increased entrepreneurship skills and awareness. Al Quds expressed an interest in working with JCP to disseminate and implement the program's integrated curriculum in other community colleges throughout Jordan.
- **National Center for Human Resource Development (NCHRD).** NCHRD is leading the Government of Jordan's monitoring and evaluation efforts for all educational reforms and initiatives. The semi-autonomous institute also carries out annual labor needs surveys for selected sectors. This meeting was significant because NCHRD was previously responsible for the "Al Manar" employment portal (the government's first attempt to launch such a portal), which no longer exists. Understanding why the portal failed is important as the team develops its approach to supporting KAFD's attempt to launch a similar, but more comprehensive, portal.
- **INJAZ.** INJAZ is the largest organization delivering entrepreneurship training and related services to youth throughout Jordan. INJAZ sponsors a variety of programs delivered to students in public schools, universities, community colleges and various social institutions for youth no longer in school. The programs are organized around three distinct business units within INJAZ: the Skill Building program, the Inspirational and Career Guidance program and the Entrepreneurship and Employment program. Injaz serves as a good model in both the application of standards in how its programs are delivered and the integration of applied uses of its curriculum. Both of these are practices that JCP will seek to replicate in its own approach to entrepreneurship education promotion.

- **The Ministry of Water and Irrigation.** The purpose of the meeting was to discuss the possibility of supporting selected staff to attend certified training programs organized by the Arab Countries Water Utilities Association (ACWUA). WFD staff also discussed the possibility of helping the Ministry to upgrade its Training Center and turn it into a Center of Excellence which serves the Water Sector in Jordan and the region as a whole.
- **Engicon.** Engicon is one of the most well-established private-sector engineering companies in Jordan. The purpose of the meeting was to learn about their regional training center and discuss potential future cooperation.
- **EDAMA.** EDAMA is a Jordanian business association which seeks innovative solutions for energy and water independence and productivity. The purpose of the meeting was to learn about the Association's certified training programs as well as their Association of Energy Engineers (AEE) chapter, to identify opportunities where JCP and EDAMA can cooperate.

These meetings will support development of the JCP Year 1 Work Plan and to identify the sector specific needs related to workforce development.

Milestones for next month:

- Participation in the Clean Tech and Healthcare and Life Sciences Clusters' Innovation Accelerator Workshops, which started the last week of January and will continue in February. The team will seek to identify the type of support needed from the Workforce Development Team for the projects identified and prioritized during the workshops.
- Visits to career development centers (CDCs) or offices as part of the team's ongoing assessment of CDCs in Jordan.
- Completion of the data collection phase for the career development centers assessment.
- Based on the completed CDC assessment, development of a scope of work for a short-term consultant to work on developing an optimal CDC model.
- Anticipated February meetings planned include: the Green Building Council, the Arab Countries Water Utilities Association (ACWUA), the A/E Business Council, the Ma'an Development Company, KAFD and additional Career Development Centers (CDCs) in Jordan (the team will target CDCs outside of Amman in February).

Component III: Cluster Development

Innovation Accelerator Workshops

On January 27th, JCP launched a series of Innovation Accelerator Workshops. These workshops are one of JCP's key initiatives to build competitiveness and identify investment opportunities in critical sectors, including Clean Technology and Healthcare and Life Sciences. The renewable energy and pharmaceuticals sub-sector workshops have already yielded results: critical initiatives have been identified; leaders from the public, private and academic sectors for each initiative have stepped forward to assume ownership; and initial implementation plans have been drafted.



JCP launches the Innovation Accelerator Workshops

The workshops employed a highly participatory approach, convening key stakeholders to work together to move ideas from concept to planning to actualization. More than 200 participants actively engaged in the four-day program, including senior government officials, private sector leaders, representatives of academic institutions and research centers, and Jordanian and international experts and investors. Through this accelerated and intensive approach, participants engaged in structured facilitation processes to identify strategies and action plans designed to drive growth in the sectors. The process focused on implementation: identification of opportunities, clarification of action steps necessary to move strategic initiatives forward, and definition of leadership roles and commitments by key players in the innovation ecosystem.



H.E. Marwan Juma, DAI board member, facilitating the launch of the Innovation Accelerator Workshops

The teams made an intensive effort to ensure participation by the right group of stakeholders. In preparation for the workshops the project sent approximately 360 invitations, recruited 60 senior experts for the workshops' "challengers" sessions, 35 senior experts for the workshops' "enablers" sessions, prepared presentations and handouts, and personally contacted invitees to explain obtain commitments to attend and to finalize key industry issues to be discussed during the workshops.

Clean Tech Sector

In preparation for the workshops, the Clean Tech Sector team fine-tuned the investment requirements and basic business models for all technology-based clean tech initiatives to be discussed during the workshops. In an attempt to anticipate problems with the initiatives, the team reviewed previous "cluster" programs in clean tech and developed a first perspective on possible pitfalls. This advanced planning will be useful when the proposed initiatives enter the "challenge" phase of the workshops.

The CT team also initiated work on a number of cross-cluster and cross-component initiatives, including working with the Cluster Component Team Leader on developing a first draft of a plan to engage diaspora within the clean

tech sector, and meeting with the component's R&D and Commercialization Specialist to identify issues and provide information needed to complete a mapping of R&D issues related to the clean tech sector. The CT team also continued working with both the Access to Finance and Workforce Development Components, providing input to their ongoing stakeholder mapping exercises.

Milestones for next month:

- Successfully conduct the remaining three innovation accelerator workshops;
- Initiate workshop follow-on activities;
- Provide input for the final versions of key project deliverables due in February including the JCP Competitiveness Index, performance monitoring indicators and the Environmental Monitoring and Mitigation Plan.



Innovation Accelerator Workshop: Renewable Energy

Healthcare and Life Sciences (HLS)

The HLS team's primary task during January was preparing for the Innovation Accelerator Workshops. In addition, the team contacted the Ministry of Foreign Affairs to explore collaboration on a possible "HLS diaspora initiative" and to gain a better understanding of the activities of Jordanian Embassies abroad in order to promote Jordan as a medical and education hub. The team is planning to visit the ministry in mid-February after the workshops have concluded.

The HLS team also initiated work on a number of cross-cluster and cross-component initiatives, including working with the JCP R&D and Commercialization specialist to map R&D activities in the pharmaceuticals and biotechnology sub-sectors. The team continued to work on integration of Clean Tech into selected HLS initiatives, including drafting a list of interested stakeholders in CT initiatives within the HLS sector. The teams also jointly discussed stakeholders' needs and identified opportunities for CT in HLS initiatives, including in the use of solar panels and medical waste management.



Part of the Pharmaceuticals and Supporting Services Workshop

Milestones for next month:

- Successfully conduct the remaining three innovation accelerator workshops;
- Initiate workshop follow-on activities;
- Provide input for the final versions of key project deliverables due in February including the JCP Competitiveness Index, performance monitoring indicators and the Environmental Monitoring and Mitigation Plan.

Research and Development (R&D)

In January the R&D team conducted meetings with the following institutions to both introduce JCP and to collect data for the ongoing research mapping exercise and supply side analysis: ASRF, MONOJO, SRSF, the Water, Energy and Environment Center, the Hamdi Mango Center for Scientific Research at Jordan University, IRDF, the Shoman Foundation for Supporting Scientific Research, the Jordan Society for Scientific Research (JSSR), NCARE, and RSS. The team supplemented the information gained during these face-to-face meetings with research from university websites and donor agencies.

Staff worked to prepare for the Innovation Accelerator workshops by collecting research data needed to support the preliminary list of identified opportunities to be discussed during the workshops. The team has invited approximately 40 people from the R&D sphere (mainly from universities and research institutions), research funding institutions, industrial linkage departments and intellectual property offices to participate in the Innovation Accelerator Workshops for both the CT and HLS sectors.

During the month the team also met with a legal consultant on behalf of the Jordanian Copyrights Office at the National Library to discuss the latest updates on the Copyrights law and its possible application and relevance to some of the emerging issues in the ICT sector. Copyright and IP protection has been identified as a key issue that is holding back the further expansion of the ICT sector especially.

Milestones for next month:

- Continue with stakeholder mapping, especially among the largest universities (such as Jordan University, PSUT and GJU);
- Pursue meetings with HCST to gain access to the National Database for Researchers, and with NCARE and other research centers to advance the HLS research mapping;
- Participating on the ongoing workshops and continuing to follow up with the invitees to ensure attendance during the remaining workshops in February.

Component IV: Access to Finance

The Access to Finance Team continued to work toward completing the finance mapping exercise to identify available financing for firms within the project's three target clusters. Forty meetings have been conducted to date, covering various stakeholders within each cluster. A final report, based on the mapping exercise, will be submitted to USAID in mid-February.

The team also completed and submitted to USAID a summary report on the early stage financing ecosystem in Jordan. The report comprised an analysis of available financing from banks, leasing companies, Microfinance Institutions (MFIs) and Venture Capital (VC) funds. Some of the most significant findings from this report included:

- More than 97 percent of available financing within the economy comes from banks.
- Most bank financing is delivered to large corporations and the government, as small and medium-sized enterprises (SMEs) are considered high risk.
- SMEs receive 8 percent of total bank financing, although they comprise more than 98 percent of companies in Jordan.
- SMEs are unable to provide the collateral required by banks or to pay the high interest charged by banks, especially for short-term loans.
- Existing Venture Capital funds are too small and technology-focused to be of use to most SMEs.
- Micro-finance companies are very active in Jordan, but their relatively small credit limits do not provide SMEs with sufficient capital to meet their needs.
- Leasing companies cover part of SMEs financing needs for equipment purchases, but they do not provide working capital funding required by SMEs.

Other activities undertaken in January include development and submission of updated material for the draft JCP Year 1 Work Plan, based on newly available information; participation in an SME conference organized by JEDCO; and assisting the Cluster team in developing an invitee list for the Innovation Accelerator Workshops.

Milestones for next month:

- During February JCP will be conducting an assessment of the supply, demand and ecosystem for an investment fund in Jordan. The project will also examine the regulatory issues involved in setting up such a fund. The assessment will feed into USAID/Jordan's ongoing investigation into such a fund's feasibility as well as JCP's own needs to complete a mapping of access to finance issues.

Administration and Management

The most significant accomplishment of the Operations team during January was completion of the recruitment and on-boarding of the final Operations team members. The following team members started working on JCP in January: Director of Operations; Finance Manager; Finance Accountant; Grants Manager; M&E Specialist and Translator. In addition, the recruitment and selection of an IT Systems Administrator was completed at the end of the month. With the filling of this final key position, the building of JCP's Operations Support Team is now complete.

There was significant progress on three key procurement actions during the month:

- A health insurance company was selected through a competitive process. All JCP local staff are now covered with health insurance;
- An internet and mobile line provider was selected. The team anticipates signing a contract for these services in early February.
- The team received all necessary documents from MoPIC needed to import JCP's IT equipment from the US duty free. The equipment arrived on January 31. Early next month an IT expert from DAI's home office will arrive and work with the locally hired systems administrator to install the core Local Area Network (LAN) and related peripherals (printers, scanners) and train staff on selected DAI standard applications.

The Operations Team also ensured that all JCP local staff completed the annually required ethics and security training.

Milestones for Next Month:

- Move of JCP staff from the KHBP building number 4 ground floor to KHBP building number 3 which has already customized by a previous tenant (office dividers, sound reduction partitions, etc.). Moving will dramatically reduce the cost of customization which would have been required to make the current space more functional. The move is scheduled for mid-February.
- Establishment of JCP's Local Area Network (LAN).
- Opening of JCP's bank accounts.

Gender Integration

During January, the Gender Committee held meetings with businesses and professional women's associations to introduce JCP and learn more about the constraints women face in the private sector. The most significant meeting was held with Ms. Jenine Jaradat, Senior Gender Expert with the Jordan Energy Sector Capacity Building Project, to understand their approach for gender integration into program activities.

With the assistance of the WFD research assistant, the committee prepared a summary of the constraints facing women's participation in the workforce, an overview of projects that address these constraints and identified the applicable initiatives in the National Employment Strategy that are meant to address these constraints.

Milestones for next month:

- The committee will continue to conduct meetings with stakeholders, will work with other components to support gender integration and the empowerment of women within the JCP Year 1 Work Plan and will share the results of its research with the rest of the project team.

Communication

Activities conducted by the Communication Team during January included:

- **Website.** The admin team received six proposals from the RfP for developing a website for JCP, which was published in a local newspaper last month. A selection committee was formed to review the proposals and make an award decision. The team has sent the winning proposal to a DAI IT technical resource for advice on how to best integrate the intended website with DAI's existing IT systems. Meanwhile, the team started working on developing the content for the future JCP website in a way that meets the needs of all components.



Designed posters that was displayed during the launch of the Innovation Accelerator Workshops

- **Fact sheets.** The team worked on translating and printing all five project fact sheets into Arabic and English in time for them to be available for the Innovation Accelerator Workshops. The fact sheets included overviews of JCP, the Clean Tech Cluster, the Healthcare and Life Sciences Cluster, the ICT Cluster and the Workforce Development Component.
- **Media.** A Press release was written on the Innovation Accelerator Workshops to be published on the opening day, and was sent to USAID for clearance. However, a joint decision was made to not contact media for the opening event.
- **Social media for the Innovation Accelerator Workshops.** The team worked on covering the Innovation Accelerator Workshops for social media channels, by tweeting and posting information, quotes, and pictures from the event.



Designed banner that was displayed during the launch of the Innovation Accelerator Workshops

- **Designing marketing materials.** The team worked on designing marketing materials for the Innovation Accelerator Workshops, including two banners and eight posters on the Clean Tech and Healthcare clusters. These materials were displayed during the launch and throughout all workshops. In addition, the team designed a certificate to be distributed to all participants.
- **Twitter.** In order to have more presence for JCP on social media platforms, a Twitter account for JCP was created. The link to the account is: https://twitter.com/USAID_JCP.



- **Social media plan.** The team created a plan for content that will be posted on social media channels on a regular basis. For example, the JCP Facebook page was updated regularly with the latest news and information about important meetings. There was good level of interaction from the people following JCP’s Facebook page. By the end of January, the number of people who “liked” JCP’s page reached 521 people.
- **Event management.** The team worked throughout the month on organizing all the logistics for the Innovation Accelerator Workshops, including the venue, printing materials, video recording, photography and sound systems.

Milestones for next month:

- The Communication Team will continue working on the development of content for the anticipated website at the same time that the website itself is under construction. The website is expected to go live in March.
- Developing content for a general brochure on JCP.
- Ensuring social media coverage of the ongoing Innovation Accelerator Workshops.

USAID JCP Calendar - February 2014

| SUNDAY | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY |
|--|--|--|--|--|--|--|
| 2 | 3 CT 2 nd workshop; CT 3 rd workshop; HLS 2 nd workshop. Venue: KHBP | 4 CT 2 nd workshop; CT 3 rd workshop; HLS 2 nd workshop. Venue: KHBP | 5 CT 2 nd workshop; CT 3 rd workshop; HLS 2 nd workshop. Venue: KHBP | 6 CT 2 nd workshop; CT 3 rd workshop; HLS 2 nd workshop. Venue: KHBP | 7 | 8 |
| 9 | 10 HLS 3 rd workshop; CT 4 th workshop. Venue: KHBP | 11 HLS 3 rd workshop; CT 4 th workshop. Venue: KHBP | 12 HLS 3 rd workshop; CT 4 th workshop. Venue: KHBP | 13 HLS 3 rd workshop; CT 4 th workshop. Venue: KHBP | 14 Dealmaker's Weekend with Int@j & Endeavor | 15 Dealmaker's Weekend with Int@j & Endeavor |
| 16 Target move completion date for transfer from KHBP building #4 to building #3. | 17 | 18 | 19 Meeting with the Minister of Foreign Affairs (Time: TBD) | 20 | 21 | 22 |
| 23 | 24 | 25 | 26 | 27 | 28 | |