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JORDAN COMPETITIVENESS PROGRAM QUARTERLY REPORT

APRIL 2014

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ACRONYMS

ACC	Amman Chamber of Commerce
ACWUA	Arab Center Water Utilities Association
AEE	Association of Energy Engineers
AmCham	American Chamber of Commerce
APS	Annual Program Statement
ASRF	Applied Scientific Research Fund
BizCLIR	Business Climate Legal and Institutional Reform Assessment
CDC	Career Development Center
COR	Contracting Officers Representative
CPF	Competitiveness Partnership Fund
CRO	Clinical Research Organization
CT	Clean Technology
EE	Energy Efficiency
EPDF	Economic Policy Development Forum
FRP II	USAID Jordan Fiscal Reform II Project
GAM	Greater Amman Municipality
GBC	Green Building Council
GenderCLIR	Gender Climate Legal and Institutional Reform Assessment
GJU	German Jordanian University
GoJ	Government of Jordan
HCAH	Health Care Accreditation Council
HLS	Healthcare and Life Sciences
ICT	Information and Communication Technology
IP	Intellectual Property
IRDF	Industrial Research & Development Fund
JAPM	Jordan Association of Pharmaceutical Manufacturers

JCP	USAID Jordan Competitiveness Program
JFDA	Jordan Food and Drug Administration
JIB	Jordan Investment Board
JSF	Jordan Strategy Forum
JSMO	Jordan Standards for Property Organization
JSSR	Jordan Society for Scientific Research
JUST	Jordan University of Science and Technology
KAFD	King Abdullah Fund for Development
MDA	Ma'an Development Area
MDC	Ma'an Development Company
MEMR	Ministry of Energy and Mineral Resources
MFI	Micro-Finance Institutions
MITS	Ministry of Industry, Trade, and Supply
MoH	Ministry of Health
MOPIC	Ministry of Planning and International Cooperation
MOU	Memorandum of Understanding
NCARE	National Center for Agricultural Research and Extension
NCHRD	National Center for Human Resource Development
NCIC	National Competitiveness and Innovation Council
NGO	Non-Governmental Organization
PMEP	Performance Management and Evaluation Plan
PSUT	Princess Sumaya University for Technology
PV	Photovoltaic
QCC	Quds Community College
QRCE	Queen Rania Center for Entrepreneurship
R&D	Research and Development
RE	Renewable Energy
RFP	Request for Proposals
RSS	Royal Scientific Society

SEE	Supportive Enabling Environment
SME	Small & Medium-sized Enterprises
SOW	Scope of Work
SRSF	Scientific Research Support Fund
STTA	Short Term Technical Assistance
UJ	University of Jordan
USAID	United States Agency for International Development
VC	Venture Capital
WFD	Workforce Development
YEA	Young Entrepreneurs Association

EXECUTIVE SUMMARY

The USAID Jordan Competitiveness Program (JCP) aims to improve the business climate for and increase the competitiveness of Jordanian firms, with the specific goals of increasing foreign direct investment, boosting exports, and stimulating job creation.

To do so, JCP has deployed a focused, integrated approach in three sectors (ICT, Clean Technology, and Healthcare and Life Sciences) articulated around four Component Areas: 1) Strengthening the Jordanian business enabling environment to better support business development, growth, investment and innovation; 2) improving Jordanian workforce skills necessary to competitively support growth and innovation in the clusters targeted by this program; 3) launching a portfolio of growth initiatives to promote cluster development; and, 4) increasing access to finance for Jordanian businesses and entrepreneurs;

At the close of the five-year program period, JCP must achieve the following targets:

- An average increase in exports in the targeted sectors by at least 25 percent;
- \$700 million in foreign investments attracted;
- A 25 percent increase in competitiveness as measured by the JCP Competitiveness Index;
- 40,000 new jobs created, with a focus on ensuring that at least 25 to 50 percent of the jobs generated are allocated to women and/or workers outside of Amman;
- A minimum of five new policies developed, adopted and implemented by the Jordanian government which will yield increases in competitiveness as measured by the Competitive Index; and,
- A minimum of four additional reforms in government procedures which increase the flow of information to entrepreneurs and businesses in Jordan, improve service delivery, and result in measureable increases in the “ease of doing business” in Jordan as defined by prominent studies such as the World Bank’s “Doing Business” report.

THE JCP APPROACH

JCP has adopted a cluster development approach to improve the competitiveness of its target sectors. These sectors are “knowledge economy” industries that require a well-integrated, high performance business environment to blossom and flourish as clusters. The primary attribute for economic development in a cluster approach is the ability to stay ahead of technological change, developing new features and designs, or utilizing existing features in novel applications. Despite their intensive rivalry in the marketplace, players in such clusters tend to be able to work well together in defining and addressing common problems such as workforce issues, regulatory constraints or infrastructure requirements. Although in Jordan ICT has made some progress in this respect, JCP’s other targeted industries are still fragmented, and all three industries require better public-private sector alignment.

Throughout the quarter, in interviews and focus groups, Jordanian business leaders have expressed frustration, characterizing the current situation as a chicken-and-egg problem. Bold private sector initiatives are needed to generate momentum, but investors are hesitant to commit funds for such

initiatives without clear evidence of the political will to deal with the associated legal, regulatory, access to finance, and human resource issues.

JCP has been designed to simultaneously promote the private sector's sense of ownership regarding a set of transformative initiatives while also helping public and private sector stakeholders to collaborate on addressing specific enablers to create a competitive environment.

During the start-up phase, JCP developed its strategy for cluster development around this dual objective, driving complementary sets of business and enabling initiatives in parallel. First, JCP has identified and detailed a comprehensive set of transformative initiatives with stakeholders from the private sector, public sector and academia, who are the current or potential future shapers of each targeted industry. As they represent the outcome of a stakeholder-led prioritization process, these initiatives are more likely to be able to mobilize investments and generate breakthroughs that will be the backbone of the clusters.

Beyond this identification of transforming initiatives and enabling components, JCP's role will be instrumental in ensuring an effective facilitation and orchestration of the efforts leading to their implementation. More specifically, JCP will have a critical role in:

- Orchestrating robust strategies and associated implementation plans for transformative initiatives and enabling components;
- Ensuring appropriate buy-in and ownership on the part of stakeholders through a participatory and collaborative approach, while providing tailored support to transformative initiative owners;
- Supporting local stakeholders selectively in the implementation of the enabling components for which there is little or no local leadership; and
- Actively managing the portfolio of transformative initiatives and related implementation work plan in the short term until the private and public sectors are fully mobilized against the delivery of these initiatives.

These transformative initiatives in the targeted clusters are the anchor points in JCP's approach, and in addition to analysis and facilitation support, JCP's remaining capabilities – the “enablers” – have been shaped around the specific requirements identified to make each cluster more competitive: workforce development, access to finance, supportive enabling environment, R&D/innovation and grants.

Putting this approach into practice over the course of the last few months, JCP has focused its efforts in a) identifying the transformative initiatives in partnership with private and public stakeholders from each industry; b) defining with them the set of enabling components which de-bottleneck some of the current industry specific concerns and which will also help grow the industry clusters; and lastly c) crafting high-level implementation plans around the enabling components which would serve the needs for the industry and prioritized transformative initiatives. JCP has adopted a novel participatory and accelerated approach that has consolidated sector-specific knowledge emerging from more than 150 one-on-one meetings and 3-4 day-long workshops per industry, with participation of more than 200 stakeholders into a clearly articulated strategy in each industry that has achieved buy-in from relevant industry stakeholders.

As it moves from strategy development to implementation, JCP is entering a phase where it will:

- Continue involving the industry stakeholders to share the developed industry strategies and the prioritization of initiatives,

- Orchestrate, in partnership with the individual initiative owners, a process in which local stakeholders will develop detailed implementation plans in conjunction with JCP partner organizations such as business associations and Centers of Excellence, and
- Support local stakeholders as they navigate the main steps in the implementation process.

Below we describe JCP’s phased approach to implementation. During the reporting period, the majority of activities took place under Phase Two, with limited activities beginning under Phase Three.

PHASE ONE: SECTOR DIAGNOSTIC, STAKEHOLDER MAPPING, AND SYNTHESIS OF EXISTING STRATEGIC WORK

During the first phase, the sector diagnostic, spanning November and December 2013, the team collected all strategic reports and sector reviews on the clean technology, healthcare and life sciences, and ICT sectors available in Jordan; mapped stakeholders (private, public and civil society organizations); and met many of their members in addition to conducting internal program analyses that identified opportunities the sectors can take advantage of moving forward. In parallel with these intense stakeholder interactions, around 2,000 analyst hours were invested in identifying, vetting, and modeling opportunities in the three industries that are based on existing strategies, stakeholder input as well as analysis of competitiveness and ease of capture, which incorporated the analysis of specific workforce development, access to finance and policy and regulatory factors. Collectively, the first phase generated a solid portfolio of 64 granular opportunities within the sub-sectors as a basis for stakeholder selection processes in Phase 2.

PHASE TWO: INNOVATION ACCELERATOR WORKSHOPS

During the second phase (the current reporting period), spanning January and February 2014, seven intense one-week workshops were conducted, each bringing together 25-30 participants relevant to the clean tech and healthcare industries to agree on the priority opportunities within each cluster (renewable energy, energy efficiency, water management, waste management, pharmaceutical, medical education and medical services). Each Innovation Accelerator Workshop reviewed all the outputs of Phase 1, decided on a portfolio of initiatives to include ‘transformative’, ‘enabling’ and ‘supportive’ initiatives that are perceived by all stakeholders as necessary for the development and growth of each of the seven clusters.

The result of each workshop was a synthesized strategy and vision for each of the seven clusters, developed based on significant input from stakeholders. Alignment on strategy and vision is being ensured through a series of one-on-one meetings, cluster group meetings, and the establishment of consultative groups for each cluster.

PHASE THREE: IMPLEMENTATION LABS AND OTHER IMPLEMENTATION TOOLS

During the third phase from March through September 2014, JCP will orchestrate a series of activities designed to promote rapid momentum toward implementation of the strategies while maintaining the maximum possible degree of ownership on the part of stakeholders. The primary engagement tools are cluster working groups, implementation labs, consultative groups and initiative task forces. During the reporting period, JCP began this engagement through work group meetings and the convening of a select number of initiative task forces. This activity will continue into the next quarter.

The Implementation Labs are the most intensive, novel method JCP is applying in Jordan. Adapted from McKinsey’s relatively new “Delivery Lab” methodology, previously applied over a six-week intensive full-time period in Malaysia, Tanzania and Saudi Arabia, they have been modified for Jordan to a three-

week format. Projects and programs selected for the Implementation Labs have been given this extra ‘push’ due to their importance and high impact on the transformation of clusters they fall into.

JCP will launch a series of Implementation Labs in the second quarter of 2014. During these labs, key private sector players, officials of relevant government ministries as well as institutions of higher education and research will come together to identify the best and biggest ideas to support growth. The goal is to reach an understanding as to why they have not been implemented to date, to co-develop the solutions and to resolve bottlenecks face-to-face. Facilitated by world-class experts in each field, these labs will generate a detailed implementation plan with full ownership by participants, capped off with a demonstration of commitment of all stakeholders.

PROJECT ADMINISTRATION AND OPERATIONS

JCP made considerable progress this quarter in its overall operations. During the reporting period, the JCP team completed a number of key program deliverables, including the Year 1 Work Plan, Performance Monitoring and Evaluation Plan (PMEP), the Five-Year Cluster Competitiveness Strategy, and the Jordan Competitiveness Index Design Report. Further, the program hired and mobilized 15 new staff, helping to round out both technical and operations teams.

Notably, during the reporting period, the completion of capacity building training in core DAI financial and administrative systems officially brought to a close the start-up phase of the project. JCP’s finance office received four weeks of training and hands-on support in the use of DAI’s Field Accounting System (FAS) software. The project’s conversion to FAS will help insure a low, inadvertent accounting error rate and provide project management with better, real-time data on accrued expenses. Concurrently, all project staff participated in the customization of and received training on DAI’s proprietary Technical and Administrative Management Information System (TAMIS). The full implementation of TAMIS helps the project: 1) better manage routine administrative functions (like vehicle / driver requests, conference room reservations and annual leave approvals); 2) ensure that required procurement and grant processes and procedures are followed and that all relevant documentation is maintained in a single, easily retrievable place; and, 3) provide technical teams with a central repository for updates on activities, sub-activities and tasks defined in the project work plan, which in turn enables management to monitor progress against the work plan across the entire project in real time.

The below report provides a detailed description of JCP’s progress during the period of January – March, 2014.

KEY HIGHLIGHTS OF THE QUARTER

INNOVATION ACCELERATOR WORKSHOPS

This quarter, JCP reached a significant Component Three milestone by launching a series of Innovation Accelerator Workshops. Seven four-day workshops took place in the period between January 27th and February 13th, 2014. 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 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 and incorporated in the Cluster Competitiveness Strategy Report.



Participants listen to a presentation at the Pharmaceuticals and Supporting Services Workshop.

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 actions necessary to move strategic initiatives forward, and definition of leadership roles and commitments by key players in the innovation ecosystem.

JCP made intensive efforts 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 obtain commitments to attend and to finalize key industry issues to be discussed during the workshops.

The below table provides some feedback from stakeholders who participated in the Innovation Accelerator Workshops, which was overwhelmingly positive:

TABLE 1: STAKEHOLDER FEEDBACK RECEIVED

Participant	Feedback
Seren Shahin, Royal Scientific Society	“The past four days have represented a chance to meet all those people working with institutions that are very relevant to our work and more importantly represent the first time for all of us to meet face-to-face, exchange knowledge, debate different viewpoints, and agree on the common goal of moving forward in this important sector.”
Eng. Basem Telfah, Secretary General, Ministry of Water and Irrigation	“This workshop is brilliant, because for the first time I see my role in the ministry not just in light of solving water problems, but solving them while also addressing job creation.”
Dr. Hanan Sboul, Jordan Association of Pharmaceuticals Marketing Secretary General	“This workshop is one of the best- if not the best -productive workshops I have attended. We must keep the momentum going and today JCP is simply doing that. I feel confident that we have a partnership that delivers results.”
Directors from Ministry of Health	“Please make sure you write a letter to His Excellency the Minister about our participation in this workshop, so that he will send us for the labs as well.”
Chairman of Private Hospital Association and CEO of Specialty Hospital	“It is a true pleasure working with you; I congratulate you on this successful workshop. I am very much looking forward to the next meetings.”

THE JORDAN COMPETITIVENESS INDEX DESIGN REPORT

JCP submitted its design report for the Jordan Competitiveness Index. The first section of the report—index design—details the objectives of the index; its role in the JCP Monitoring & Evaluation system; key considerations for making the index a valuable, useful, and scientifically rigorous tool for measuring competitiveness; and the process that was followed in determining which indicators should be included in the index. The second section—index structure—provides details on how the index is constructed, including a description of the different component indicators and sub-indices, and the methodology for computing scores. The final section—index implementation process—describes the key steps, roles, and responsibilities in developing the index, assuring quality and sustainability.

THE JCP CLUSTER COMPETITIVENESS STRATEGY REPORT

JCP submitted its Five Year Cluster Competitiveness Strategy Report to USAID, which describes in detail the cluster and value chain approaches the JCP team will take to achieve the program’s objectives. The above executive summary provides highlights of this strategy, and the detailed component discussions below shed light on some of the specific initiatives identified in the report.

CAREER DEVELOPMENT CENTER ASSESSMENT REPORT SUBMITTED TO THE KING ABDULLAH FUND FOR DEVELOPMENT

The Workforce Development (WFD) team finalized the Career Development Centers (CDCs) assessment report and suggested a model for upgrading King Abdullah Fund for Development (KAFFD) career counseling offices at universities. The suggested model was developed through research on international

best practices related to university career offices – including improved student services, providing linkages between the university and the private sector, and introducing placement data tracking systems so the CDC can monitor the effectiveness of their services. The model will be initially implemented on a pilot basis with three partner universities, suggested in cooperation with KAFD and JCP Component Teams. These universities are the Jordan University of Science and Technology (JUST), German Jordan University (GJU) and Princess Sumaya University for Technology (PSUT). KAFD has agreed to move forward with the suggested implementation model and a Memorandum of Understanding (MOU) is in progress.

SUPPORT TO DEALMAKERS' WEEKEND

A major activity for the cluster team in February was the support of the DealMakers' Weekend, an event organized by Intaj and Endeavor, held February 15th -16th at the Four Seasons in Amman. It was a regional matchmaking event of leading investors and companies operating in the ICT and ICT enabled service sectors that offered exposure and valuable networking opportunities. Forty investors and thirty eight entrepreneurs participated in the event that opened with a panel discussion on innovation and investing. This was followed by a second day of more panel discussions, plenary sessions, and two speed-networking rounds which were one-on-one 15-minute meetings between investors and entrepreneurs. The one-on-one meetings received positive feedback from participants and many attendees felt they would have benefitted if more time had been allotted for these quick sessions. While no immediate deals were sealed at the



Speed networking at the DealMakers' Weekend. Participants were especially pleased with these sessions at the event.

event, several investors have expressed interest in a number of companies at the event and discussions are underway regarding future collaboration. JCP will continue to report on any future outcomes of the event.

GENDERCLIR ASSESSMENT UNDERWAY

The GenderCLIR assessment team is currently on the ground in Jordan applying the GenderCLIR methodology to identify regulatory and procedural constraints to gender integration within JCP sectors as well as impediments to expansion. The analysis forms a critical portion of JCP's overall gender integration strategy, and is expected to be completed in the second quarter of the year.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

OVERVIEW

Component One activities this quarter focused on laying the ground work necessary to assist the Government of Jordan with the development, drafting, adoption, and implementation of new policies and procedural reforms that will enhance the cluster specific competitiveness of Jordanian businesses. With the completion of Innovation Accelerator Workshops conducted by the HLS and CT sectors, ongoing engagement with Int@j regarding the ICT sector, and ongoing engagement with other stakeholder groups, a number of areas where SEE interventions will be conducted have been identified. Additionally, the Innovation Accelerators were critical engagement mechanisms through which the public and private sectors as well as academia were able to analyze the constraints to cluster growth and begin the process to remove them. Combined with the ongoing BizCLIR/GenderCLIR regulatory mapping exercise, this quarter's progress in the SEE Component positions JCP to move into the Implementation Phase.

JCP finalized staffing of the Supportive Enabling Environment (SEE) team this quarter with the approval of the Component Leader, Jamal Al-Jabiri by USAID, and other component staff, including We'am Obeidat, Gina Farraj, and Lana Nimri through a subcontract with Ihtiraf. As a result, the SEE Team was able to fully engage in this quarter's activities, particularly preparations for and the hosting of Innovation Accelerator Workshops held in February 2014. Further, the team contributed substantively to the JCP Cluster Competitiveness Strategy Report, the JCP Performance Monitoring Plan (PMP), and the JCP Work Plan, which were all submitted to USAID this quarter.

See Annex A for a full description of progress against the work plan for Component One.

DETAILED PROGRESS

This quarter, the SEE team continued work under the following activity groups:

- Activity CI 1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding competitiveness in Jordan, especially those which impact the three target sectors
- Activity CI 2: Strengthen partnership between the GoJ and private sector to expand investment in Jordan, through the provision of support for coordinated efforts
- Activity CI 3: Build the capacity and support the efforts of GoJ to implement the National Innovation Strategy and other related initiatives which strengthen innovation in Jordan
- Activity CI 4: Build GoJ capacity to effect procedural reforms which improve competitiveness

MILESTONE PROGRESS

The SEE Team made progress this quarter toward the achievement of three critical milestones in the JCP Work Plan: 1) identification of cluster specific regulatory and policy reforms; 2) identification of reforms specific to workforce development and gender; and 3) development of agreed upon action plans and schedule for verification of proposed reforms.

Identification of Cluster Specific Regulatory and Policy Reforms. With the completion of Innovation Accelerator Workshops conducted by the HLS and CT sectors, ongoing engagement with Int@j regarding the ICT Cluster, and ongoing engagement with other key stakeholder groups, several potential areas where SEE interventions will be conducted have been identified. Among these are the registration process for medications with the Jordan Food and Drug Administration (JFDA); the development of a one stop shop for registering renewable energy projects; facilitating productive dialogue between the public and private sectors relating to energy efficiency, renewable energy and pharmaceutical manufacturing; providing support to the National Competitiveness and Innovation Council (NCIC); supporting the development of an “Investment Policy”; and facilitating the implementation of the Public Innovation Accelerator Concept as a means for capacity building of the NCIC sectoral committees with MOPIC. Further regulatory and policy reforms will be uncovered during the completion of the BizCLIR assessment, which will comprehensively review and prioritize the legal and regulatory issues on which JCP can focus its resources in the coming months and years. The assessment is expected to be completed during the time period of April-May, 2014.

Identification of Reforms Specific to Workforce Development and Gender. The SEE Team is making progress towards the achievement of this milestone through preparations for the GenderCLIR exercise (done in conjunction with the BizCLIR exercise), which will identify regulatory and procedural constraints to gender integration within JCP sectors as well as impediments to expansion. Further, the SEE Team coordinated with the WFD Team as it moves toward implementation of pilot projects with partner universities to upgrade King Abdullah Fund for Development (KAJD) Career Development Centers, an area that JCP has identified as an enabler for workforce development.

Development of Agreed Upon Action Plans and Schedule for Verification of Proposed Reforms. The SEE Team is making progress towards the achievement of this milestone through compiling the results of Innovation Accelerator Workshops, continuous stakeholder engagement (discussed in detail below), and through preparations for the Implementation Labs, which will bring stakeholder groups together to develop detailed implementation plans for reforms across JCP’s cluster areas of focus, which includes enabling environment reforms.

STAKEHOLDER ENGAGEMENT

The team was heavily engaged in stakeholder engagement activities during the quarter, both to ensure robust participation in Innovation Accelerator Workshops and Implementation Labs, and to develop an understanding of stakeholders’ needs and concerns to inform the design of proper interventions economy-wide and at the cluster/sector levels.

Internal JCP Coordination. The SEE staff engaged with the various JCP Component III clusters/sectors, for example by supporting the McKinsey team in their preparations for upcoming Implementation Labs and providing information and clarifications on a number of issues, including legal frameworks relating to waste management, and the legal framework required to establish a medical tourism council. Generally, all issues related to Health Life Sciences (HLS), Energy Efficiency (EE), Renewable Energy and Waste (specifically the governing legal framework and institutional set-up) were identified as requiring in-depth legal and policy support as well as capacity building.

External Engagement. The SEE Team conducted a number of meetings with GoJ officials, private sector bodies, associations and other stakeholders. SEE team conducted meetings with key stakeholders including the Ministry of Industry, Trade and Supply (MITS), Ministry of Planning and International Cooperation (MOPIC), Ministry of Energy and Mineral Resources (MEMR), the Jordan Investment

Board (JIB), Amman Chamber of Commerce (ACC), American Chamber of Commerce Amman (AmCham), Young Entrepreneurs Association (YEA), Jordan Strategy Forum (JSF), Greater Amman Municipality (GAM), Jordan Association of Pharmaceutical Manufacturers (JAPM), EDAMA, the Jordan Food and Drug Administration (JFDA), private sector companies and Mr. Ammar Jarrar, the USAID/Fiscal Reform Program II (FRPII) Deputy Chief of Party. The SEE team also participated in events with the Jordan Strategy Forum (JSF) and the Economic Policy Development Forum (EPDF) (TAGI Knowledge Forum) that focused on Jordan's Investment Policy and draft law.

These meetings resulted in the identification of areas where JCP can support stakeholders to overcome key challenges. These include; (i) support the review of an investment policy in cooperation with JSF and other public and private sector organizations; (ii) support to streamline licensing processes for new Renewable Energy (RE) projects with MEMR; (iii) streamline drug registration procedures with the Jordan Food and Drug Administration (JFDA); (iv) support the National Competitiveness and Innovation Council (NCIC) within MOPIC by providing technical assistance to the sectoral committees that cover JCP's clusters; and (v) facilitate the implementation of the Public Innovation Accelerator as a means for capacity building within GoJ ministries, with MOPIC possibly being the first entity to serve as a proof of concept. This has been discussed with the originator of the idea, Mr. Emil Kubaisey.

Another key meeting for the month took place with Dr. Mukhallad Omari, the head of the Policies and Strategies Directorate at the Ministry of Planning and International Cooperation (MoPIC). In addition to agreeing on a plan of engagement with the Directorate, the discussion also touched on the ways in which the project may coordinate its efforts with the National Competitiveness and Innovation Council (NCIC). The possibility is likely given that Dr. Omari serves as the Secretarial Lead in support of His Excellency the Minister of MoPIC.

Also in February, the component leader accompanied a USAID delegation to Aqaba to meet with the Aqaba Special Economic Zone Authority (ASEZA) Chief Commissioner, Dr. Kamel Mahadin. The purpose of the trip was to brief ASEZA administrators on the activities of JCP and the USAID Local Enterprise Support project, which was represented by the COP Mr. William Seas.

UPCOMING ACTIVITIES

- Participate in the BizCLIR/GenderCLIR assessment and arrange meetings for the assessment team.
- Initiate activity for expert(s) to support stakeholders in developing recommendations for the "Investment Policy." The key partner is JSF together with Chambers of Industry and Trade, MOPIC and MITS. The SEE Team will also work to support the establishment of an Investment Public Private dialogue platform among these groups.
- Initiate activity for registration of RE projects at MEMR and drug registration streamlining projects at JFDA. Identify the required external legal expertise to support the Clean Technology Cluster work (SOW has been developed).
- Coordinate with MOPIC to engage the NCIC and launch capacity building activities with a view to incorporate the Public Innovation Accelerator concept.
- Continue its series of stakeholder meetings.
- Draft actionable and prioritized list of regulatory and policy reforms which support improved competitiveness.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER

- Identify cluster specific regulatory and policy reforms: May 31, 2014.
- Identify reforms specific to workforce development and gender: May 31, 2014.
- Secure agreement on action plans and schedule for verification of reform implementation proposed: June 30, 2014.
- Complete mapping exercise and engage potential partners: May 31, 2014.
- Assess status of NIS implementation: June 30, 2014.

COMPONENT II: WORKFORCE DEVELOPMENT

OVERVIEW

Component Two activities are organized around five key areas: 1) establishing Centers of Excellence, where curricula has been tailored to match the skills of the Jordanian workforce with the skill sets needed in the JCP target sectors; 2) upgrading existing entrepreneurship programs to include a focus on competitiveness and innovation; 3) strengthening and establishing (where they do not already exist) career development centers; 4) intensifying the use of internships as a proven tool for helping improve post-graduation job placement rates; and, 5) assisting higher education institutions to implement monitoring and evaluation systems that track post-graduation job placement.

This quarter, the WFD Team participated in JCPs Innovation Accelerator Workshops, continued its WFD Mapping exercise, contributed to the development of the JCP Work Plan, PMEP and Cluster Competitiveness Strategy, assisted with the preparations for Implementation Labs, and made some notable progress towards achievement of milestones in the Work Plan. Significant outreach was conducted to stakeholders to inform JCP's strategy to establish or upgrade Centers of Excellence, specifically those in the HLS and CT sectors. See Annex A for full progress against the Work Plan for Component Two.

DETAILED PROGRESS

This quarter, the WFD team continued work under the following activity groups:

- Activity CII 1: Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors.
- Activity CII 2: Develop an implement track specialization programs for JCP clusters to match market demand.
- Activity CII 3: Establish national ICT Center of Excellence (Sector Skills Organization).
- Activity CII 4: Introduce entrepreneurship program into curricula of Jordanian Universities.
- Activity CII 5: Support KAFD Career Development Centers to build entrepreneurship training service offerings for students and recent graduates.
- Activity CII 6: Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity.
- Activity CII 7: Incentivize and support collection and use of placement data, potentially through establishment of M&E systems in CDCs.
- Activity CII 8: Support KAFD to develop a National Employment Portal.

MILESTONE PROGRESS

Within these activities, JCP achieved two milestones in the Work Plan and made progress towards a number of others. Some highlights are provided below:

CDC Assessment findings and optimal CDC service offering model completed. This quarter, the WFD Team finalized the Career Development Centers assessment report, and suggested a model for upgrading King Abdullah Fund for Development (KAFD) career counselling offices at universities. The suggested model was based on assessing the current practices at Jordanian Universities and other career counselling service providers, meeting with key players and conducting a research on international best practice models at universities abroad. As a result of this assessment, the WFD Team recommended a model for upgrading KAFD career offices that included service offerings to increase students' employability, provide linkages between universities and the private sector and introduce placement data tracking systems (M&E). The model will be initially implemented on a pilot basis with three partner universities, suggested in cooperation with KAFD and JCP component teams. These universities are the Jordan University of Science and Technology (JUST), German Jordan University (GJU) and Princess Sumaya University for Technology (PSUT). The assessment findings and the suggested model were presented for KAFD technical staff to solicit their feedback. The WFD team received very positive feedback regarding the level of effort that was put in the assessment and KAFD has agreed to move forward with the suggested implementation model.

To move forward with implementation, the WFD Team drafted an MOU to be signed between JCP and KAFD highlighting areas and types of cooperation. These include career development, entrepreneurship, development of monitoring and evaluation systems for CDCs, and establishment of the national employment portal. In the coming quarter, JCP staff will coordinate meetings with JUST, GJU, and PSUT to solicit buy-in to upgrade the KAFD career offices within their universities.

Entrepreneurship training workshops delivered by KAFD career offices. The WFD Team drafted a Request for Proposals (RFP) to conduct a specialized training on "Entrepreneurship, Innovation, Competitiveness and Business Skills Development" for university students. This activity is the first step towards building the capacity of CDCs to offer entrepreneurship training. Also, as noted above, JCP has completed its CDC assessment report and recommended a model for use by KAFD. A MOU is in progress that highlights areas of JCP – KAFD cooperation, which includes entrepreneurship as a key area.

Plan for implementing certified career counselor program. Activities in support of this milestone continue, with the work being conducted with KAFD CDCs which is discussed above.

National Employment Portal with KAFD. Towards achievement of this milestone, JCP is in discussions with KAFD regarding an MOU that will highlight the National Employment Portal as an area of cooperation. Further, JCP held a meeting with the 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.

Centers of Excellence in the CT and HLS Clusters. As a result of the Innovation Accelerator Workshops, JCP has identified four immediate opportunities in this area. These include 1) working with

the Ma'an Development Company to upgrade its Skills Development Center into a Clean Technology Center of Excellence; 2) helping the Green Building Council establish a Green Building Academy; 3) working with JUST to create a pilot homecare program; and, 4) helping the Al Khalidi Training and Education Center to create a bridging program for nurses. The WFD Team also conducted a number of stakeholder meetings in furtherance of this milestone. These include:

- **Field Visit to Ma'an Development Area.** In March 2014, the WFD Team held a meeting with MDC to learn about their current activities and future plans and to discuss potential future cooperation within the Clean Tech sector in Jordan. This was followed by a field visit to the Ma'an Development Area (MDA), which was set up in the South of Jordan with the goal of serving as a regional hub for industrial activity propelled by its competitive labor force and favorable legal, regulatory and fiscal framework. MDA includes an Industrial Park, a Skills Development Center, a Residential Community, the Hajj Oasis, in addition to two Solar Parks.

The purpose of the visit was to get a better understanding of the current Skills Development Center, which the MDC plans to transform into a Center of Excellence that would serve the Clean Tech industry in Jordan and the whole region. The center includes a Solar Thermal Lab that is already equipped, but might need some upgrading. MDC is in the process of establishing a PV Lab; the allocated budget would enable MDC to buy a limited number of units/equipment. However, they would need to increase this number in the future to maximize the benefits that trainees can get from the training courses. The next step after completing the PV Lab would be establishing a Wind Lab.

MDC has requested JCP's support in a number of areas including providing the labs with the needed units/equipment, in addition to obtaining accreditation for the training courses provided by the center. A Memorandum of Understanding (MoU) is currently being discussed with MDC to specify what type of support to be provided to them, and the roles and responsibilities of each party. Establishing and upgrading this center would help provide the Jordanian market with the skilled workforce needed to move the Clean Tech industry forward in Jordan. It is worth mentioning that nine Clean Tech companies have signed agreements with MDC, and they should start operating in April 2015.

- **Green Building Council (GBC).** GBC is a not-for-profit professional association that aims to spread environmental friendly green building concepts and applications in Jordan. The purpose of the meeting was to discuss Jordan GBC's plans to establish a Green Academy that would spread awareness and enhance green practices through courses and awareness sessions.
- **Al-Khalidi Education and Training Center.** This private sector organization educates and trains healthcare providers. The center includes two labs fully equipped with manikins, simulators, and models to be used in nursing and resuscitative training. The purpose of the meeting was to develop a better understanding of the center and its services and to discuss potential future cooperation in relation to one of the projects that was identified during a health and Life Science sector Innovation Accelerator Workshop.
- **A/E Business Council.** The council is a not-for-profit association offering professional services to architecture and engineering consulting companies based in Jordan. Its principal objectives are to promote quality, excellence, and competitiveness standards in the sector and to facilitate trade through best practices both in Jordan and in overseas export markets. The purpose of the meeting was to learn about their iSustain initiative as well as their training offerings in the Clean Tech field, in addition to discussing potential future cooperation.

- **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.

Identify and Track Specialization Programs for JCP Clusters – Progress towards this milestone was made through stakeholder meetings described above and below, and through the WFD Mapping Exercise, which is furthering the WFD Team's understanding of workforce gaps and specialization programs to match market needs. As part of the WFD mapping exercise, market research was conducted by the WFD team to identify Renewable Energy (RE) and Energy Efficiency (EE) training courses provided in the Jordanian market and the organizations providing them. JCP continues to identify universities and community colleges who will partner with the program to revise selected curricula.

Develop plans to increase entrepreneurship offerings at universities and community colleges. In addition to the above meetings, JCP conducted outreach to a number of stakeholders, specifically regarding entrepreneurship training programs (Activity CII 4). Key meetings included:

- **The Challenger Team.** The Challenger Team is a Jordanian private company that was established in 1995 with the main objective to help individuals work more effectively and efficiently through skill development. The Challenger Team has signed a MOU with the University of Jordan (UJ) to introduce new courses to their curricula with a special focus on leadership, team work, computer skills, and interpersonal relationships. The purpose of the meeting was to discuss possible future cooperation to help JCP introduce entrepreneurship courses into the university's curricula.
- **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 (QCC).** A meeting was held at Al Qud's Incubator with the college's partners, including 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.

- **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.

UPCOMING ACTIVITIES

- Present CDC assessment findings to KAFD senior management and coordinate meetings with suggested partner universities to solicit their buy-in to upgrade KAFD career offices within their universities.
- In partnership with KAFD career offices at selected three universities, conduct a specialized training on “Entrepreneurship, Innovation, Competitiveness and Business Skills Development” for university students. This activity is the first step towards building the capacity of CDCs to offer entrepreneurship training.
- Sign MOUs with KAFD and MDC. Each MOU will outline specific areas of cooperation, technical assistance, and roles and responsibilities of each party with respect to WFD component work plan
- Participate in the Clean Tech and HLS Implementation Labs taking place in April and will be engaged in Workforce related task force meetings.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER

- Centers of Excellence to be established in the CT and HLS clusters are identified: April 30, 2014.
- Focus groups to develop preliminary track specialization programs frameworks: May 31, 2014.
- Track Specialization Programs for JCP clusters identified: April 30, 2014.
- Plans developed to increase entrepreneurship offering at universities and community college: May 31, 2014.
- Tracking placement data model designed: June 30, 2014.
- National Employment Portal launched: May 31, 2014.

COMPONENT III: CLUSTER DEVELOPMENT

OVERVIEW

The Component Three focuses on improving the competitiveness of three targeted industries: Clean Technology (CT), Health and Life Sciences (HLS), and Information Communications Technology (ICT). This quarter, the Cluster Development Team worked to define the clusters within the three target industries, establish a clear understanding of the structure of each cluster (including enterprises, foundations, technologies, markets and players), and engage with leaders of each cluster. The program's **Cluster Competitiveness Strategy Report**, which outlines in detail the upgrading strategies JCP will implement to achieve the program's objectives, was a key deliverable during the reporting period. The Cluster Development Team also continued engagement with key stakeholders; developed draft governance frameworks to guide strategic direction; and convened sub-sector advisory group meetings to further refine program implementation strategy.

During the reporting period, the Component Three team focused on the following activity areas:

- Activity CIII 1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences Sectors
- Activity CIII 2: Develop competitiveness strategies for the ICT Cluster
- Activity CIII 4: Conduct R&D diagnoses and assessments for key sectors

The Cluster Development Team has achieved the following results:

- Sub-sector focus areas have been identified under the CT and HLS sectors and initial baselines have been established for each;
- A specific set of investment opportunities has been identified for the CT and HLS sectors. These will be fully explored and vetted during the Implementation Phase of the project;
- The CT and HLS cluster initiatives are refined, prioritized and a high-level strategy and roadmap for each initiative has been developed;
- A five-year strategy and detailed implementation plan has been developed for priority clusters including initiatives to provide guidance and direction to begin implementation.

During the reporting period, JCP used two types of filters to select the sub-sectors the project will focus on. These filters were: 1) the existing or potential competitiveness of the sector in Jordan, and 2) job creation potential within a five-year timeframe. After applying these filters, the short-list of sub-sectors was compared against JCP's goals to ensure alignment. These areas of alignment include: job creation potential outside Amman, female job creation, impact on gross added value per employee, and impact on exports. At the end of this process, the team identified the following prioritized sub-sectors:

Clean Technology:

- Renewable Energy

- Energy Efficiency
- Water Management
- Solid Waste Management

Healthcare and Life Sciences:

- Pharmaceutical and Supporting Services
- Medical services
- Healthcare education

INNOVATION ACCELERATOR WORKSHOPS

JCP reached a significant Component Three milestone and launched a series of Innovation Accelerator Workshops. Seven four-day workshops took place in the period between January 27th and February 13th, 2014. These workshops are one of JCP’s key initiatives to build competitiveness and identify investment opportunities in critical sectors. The 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 and incorporated in the Cluster Competitiveness Strategy Report.

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 actions necessary to move strategic initiatives forward, and definition of leadership roles and commitments by key players in the innovation ecosystem.

The teams made intensive efforts 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 obtain commitments to attend and to finalize key industry issues to be discussed during the workshops.



The table below describes these workshops in brief:

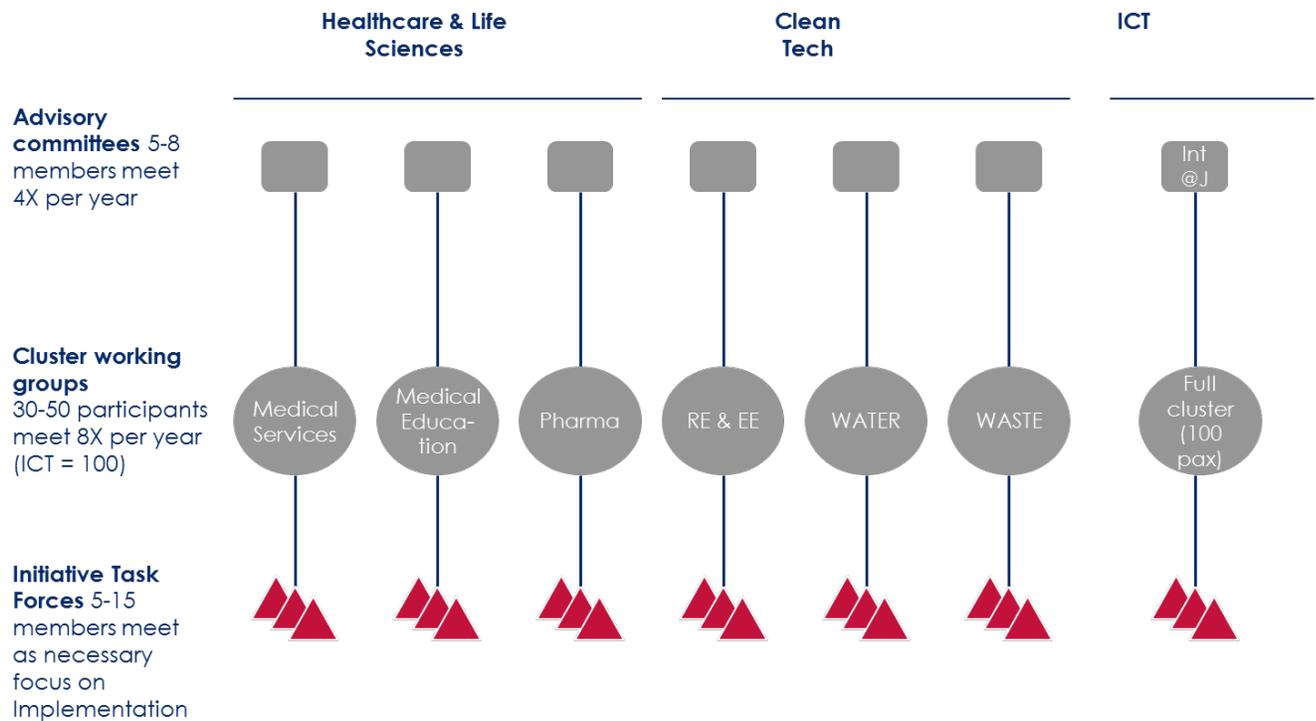
TABLE 2: INNOVATION ACCELERATOR WORKSHOP DESCRIPTIONS

Workshop	Date	Participants	Initiatives Discussed
Clean Technology Sector			
Renewable Energy Workshop	January 27th – 30th , 2014	29 participants, among which 28% were female and 9 from outside Amman	<ul style="list-style-type: none"> • Renewable Energy – Decentralized Generation • Renewable Energy – Centralized Generation
Energy Efficiency Workshop	February 3rd – 6th, 2014	47 participants, among which 32% were female and 7 participants were from outside Amman	<ul style="list-style-type: none"> • Energy Efficiency – Eco-cities
Water Management Workshop	February 3rd – 6th, 2014	36 participants, among which 12 were female and 8 from outside Amman	<ul style="list-style-type: none"> • The Agriculture Water Efficiency Initiative • The Municipal Water Efficiency Initiative
Waste Management Workshop	February 10th– 13th, 2014	44 participants, among which 15 were female and 11 from outside Amman	<ul style="list-style-type: none"> • The Solid Waste Management cluster initiative
Challenger Sessions	Session held on each third day of the workshops	54 attendees	
Healthcare and Life Sciences Sector			
Pharmaceutical and Supporting Services Workshop	January 27th – 30th, 2014	31 participants, among which 65% were female	<ul style="list-style-type: none"> • Developing an innovative solutions development center • The development of the Jordanian CRO industry
Medical Services Workshop	February 3rd-6th, 2014	35 participants, among which 50% were female	<ul style="list-style-type: none"> • The establishment of a Medical Tourism Agency (MTA) • Building up the homecare industry
Medical Education Workshop	February 10-11 , 2014	25 participants, among which 50% were female	<ul style="list-style-type: none"> • Developing a medical education center delivering continuous medical education • Development of a regional education hub in Jordan • Developing a novice nurse training center for Jordanian and foreign nurses

GOVERNANCE IN THE SECTORS

JCP has made significant effort to ensure engagement of stakeholders in project activities, as developing host country ownership is critical to program sustainability. As examples (discussed in greater detail below), a Clean Technology Steering Board has been established, Clean Technology and Health Life Sciences Sector Advisory Committees have been established, and JCP has conducted dozens of one-on-one meetings with key stakeholders. Further, JCP is supporting the establishment of cluster working groups, which will help develop and own sub-cluster program activities through to completion (two Clean Technology cluster meetings were held and two in the HLS sector will be conducted in April). The purpose of establishing these “governance” structures and conducting this outreach is to provide the project with the necessary guidance and input into the direction of the cluster from the key stakeholders involved (public, private, academic, civil society), as well as to promote host country ownership and to provide an oversight mechanisms for project performance.

JCP stakeholders' engagement will be articulated around an industry sounding board, an advisory committee and individual cluster members.



PREPARATION FOR THE IMPLEMENTATION LABS

The Cluster Development Team began preparations for the implementation phase. This included conducting orientation sessions for key stakeholders on the various assistance tools available under JCP including its grants mechanism. The Cluster Development Component Leads also coordinated closely with JCP's WFD, SEE, R&D and ATF teams on matching their tools with each of the Cluster Development component initiatives.

JCP prepared for the first Implementation Labs through collecting data and conducting session planning with relevant teams from JCP and external stakeholders. Leadership of each Implementation Lab session is planned to include at least one representative from each JCP enabling component team in order to ensure capacity and knowledge transfer on the lab's preparation and facilitation.

The Cluster Development Team participated in weekly sessions and conducted meetings with McKinsey and JCP Senior Management to coordinate and prepare for upcoming Implementation Labs, including discussion of lab activities, resource requirements, and needed inputs from other JCP Enabling Components.

CLEAN TECH CLUSTER

Through a participatory approach fully driven by the project's stakeholders, JCP held a series of Clean Tech Innovation Accelerator Workshops in January and February 2014. During these workshops, projects

with the greatest potential were identified, along with the corresponding challenges to implementation. These challenges will be addressed during the Implementation Labs scheduled to begin in April 2014. In further preparation for the Implementation Labs, two energy cluster meetings were organized, and all participants, public sector representatives and the JCP program team were provided a comprehensive overview of where the project cluster efforts stand and on JCP's plans to move forward with upgrading strategies in the Clean Technology sector.

INNOVATION ACCELERATOR WORKSHOPS

Attended by around 160 participants, four energy Innovation Accelerator Workshops were conducted in the subject matter areas of renewable energy, energy efficiency, water management and waste management. There was notable participation from the private, public and civil sectors, including relevant businesses, architects, engineers, utilities, and relevant government bodies. A significant number of participants in the workshops were women, with JCP exceeding the 50 percent target, and including a total of 35 from governorates.

The key outputs from the Innovation Accelerator Workshops were consensus on the following transformative initiatives:

- **Renewable energy – Decentralized Generation** – a project focused on increasing penetration of solar thermal systems in residential, commercial and industrial applications and supporting the deployment of related enablers (improved financing for STS systems, local systems manufacture, accreditation and supervision bodies as well as the training of ESCOs and other supports)
- **Renewable energy – Centralized Generation** – a project focused on increasing local renewable energy production through PV and Wind systems and helping deploy all needed enablers (grid upgrade, panel manufacturing, O&M capability development, streamlining government procedures & others)
- **Energy efficiency – Eco-cities** – a project focused on supporting the retrofit of high consuming buildings with energy efficient infrastructure and supporting new building to be built to energy efficient standards. This will also be associated with intensive enabler support that includes sector capability development, support in regional marketing for energy management services as well as inducing R&D in the sector through local universities and research institutes.
- **The Solid Waste Management cluster initiative** – an initiative that focuses on unlocking major sector projects and deploying some alternative waste management solutions in the Jordanian market to divert waste streams from conventional landfills. It supports the growth of an economic cluster in waste management by facilitating the composting of 500,000 tons of organic waste and recycling of 300,000 tons of inorganic waste.

ONE-ON-ONE MEETINGS WITH KEY STAKEHOLDERS

Nearly one hundred meetings were conducted by the CT Team to enhance engagement with key stakeholders representing the public sector, private sector, and donors; and to prepare for the next implementation phase of JCP. These meetings included:

- Ministry of Energy: Energy Efficiency Director and Renewable Energy Director (first meetings since the start of JCP). Meeting was held to discuss JCP's approach

"This session is brilliant, because for the first time I see my role in the ministry not just in light of solving water problems, but solving them while also addressing job creation." – Eng. Basem Telfah, Secretary General, Ministry of Water and Irrigation.

and secure buy-in to participate in the Advisory Committee and further implementation steps.

- Jordan Green Building Council (GBC): Meeting was held to discuss GBC’s request to collaborate in the planned Eco-Cities for the Mediterranean Forum.
- Several waste management companies (with SEE) to help identify potential areas for JCP involvement in projects to involve private companies in the waste sector.
- A solar company in preparation for Implementation Labs.
- Ma’an Development Company (MDC) (with WFD): Meeting was held to discuss a potential MOU between JCP and MDC to support the training center on renewable energy.
- Jordan Association for Housing Investors: Meeting with Chairman and other board and executive members. The meeting focused on energy efficiency for buildings, and the association expressed interest in championing some activities in this regard. The members (2800 of the largest real estate developers in Jordan) cover almost 80 percent of the construction sector in Jordan.
- Satch-net CEO: Discussed his participation in Advisory and Cluster meetings and future plans for JCP Energy Efficiency initiatives.
- Zaidoun Qasem, Greater Amman Municipality: Discussion regarding waste management strategies.
- Jordan Industrial Estates Company: To discuss their role in championing particular projects and initiatives in Irbid and other locations.
- EDAMA CEO: Discussed renewable energy priorities.
- Ammar Jarrar, FRP II: Discussed coordination with JCP on proposed work to streamline licensing procedures and one-stop shop support.
- World Bank Project Team (LDK): Discussed coordination on Solid Waste Strategy.
- Ministry of Environment, waste management director: Meeting was held to do fact finding on the legal framework governing waste.

Clean Technology Steering Board

The JCP Steering Board includes leaders from the public, private and academic sectors who will provide value and strategic insights to guide the project, maximize its impact and spread its message. It will also enhance cross-sector synergies towards more integrated Clean Tech Sector development in Jordan. The Steering Board is expected to meet on a quarterly or semi-annual basis to discuss project progress, next steps, and to provide input into key decisions. The Steering Board will also receive monthly and quarterly updates on activities being conducted by JCP.

Sub-Sectors/Cluster Advisory Committees

On a more specialized sub-sector level, the JCP Clean Technology Advisory Committees are expected to play a vital role in the direct execution of sub-sector/cluster initiatives and projects. The Advisory Committees consist of between five and eight leaders who have volunteered their time to help set the agenda and play leading roles in Cluster meetings. These leaders are typically managers of associations and initiative champions—a combination of the “wise elders” and the “young blood” in the cluster. Whether in energy, waste or water, the Advisory Committee will provide the following:

- Support on the approach the cluster will adopt;
- Commitment to help open doors, lobby, and support JCP's efforts in the background;
- Feedback on approach and activities, including potential integration of comments and recommendations before the next round of Steering Board meetings; and
- Input into an engagement pattern moving forward.

Clean Tech Advisory Committees Meetings

The CT Advisory Committee meetings are a series of two hour meetings conducted for each CT cluster that bring together top-tier decision makers, public sector representatives, private sector CEOs, education sector researchers and representatives of civil society to help guide the JCP team's CT cluster competitiveness strategy. During these meetings, JCP provided a briefing on the CT Team's progress including outputs of the Innovation Accelerator Workshops, and presented a high-level perspective on JCP's strategy and approach. The consultative group provided their opinion on the project's prioritization mechanism, the focus areas across transformative and enabling initiatives as well as some pointers on how the process moving forward should be managed.

Two Advisory Committee Meetings were held this month: The Waste Management Advisory Committee Meeting on March 18, 2014, and the Energy Advisory Committee Meeting on March 19, 2014. Both of these sessions were followed by full-fledged cluster meetings on March 25 and 26. JCP is still planning to conduct similar meetings for the water sector, but is waiting final approvals from the USAID office to hold these sessions. The team is hoping to conduct the water sessions towards the end of April 2014. See Table 3 below for members of the Advisory Committees:

TABLE 3: MEMBERS OF WASTE AND ENERGY ADVISORY COMMITTEES

Name	Affiliation
Solid Waste Advisory Committee	
Ahmad Qasem	Ministry of Municipal Affairs
Samir Kilani	Ministry of Environment
Mohammad Al-khashashneh	Ministry of Environment
Zaidoun Qasem	Greater Amman Municipality (GAM)
Hesham Zabian	Trading House
Mohamed Wahdani	Alnasser Group
Thomas Stocker	BE
Maysoon Bsesio	Ministry of Health
Mones Barood	Specialty Hospital
Basem Abbasi	Al-Balqa Applied University
Hussein Muhedat	Ministry of Municipal Affairs
Hala Zawati	EDAMA
Energy Advisory Committee	
Mohammed Dabbas	Ministry of Energy
Allan Khalil	NEPCO
Firas Obeido	Satchnet
Waleed Shahin	NERC
Ayman Ma'aitah	American University of Madaba
Mohammad Hamdan	Al Zaytoonah University
Firas Rimawi	SCCD

Name	Affiliation
Hala Zawati	EDAMA
Mohammad Asfour	Jordan GBC
Issa Batarseh	PSUT

- Energy (Renewable & Efficiency) Advisory Committee Meeting:** On the technical side, the group came to a consensus that de-centralized renewable energy systems should include photo voltaic (PV) and not only solar thermal systems. Additionally, the group pushed strongly to position the renewable energy story in a way that focuses on the “why” and “how” you achieve targets and less about “what” the target is. This is better stated by highlighting that JCP should ensure that the sector targets are reached via deploying tools and mechanisms that would improve overall private sector competitiveness (e.g. innovation, technology transfer, R&D, human resources development, etc.). Other priorities include issues of local content and Intellectual Property (IP) protection to ensure effective R&D in Jordan. Moving forward, the group acknowledged JCP’s implementation focus and recommended keeping emphasis on the identified sector targets.



- Solid Waste Management Advisory Committee Meeting:** The Advisory Committee identified legal and regulatory reform as critical to the sector’s development. The group agreed that a legislative task force should be the core focus of the cluster to resolve legal matters identified in the Innovation Accelerator workshops. The members present noted that for the cluster to be successful, members across the value chain should be represented in the group and that cluster meetings should be institutionalized and committed to by all members. The group also suggested creating a clear list of tasks for the Steering Board, Advisory Committees and Cluster Groups to ensure a clear set of roles leading to effective program execution.

Cluster Group Meetings

Cluster groups range in size from 30-50 stakeholders who represent an inclusive group of private sector companies and associations, related suppliers and service providers (e.g. certification), NGOs, government agencies, and educational and research institutions. The Cluster Groups will meet approximately once every six weeks during the first year, and once per quarter thereafter. The meetings are designed to share information on the progress of initiatives and develop consensus on matters relating to the vision, strategy and action plan for the Cluster. Task Forces will be formed within the Cluster to implement specific initiatives – some of these task forces have already been formed, and are described below.



Two Cluster Meetings were conducted this month for the first time – one with the Solid Waste Management Sector (March 25) and one with the Energy Sector (March 26). The purpose of these cluster meetings is to bring together sector players who participated in the Innovation Accelerator Workshops and other JCP events to share the outputs of the workshops and JCP’s proposed strategy moving forward, specifically to develop consensus on implementation task forces (the groups who will actively be involved in implementation) in each area. We summarize these meetings below:

- Solid Waste Management Cluster:** The main result of this meeting was agreement on four implementation task forces: Infrastructure Development, Research and Development and Technology Transfer, Capacity Building and Awareness, and Legal and Institutional. These task forces will kick off implementation on key initiatives (mainly enabling) until the first Implementation Lab takes place (see Table 4 below for additional information on task forces). Further, the cluster meeting participants reviewed the proposed vision statement for the Solid Waste Management sub-sector and provided suggestions to improve it. The proposed vision statement for Solid Waste Management is: *“To create an integrated solid waste cluster aimed at reducing waste by composting 500,000 tons of organic waste and developing programs around hazardous and medical waste, and waste-to-energy. Support sector by publishing a national waste framework law and strategy. Enable sector through a combination of increased collection efficiency, deployment of additional transfer stations, creation of a national waste market place, consulting services, and training and Research and Development programs.”* In total, the meeting was attended by 25 people: 6 were from the public sector, 16 from the private sector, and 3 were university representatives. Eight of the attendees were female and 17 male. One attendee came from a governorate outside Amman and the rest of the attendees came from Amman.

TABLE 4: SOLID WASTE MANAGEMENT CLUSTER TASK FORCE MEETINGS

Taskforce	Members	Location	Date and Time	Coordinator
Legal and Institutional	Maysoon Bseiso, Dr. Mohammad Khashashneh, Abdullah Bdeir, Eng. Majida Naser, Zaidoun Qasem, Qamar Shinnar, Ahmed Nassreddin, Basma Arabiyat	MoEnv	March 31, 10:00 AM	MoEnv (Dr. Mohammad Khashashneh)
Research and Development and Technology Transfer	Abdullah Bdeir, Samih AbuBaker, Dr. Anwar Obeidat, Dr. Rania Shatnawi, Hani Abu Qdais, Ra’fat ASsi	JGBC	April 7, 10:00 am	JGBC (Samih AbuBaker)
Training, Capacity Development and awareness	Nael al Mulqi, Zaidoun Qasem, Dr. Hani AbuQdais, Eng. Majida Naser, Ahmed Nassereddin, Qamar Shinnar, Maysoon Bseiso	JES	April 14, 10:00 am	JES
Infrastructure Development	Thomas Stocker, Eng. Majida Naser Ahmed Nassreddin, Faisal Zawati, Eng. Saleh Jaradat, Qamar Shinnar, Adel Abu-Zer	GAM	April 15, 10:00 AM	GAM

- Energy Efficiency and Renewable Energy:** At the cluster meeting, the attendees agreed on five taskforces: Law & Regulatory, Awareness & Enforcement, Implementation, R&D and Human Capacity (see Table 5 below for additional information on the task forces). The cluster meeting participants also reviewed the proposed vision statement for the Renewable Energy and Energy Efficiency sub-clusters. For Renewable Energy, the proposed vision statement is to *“become the Middle East’s hub for clean energy and energy innovation, a hub for regional energy services export,*

and a home of the Arab world’s top research institutions and universities which tackle the market’s most pressing demand for renewable energy solutions.” For the Energy Efficiency sector, the proposed vision statement is to “Lead the growth and improved organization of the sector and widen its regional footprint to cover the MENA region by leveraging the local know how, the strong ICT industry and by housing the top integrated end-to-end solution providers in the region. Harbor the best regional human capabilities in the management of energy systems, design engineering and financing services that are capable of supporting local research to improve their competitive edge.” The meeting was attended by 66 people: 10 were from the public sector, 23 from the private sector, 7 were university representatives, 12 were NGOs and associations and 9 were other donors, 18 of the attendees were female and 48 male. Four attendees came from a governorate outside Amman and the rest of the attendees came from Amman.

TABLE 5: ENERGY EFFICIENCY AND RENEWABLE ENERGY TASK FORCE MEETINGS

Taskforce	Members	Location	Date and Time	Coordinator
Law & Regulatory Issues	Irbid Municipality, EcoSol (Amjad Alkam), Ziad Jibreel (MEMR), Ahmed Younes, JSMO	TBD	TBD	Eng Amjad Alkam
Awareness& Enforcement	EDAMA (Lulwa Safarini), Tamkeen, Mercy Corps (Mohammed Bani Mustafa), Mohamed Tarwneh, JSMO	TBD	TBD	EDAMA (Ms Lulwa Safarini)
Implementation	Sanabeel (Yousef Mansareh), EDCO, Mercy Corps, Millenium, MOPIC, Samer Zawaydeh	TBD	TBD	Eng Hussein Al Sheikh
Access to Finance	Tamkeen, Mohamed Tarwaneh, Banks, EBRD (Khaled Alsaheb & Nadine Hammad), JEDCO, IJARA	TBD	TBD	Tamkeen (Mr Jeries Khalifeh)
R&D	Taqetna, Dr. Ahmed Salaymeh, Dr. Louy Qouider, Dr. Imad Hamadne, EDCO, Samer Zawaydeh	TBD	TBD	Dr. Ayman Maaytah
Human Capacity	Taqetna, University of Jordan, GBC, German Jordanian University, American University of Madaba, Jordan Energy Chapter	TBD	TBD	Jordan GBC (Eng Firas Obeido or a rep)

IDENTIFYING INVESTMENT OPPORTUNITIES

JCP has identified three promising implementation initiatives where it can provide support. These include:

- Irbid Energy Cluster with an industrial focus at El Hassan Industrial Estate.** This is expected to form a milestone in JCP’s CT cluster development effort. It has obtained the support of the U.S. Ambassador and USAID and enjoys the leadership of key senior stakeholder representatives in Irbid. The initiative would cover almost every component within JCP, and would occur outside of Amman. The JCP CT Lead is working with Operations to prepare the SOW and MOU needed to commence work. This project has the potential to create useful linkages between the industrial sector, research and academia, energy companies, and service providers. Possible involvement of financiers and associations adds to this, making it a great potential showcase for increased supply and demand for energy services.

- **Smart Solar Campus Solution for King Hussein Business Park (KHBP).** Support is being considered for this project, which is the first of its kind, as it combines smart solutions in ICT and solar energy, and has the potential to serve as a benchmark and testing platform in Jordan and the region. Being at KHBP where JCP is located and where other important players in the three JCP Clusters are interacting is another reason for JCP to be involved.
- **The Ma'an Development Zone Energy Training Center:** The JCP CT and WFD teams are working closely on assessing potential intervention with this center and an MOU was drafted to institutionalize cooperation with Ma'an Development Company. This is a potentially significant project, as it builds on the fact that most of the PPAs signed recently for renewable energy projects are located in the Ma'an Development Zone, which is outside Amman and is striving to become the Solar energy hub for Jordan. This project has the potential to support the renewable energy cluster with an important enabling initiative that will employ Jordanians from outside Amman and provide services to a number of investments already attracted to the Ma'an Development Area.

UPCOMING ACTIVITIES

- Prepare SOW and MOU for Irbid Energy Cluster Project and the Ma'an Development Zone energy training center.
- Continue stakeholder engagement and follow-up, including Cluster working group meetings.
- Continue preparations for and implement first round of Implementation Labs.

HEALTHCARE AND LIFE SCIENCES CLUSTER

The main activities during the reporting period were the execution of Innovation Accelerator Workshops, review and editing of the JCP Cluster Competitiveness Strategy Report, engagement with key stakeholders to refine program strategy and agree on the program key focus areas, and continued preparations for upcoming Implementation Labs. The HLS Cluster Team also participated in the JCP planning process and preparation of deliverables including the Implementation Labs Framework, Advisory Committee Framework, and the proposed Governance Structure of JCP Initiatives.

THE INNOVATION ACCELERATOR WORKSHOPS

The HLS Innovation Accelerator Workshops took place during the period between the 27th of January and the 13th of February 2014. The Healthcare and Life Sciences (HLS) Innovation Accelerator Workshops covered the areas of Pharmaceuticals and Supporting Services, Medical Services, and Medical Education and were attended by more than 90 participants. The majority of participants came from private firms, biotech startups, and business associations, with strong representation from the public sector and academia. Fifty-five percent of the participants were women, and several organizations and firms from outside Amman (Irbid and Na'oor) participated as well.

"This workshop is one of the best if not the best productive workshop I have attended. We must keep the momentum going and today JCP is simply doing that. I feel confident that we have a partnership that delivers results."

Dr. Hanan Sboul, JAPM Sec. Gen

"It's true that we do meet as industry leaders but it almost never happens that we all convene, government, regulatory bodies and industry competitors to constructively discuss the industry in a practical way. I must commend the healthcare team for bringing us all together, this was not an easy task. I'm impressed by the high caliber of participants and excited by the energy in the room." HE Dr. Salah Mawajdah, Hikma VP of Regulatory Affairs.

There was strong consensus that the pharmaceutical industry is facing regulatory hurdles, and that policy reform and innovation are a must for its livelihood and sustainability. After this workshop the industry views JCP as a crucial component in leading such efforts.

Potential transformative projects within each sector were identified. These projects are presented in Figure 2 below:

<p>A</p> 	<p>Medical Services</p>	<ul style="list-style-type: none"> High quality compared in region Steep cost increases 	<ul style="list-style-type: none"> Increase revenues from foreign patients and quality of care Increase efficiency of the system for Jordanians 	<ul style="list-style-type: none"> Medical Tourism Agency Home healthcare services Upgrade general hospitals Build rehabilitative care Centers of Excellence
<p>B</p> 	<p>Pharmaceuticals</p>	<ul style="list-style-type: none"> Threatening market environment Trend to investments outside Jordan 	<ul style="list-style-type: none"> Drive innovation and research More competitive regulation Diversify portfolio 	<ul style="list-style-type: none"> Innovative solutions development center Clinical Research Org. Plasma fractionation plant Innovative drug delivery forms and super generics
<p>C</p> 	<p>Healthcare Education</p>	<ul style="list-style-type: none"> High quality compared to US High regional demand Shortfalls to meet all needs 	<ul style="list-style-type: none"> Attract more foreign cash paying students Make Jordan as work-place more attractive Match demand and supply better 	<ul style="list-style-type: none"> Continuous Medical Education Center Novice nurse train and supply Regional education hub Nurse practitioner / family physician

GOVERNANCE IN THE HLS SECTOR

During the reporting period, the HLS Cluster team engaged with key stakeholders within the Cluster to solicit input on strategy. This included convening a series of one-one-one stakeholder meetings and multiple Advisory Committee meetings.

One-on-One Meetings with Key Stakeholders

The HLS Team conducted several meetings with key stakeholders to solicit input on strategy and to prepare for the implementation phase:

- Ministry of Health (MoH), Director of Medical Tourism (Dr. Mete'eb Werekat) and Ministry of Tourism and Antiquity, Director of Jordan Tourism Board (Mr. Abdel Razaq Arabiat).
- JAPM, Hikma, Ministry of Higher Education and Scientific Research, Ministry of Health, High Health Council, Private Hospitals Association, and Royal Medical Services. These meetings were conducted in preparation for the Advisory Committee meeting (each group is a proposed Committee member). The purpose of the meetings was to ensure Committee member participation, explain time commitments, and membership responsibilities.
- Alkalidi Hospital, Specialty Hospital, Health Care Accreditation Council (HCAH), NatHealth, Jordan Hotel Association, Arab Medical Center and Royal Hashemite Court (Dr. Rami Farraj). The purpose of these meetings was to ensure consensus among stakeholders in the medical services cluster regarding the structure of the Medical Tourism Agency (MTA) and to prepare for the MTA Implementation Labs.

- The HLS team lead also conducted several phone calls with proposed HLS Steering Board members on next steps and needed commitments moving forward.

HLS Advisory Committee Meetings

HLS conducted three cluster specific Advisory Committee meetings in March 2014 . The Committees include top tier decision makers, public and private sector healthcare accreditation bodies, education sector researchers and representatives of the civil sector to help guide, support and provide governance for HLS-cluster specific activities. During these meetings, JCP HLS staff provided a briefing on the HLS Strategy, a summary of the Innovation Accelerator Workshops, and gained consensus on overall strategy for each cluster. In addition, the HLS team presented tools and methodologies to support the cluster’s development, including transformative initiatives, enabling initiatives, and Implementation Labs.

Medical Services Advisory Committee Meeting: The Advisory Committee developed consensus on prioritization of transformative initiatives and the overall strategy for the cluster. The committee emphasized the following: 1) the need to improve efficiency of the system, especially the importance of ICT integration in healthcare (patient records and procurement); 2) the importance of air ambulances for emergency transportation; 3) increasing levels and efficiency of medical tourism, including the build-up of a Medical Tourism Agency to align stakeholder activities, conduct marketing, and provide quality control (note that the Jordan Tourism Board and Jordan Hotel Association explicitly expressed their support of this initiative); 4) supporting the homecare initiative to drive efficiency in the system; and 5) importance of effective prevention measures from the Royal Health Awareness Society.

TABLE 6: MEMBERS OF THE MEDICAL SERVICES ADVISORY COMMITTEE

Name	Affiliation
Dr. Fawzi Hammouri	Private Hospital Association (PHA), Chairman
Dr. Rami Farraj	Royal Hashemite Court (RHC) Director of Medical Office
HE Mr. Michael Nazzal High	Jordan Hotel Association (JHA), Chairman
Mr. Abdel Razek Arabiate	Jordan Tourism Board, Secretary General
Dr. Hani Kurdi	Health Council Secretary General
Dr. Yasin Al Tawarah	Royal Medical Services (RMS), Director of Planning
Mrs. Salma Jouni	Health Care Accreditation Council (HCAC), CEO

Medical Education Advisory Committee meeting: The Advisory Committee developed consensus on two key areas: 1) the vision of Jordan being a medical education hub for the region and the far east, and 2) the strategic direction to increase the number of foreign students entering medical schools in Jordan, while at the same time driving initiatives to improve the “skills-match” between education output and system demand. The Committee also noted a key consideration needing to be taken into account to achieve these objectives, which is that an increase of foreign students needs to be accompanied by an increase in faculty and investment in education infrastructure. There is a shortage of medical school faculty and staff, and the current infrastructure cannot accommodate additional foreign students and needs to be upgraded to be attractive for them to attend. The Committee believes that universities are able to reserve tuition income to help overcome these challenges. As to the second challenge, the Committee recommended a healthcare workforce analysis to more effectively link the supply and demand for skilled healthcare workers; identify the education capacity to be reserved (and subsidized) for Jordanian students; and to analyze nurse bridging programs and Continuing Medical Education (CME), as they are a priority to medical science schools and address gaps in the workforce. The Committee also encouraged JCP to

develop an analysis on the working conditions of nurses to understand the reasons for the “brain drain” and define measures for improvement. Finally, the Committee recommended that JCP include the Medical School of Aqaba in its cluster work.

TABLE 7: MEMBERS OF THE MEDICAL EDUCATION ADVISORY COMMITTEE

Name	Affiliation
Dr. Azmi Mahafzah	University of Jordan, VP for Scientific Faculty
Dr. Wail Hyajneh	Jordan University of Science & Technology (JUST) & The King Abdullah University Hospital (KAUH), Director
Dr. Hakam Al Hadidi	Higher Education Accreditation Council (HEAC)
Dr. Muntaha Gharaibeh	Jordan Nursing Council, Secretary General
Dr. Ibrahim Alabbadi	University of Yarmouk, Dean
Dr. Kamal Bani-Hani	The Hashemite University, President

Pharma Advisory Committee Meeting: The Advisory Committee discussed a number of topics including overall strategy, regulatory reform, process improvement and human resource needs, and the need to strengthen public-private dialogue. Regarding regulatory reform, the committee reviewed the current Jordan Food and Drug Authority (JFDA) regulatory framework and developed consensus on the set of regulations, bylaws and mandates to be reformed. These include intellectual property rights and registration, new product registration, clinical studies, pricing, drug list reformulations and the structure of internal review committees. Regarding process improvement and human resource capacity building, the JFDA welcomes JCP’s initiative to conduct a Business Process Review to identify areas of improvement for drug licensing, both on the side of the regulator as well as private industry; and to analyze the composition process of the rational drug list. Regarding public-private-dialogue, the committee agreed that there should be more collaboration between academia and the industry, and participants agreed to co-develop an innovation roadmap for pharmaceutical research during the first Implementation Lab and identify capacity building needs. The Advisory Committee supports the strategic direction of driving innovation in the industry and at the same time strengthening public-private dialogue to increase the competitiveness of the regulatory environment.

TABLE 8: MEMBERS OF PHARMA ADVISORY COMMITTEE

Name	Affiliation
Dr. Hanan Isboul	Jordan Association of Pharmaceuticals Manufacturing (JAPM), Secretary General
Dr. Hayel Obeidate	Jordan Food and Drug Administration Director
HE Dr. Salah Mawajdeh	Hikma Pharmaceuticals, Corporate VP
Dr. Ibrahim Alabbadi	University of Yarmouk, Dean
Dr. Nizar Mhaidat	Jordan University of Science and Technology (JUST), Vice Dean and Pharmaceutical Research Center, CO

Cluster Group Meetings

The HLS team is preparing for three cluster Group meetings that are planned to be held in the first week of April 2014. In these cluster meetings, stakeholders will discuss next steps regarding the initiatives and projects that were agreed on in the Innovation Accelerator Workshops. This will include the selection of task forces that will lead implementation of identified initiatives.

UPCOMING ACTIVITIES

- Conduct three cluster meetings in the first week of April provide information on January's Innovation Accelerator Workshops to key stakeholders
- Conduct the first Implementation Lab on the Medical Tourism Agency (MTA). This initiative is designed to enhance the medical services cluster, increase revenue from foreign patients, and promote the Jordanian brand as a medical tourism hub.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER FOR THE CLEAN TECH AND HLS CLUSTERS

- Design and execute first round of Implementation Labs by April 2014.
- Second CT Cluster working group meetings conducted by June 2014.
- Five-year CT and HLS cluster strategies developed and detailed one-year implementation plans designed for priority initiatives by May 2014.
- Taskforce meetings (total of 10 task forces formed in energy and waste) organized in April, May and June 2014.

ICT CLUSTER

OVERVIEW

During the reporting period, the ICT Cluster team focused its efforts on mapping the ICT landscape, promoting networking and deal making among the industry and entrepreneurs, and finalizing recruitment of the full-time JCP ICT Component Lead (to be mobilized in early May). Further, the team continued stakeholder engagement and participated in task force meetings related to ICT involvement in the HLS sector.

The major work plan milestone achievement of the quarter for the ICT Cluster was the completed review of Jordan's current ICT sector approach and strategy, which included focus group meetings with key stakeholders.

COMPONENT LEAD RECRUITMENT

A long recruitment effort for the ICT Component Lead has resulted in the hiring of Mais Daoud. Ms. Daoud brings over 10 years of experience working in ICT in the public and private sectors. She began her career working for the Ministry of ICT and has been at Int@j for the last six years where she has played a leading role in developing and implementing the national ICT sector strategy and program development. She is scheduled to start on May 18th, 2014. Meanwhile, JCP has identified two potential candidates to serve as a short-term ICT sector expert to fill the role and support the planning and preparation for the ICT Implementation Labs, expected to begin in May. In the meantime, JCP in collaboration with Intaj is developing the SOW for the areas of focus in the ICT Implementation Labs.

SUPPORT TO DEALMAKERS' WEEKEND

A major activity for the cluster in February was the support of the DealMakers' Weekend, an event organized by Intaj and Endeavor, held February 15th -16th at the Four Seasons in Amman. It was a regional matchmaking event of leading investors and companies operating in the ICT and ICT enabled services sectors that offered exposure and valuable networking opportunities. Forty investors and thirty

eight entrepreneurs participated in the event that opened with a panel discussion on innovation and investing. This was followed by a second day of more panel discussions, plenary sessions, and two speed-networking rounds which were one-on-one 15-minute meetings between investors and entrepreneurs. The one-on-one meetings received positive feedback from participants and many attendees felt they would have benefitted if more time had been allotted for these quick sessions. Several investors have expressed interest in a number of companies at the event and discussions are underway regarding future collaboration. JCP will continue to report on any future outcomes of the event.

ICT MAPPING EXERCISE

As part of a mapping exercise to learn more about the ICT sector in Jordan, the JCP team held several meetings with major stakeholders including the Intaj Board of Directors, the e-Health Task force, Princess Sumaya University for Technology (PSUT), the Ministry of Information and Communications Technology (MoICT), and held a focus group with leading ICT firms. Based on these meetings, it was clear that JCP should focus on developing the ICT Cluster “Engines for Growth,” namely:

- Identifying and developing a high-growth cluster with the ICT sector such as e-health, e-education, creative design, and electronics design;
- Designing and supporting an export development program to increase ICT firms’ access to large markets such as the Kingdom of Saudi Arabia (KSA), UAE and USA, and enhance the enabling environment especially as it relates to workforce development and government regulations.

The exact structure and details of these activities will be developed through the Implementation Labs starting in June 2014.

STAKEHOLDER ENGAGEMENT

ICT Task Force - Healthcare

The ICT in Healthcare Task Force was launched in November 2011 with an aim to boost ICT companies’ innovation in the healthcare sector through building the capacity of Jordanian ICT companies in developing cutting-edge solutions and services in the healthcare industry. The goal is to promote Jordanian Healthcare ICT technologies and companies regionally and internationally. The Task force (including Intaj, Cisco, EHS, Optimiza, Eskedinia, Altibbi, SEDCO, Savveytek, and NatHealth) met on March 27, 2014 with the JCP team to discuss the cluster’s needed support from JCP. The Task Force and JCP staff will develop a detailed plan to strengthen this growing e-Health cluster. From JCP’s perspective, there will be need for close coordination between the ICT Sector Lead (supply) and the HLS Sector Lead (demand).

Focus Group to Discuss Center for Microelectronics Design

JCP is preparing for a focus group meeting to explore the viability and potential for the creation of a Center for Microelectronics Design. The focus group will include relevant stakeholders such as PSUT, JUST, KAFD, Mentor Graphics, and IrisGaurd. The envisioned Center is expected to grow the electronics design industry in Jordan by developing the capacity of university graduates to develop high quality, internationally competitive products. Further, the Center will facilitate linkages between universities and local and international markets.

UPCOMING ACTIVITIES

- Hold focus group meeting to explore viability for creation of a Center for Microelectronics Design

- Identify short-term consultant (STTA) to support ICT cluster activities until the permanent Sector Lead is mobilized.
- Continue planning and preparation for Implementation Labs.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER

- Preparation for an intensive ICT Implementation Lab completed by April 2014.
- Detailed Implementation Labs held for the ICT sector by June 2014.

RESEARCH AND DEVELOPMENT

The Research and Development (R&D) team achieved two key Work Plan milestones this quarter: the literature review of R&D, technology transfer and commercialization initiatives across key sectors was completed in February 2014, and the R&D assessment for key sectors was also completed (the report is currently under review). Contributing to these milestone achievements was an in-depth research mapping exercise and supply side analysis, informed through a number of meetings with R&D stakeholders. This mapping exercise also included exploration of all JCP-related research being conducted by Jordanian universities and research institutions within the past three years, and identification of the top researchers in each cluster. JCP anticipates that the corresponding demand side research analysis will be completed in June 2014. Below, we provide additional information on the mapping activity.

The R&D team is also working with the CT and HLS teams to identify R&D opportunities/needs within each cluster, with a focus on linking the private sector to researchers working on relevant research projects. The team also supported JCP cluster teams in preparation for Innovation Accelerator Workshops, cluster meetings and upcoming Implementation Labs.

RESEARCH MAPPING (SUPPLY SIDE ANALYSIS)

To inform JCP's research mapping, the R&D Team has engaged Deanships of scientific research at 29 Jordanian universities, research centers inside universities, national research centers and other research funding agencies. The team has also reviewed a considerable amount of data received from these entities to further inform the research mapping. The team supplemented this information with research from university websites and donor agencies.

Meetings with stakeholders were a critical element that informed the supply side analysis. These meetings included: HCST, IRDF, PRC at JUST, Energy Center at JUST, Center of Excellence for Innovative Projects at JUST, Renewable Energy Research & Development Center at Al-Hussein Bin Talal University, SRSF, ASRF, MONOJO, the Water, Energy and Environment Center and Hamdi Mango Center for Scientific Research (HMCSR) at University of Jordan (JU), the Jordan Society for Scientific Research (JSSR), NCARE, RSS, QRACEST at JUST, Industrial property Directory at MIT, Shoman Foundation for Supporting Scientific Research, Cell Therapy Center at JU and the National Innovation center to be established at the HCST.

OTHER STAKEHOLDER ENGAGEMENT

- JCP is seeking to enter into a MOU with the Higher Council for Science and Technology (HCST) to facilitate collaboration and cooperation. This MOU will facilitate JCP support and access to the National Database for researchers in Jordan. Access to this database will allow JCP to review and analyze information on researchers, associated research topics, and innovative activities undertaken

across the country. A meeting with the Assistant Secretary General at HCST was conducted recently to discuss collaboration; however the MOU is still under negotiation.

- The R&D 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.
- The JCP team is working with the iPARK Technology Incubator to discuss a concept paper that was submitted to create a new Center for Innovation and Entrepreneurship (CIE) at King Hussein Business Park (KHBP). The CIE is a long-term strategic investment to help generate economic growth by filling a critical gap in the national innovation landscape and entrepreneurship ecosystem. The initiative will harness Jordan's strengths, build capacity and generate the critical mass needed to increase the competitiveness of Jordanian start up companies in global value chains and high growth markets. The CIE will have three main pillars: R&D/Commercialization, incubation, and funding. It will provide assistance to innovators, entrepreneurs, and researchers in fostering innovation, incubating entrepreneurial ventures, protecting IP and commercializing new technologies, launching and growing new ventures, securing access to capital from private and public sources, providing first-rate entrepreneurship and innovation infrastructure and equipment; and increasing linkages to global value chains and international markets by leveraging the Jordanian Diaspora.

UPCOMING ACTIVITIES

- Participate in the R&D and Technology Transfer Taskforce meetings scheduled with the Clean Technology Team.
- As informed by R&D task forces, identify potential issues and needs of the clusters before being engaged in the respective Implementation Labs.
- Follow-up with the HCST, and university presidents if required, on the proposed MOU.
- Strengthen linkages between JCP and R&D institutions such as RSS and HCST, research associations such as JSSR, demand side companies interested in research, as well as with other research stakeholders identified in Innovation Accelerator Workshops and Implementation Labs.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER

- Demand Side Analysis of R&D completed for key sectors by June 2014.
- R&D assessment for key sectors completed by April 2014

COMPONENT IV: ACCESS TO FINANCE

During the reporting period, the Access to Finance Team focused on the following activity areas in the work plan, and continued working with the HLS and Clean Tech cluster teams in preparation for the Implementation Labs:

- Activity CIV 1: Conduct a mapping exercise of available financing sources to determine supply and demand of available financing within key sectors.
- Activity CIV 2: Perform a study to analyze the availability of, and demand for, non-bank, risk capital for early-stage businesses in Jordan.

Through these activities, the Access to Finance Team continued laying the ground work for the project's implementation phase by making progress on three key work plan milestones. The first, is the team's finalization of the detailed report on the state of access to early-stage capital for Jordanian businesses and entrepreneurs. The second is the team's completion of the overall Access to Finance Mapping Report. The third is the team's continued work on an Investment Readiness Tool, a framework and tool which introduces businesses to the information needs and requirements of investors in their performance of due diligence supporting investment decisions. We summarize progress toward each of these milestones below.

DETAILED PROGRESS

THE MAPPING OF ACCESS TO FINANCE REPORT

The Access to Finance team completed the Mapping of Access to Finance Report covering the three focus clusters, and expects to submit the report to USAID by May. To inform this report, the team conducted 66 interviews covering a range of stakeholder groups and produced a comprehensive report that maps out the supply-side of available funding in the form of bank loans, guarantees, private equity, and venture capital, and the demand-side (firms) in the three JCP sectors. The report provides conclusions and recommendations on ways to facilitate access to finance for SMEs, early-stage companies, and green projects, to name a few. As part of the findings of this exercise, the JCP team is planning to hold an intensive financing awareness session for Green Financing that will inform stakeholders of available sources of funding, their requirements, size of funding, and duration. The information will then be compiled and presented online. In addition, and as part of the findings of this report, the JCP team will engage with stakeholders to help improve the capacity of companies in the three clusters to be more investment ready and improve their business planning.

THE EARLY STAGE FINANCING ECOSYSTEM IN JORDAN REPORT

The team also completed a mission to assess the early-stage financing landscape, including supply, demand, and the regulatory environment in Jordan as part of the analysis for MENA II, a proposed USAID investment initiative. Tom Gibson, an SME financing consultant from the U.S., joined the local team in this market assessment exercise over a period of two weeks. The main findings of this report are:

- There is an urgent need in almost all sectors for early-stage and growth-stage financing in amounts ranging from US \$250,000 to US \$2,500,000.
- Venture capital in Jordan disproportionately favors seed-stage investment in amounts of less than US \$250,000, which can be interpreted as a form of risk aversion on the part of local investors.
- Venture capital is also heavily biased toward seed-stage incubation and “acceleration” of businesses targeting subscriber-based Internet services to consumers and businesses.
- More than 100 venture capital investments were made in Jordan in the last few years, while it is estimated that only two or three have been exited with positive returns to their investors.

INVESTMENT READINESS TOOL

The Investment Readiness Tool is a framework which introduces businesses to the information needs and requirements of investors in their performance of due diligence supporting investment decisions. The assessment mechanism will be designed and developed in close collaboration with financial institutions and other relevant stakeholders to ensure that businesses can determine the state of their investment readiness and understand the steps they need to take to prepare for investment evaluations and due diligence processes. To ensure its efficacy, pilot projects will be established to test, validate and refine the tool. It will then be shared with businesses, investors, incubators, business associations and other stakeholders, serving as a platform for them to use in assessing investment readiness and receiving and providing feedback to businesses seeking investment.

UPCOMING ACTIVITIES

- Follow up on specific initiatives in the HLS and Clean Tech sectors that came out of the Innovation Accelerator Workshops, such as awareness of existing financing mechanisms and the need for technical assistance for financial institutions to evaluate Clean Tech deals more effectively.
- Finalize the staffing of the Access to Finance Component Lead.
- Continue working on the Investment Readiness Tool that will help companies address gaps in their business planning and institutionalization.
- Participate in all Implementation Labs with contributions related to Access to Finance.
- Finalize the preparation of the Clean Technology Investment Event.

PLANNED ACHIEVEMENT OF WORK PLAN MILESTONES FOR THE COMING QUARTER

- Finalize the Finance Mapping Report and submit the report to USAID by May 2014.
- Investment Readiness Tool designed by May 2014.
- Additional activities to strengthen firms’ readiness for investment designed by June 2014.
- Clean Tech financing event held by June 2014.
- A diagnostic of current strengths and weaknesses of existing angel networks and a collaboration agreement reached by June 2014.

CROSS-CUTTING ACTIVITIES

GRANTS

JCP initially submitted a draft grants manual to USAID in December 2013 for review and approval as it is a contractual deliverable. On February 20, 2014, JCP submitted a revised version of the Grants Manual to the USAID Contracting Officer’s Representative (COR), Christopher Adams, for review and approval. Once approved, JCP will follow the stipulated procedures throughout the implementation years of the project.

TABLE 9: GRANTS PROGRAM MILESTONES ACHIEVED

Milestone(s)	Completion Date
CPF managers recruited and on-boarded by January 2014	A grants manager and a senior grants officer recruited by January 2014
JCP Grants Manual (including the Environmental Monitoring and Mitigation Plan), created by February 2014	Grants Manual submitted to USAID for approval on February 20th, 2014

GENDER INTEGRATION

During the reporting period, the Gender Committee, which consists of three members and a business analyst, 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.

Furthermore, 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.

The committee also worked on updating the JCP gender presentation to include the different cluster targets in terms of female/male employment. Additionally in February, three JCP staff attended the Gender Equality and Female Empowerment presentation at the U.S. Embassy. While there they learned about the availability of a 90-minute sensitization-training course called “Gender 101” for all USAID projects that is available on line.

In March, the Gender Committee, specifically the Committee Business Analyst, worked with the SEE Component team to develop the SOW for carrying out the GenderCLIR Assessment and continued to develop the gender stakeholder map, which will facilitate increased gender balance in upcoming JCP events (especially the Implementation Labs). In support of the GenderCLIR Assessment, the Committee Business Analyst also performed desk research to collect previously conducted studies related to gender that will be reviewed by the GenderCLIR expert.

MONITORING AND EVALUATION

The main focus of the Monitoring and Evaluation (M&E) team during the reporting period was identification and finalization of the project’s indicators, drafting of the Performance Monitoring and Evaluation Plan (PMEP), and providing support to the development of the Jordan Competitiveness Index.

DETAILED PROGRESS

Performance Monitoring and Evaluation Plan (PMEP)

After finalizing the inputs for the PMEP, including the 20 Performance Indicator Reference Sheets for JCP, the Performance Monitoring and Evaluation Plan (PEMP) was submitted to USAID on February 23, 2014. It was noted that it is best to have the work plan developed before drafting the PMEP. Modified timing in the future would be ideal.

Continuous supporting activities were done to track and operationalize the PMEP. This included familiarizing the JCP team with project indicators and their link into the work plan; developing new tools and templates; working with the TAMIS team to build PMEP forms and reports into the database system; receiving advanced training on TAMIS; presenting a slide show presentation to the JCP team on the PMEP; meeting with DAI Bethesda's Robert Salerno to identify next steps in PMEP tracking; and suggesting a unified event evaluation and feedback form to be used by team members for future events. This form has three sections: Section One – Event, Section Two – Materials and Presentations, Section Three – Event Facilities. Each section has a set of questions to be rated using a five-point Likert scale.

Competitiveness Index

During the reporting period, JCP submitted its design report for the Jordan Competitiveness Index. The first section of the report—index design—details the objectives of the index; its role in the JCP Monitoring & Evaluation system; key considerations for making the index a valuable, useful, and scientifically rigorous tool for measuring competitiveness; and the process that was followed in determining which indicators should be included in the index. The second section—index structure—provides details on how the index is constructed, including a description of the different component indicators and sub-indices, and the methodology for computing scores. The final section—index implementation process—describes the key steps, roles, and responsibilities in developing the index, assuring quality and sustainability.

The M&E team continued its support to the development of the Competitiveness Index by helping to define the survey universe and population and preparing the RFP soliciting proposals from prospective survey firms (deadline for receiving proposals was extended to April 28).

To help define the survey universe and population, the team contacted the Department of Statistics to identify relevant companies using sub-sets of ISIC v.4 codes that describe the business activities taking place within each target cluster. The team has sent an official letter to the Department of Statistics asking for company information in the Clean Technology and Health Care and Life Sciences Sectors. Information on sector classification in the ICT cluster was facilitated by Int@j. Unexpectedly, the DoS refused to share this information, as the disclosure of such information is prohibited by statistical law.

To overcome this issue, the RFP's scope of work was modified and the due date for proposals was extended. The SOW now includes an additional activity – the definition of population. The selected contractor will now define the population using the different resources available. These include the Jordan Companies Control Department, cluster associations, and other relevant sources. Using this information, the contractor will compile an exhaustive list of firms that engage in cluster activities, and deliver a database with this information to JCP. Furthermore, the contractor will support vetting of collected company information to ensure accuracy and to collect additional data points such as contact information, and years of doing business, which are important for defining the index sample. We anticipate full roll-out of the Jordan Competitiveness index by August 2014.

COMMUNICATIONS

During the last quarter, the Communication team focused on a number of activities to increase the visibility of the JCP program and facilitate engagement with key stakeholders. This included developing a communication strategy, establishing a website for the project, producing fact sheets flyers in Arabic, establishing accounts on social media channels, conducting media monitoring, and developing promotional materials for its events such as roll-ups and banners. Below we discuss these areas in additional detail.

COMMUNICATION STRATEGY

The Team worked on developing a five-year communication strategy for JCP to be used as a road map for its communication team. The strategy includes communication objectives, target audiences, key program messages, communication tactics and an action plan for communication efforts for the program. The objective of the strategy is to mobilize support for program interventions from a variety of partners and stakeholders by demonstrating its relevance and alignment with national priorities and underlining its ability to deliver positive results and impact.

The strategy identifies two main objectives for JCP: 1) to facilitate a common understanding of the program's identity, purpose, and success; and, 2) encourage program stakeholders and beneficiaries to mobilize, support, and engage with JCP interventions.

The strategy will be shared with USAID during the coming quarter.

COMMUNICATION TOOLS

JCP also worked to operationalize a number of communication tools to facilitate stakeholder outreach and to spread JCP's message. These include:

JCP Website. As an important element of its communications, the team focused on developing a project website to be used as a central hub where partners can find up-to-date information about what the program is doing and access JCP produced technical papers, capacity building tools, expert podcasts and other products. The website will also be linked to the monthly newsletter and social media accounts.

During the last three months, the Team released an RFP in a local newspaper and six companies submitted their proposals to develop the JCP website. A company called Kilo Gram was selected for developing the website. The team worked on developing the content for the website, based on several meetings with key staff, to make sure that the website meets the requirements of each JCP component. Three designs were received from the website company and one of these designs was chosen and approved. The domain name for the website was reserved under www.jcp-jordan.org. The website is expected to be active in April.

Social Media. As social media channels are powerful tools that are generally familiar to Jordanians, the Communication Team established accounts on three key platforms - Facebook, Twitter, and YouTube. JCP's activity this quarter on social media included posting the video that was developed by JCP for its launch event which earned more than 700 likes on its Facebook page. The team was able to take advantage of the cluster meetings and Innovation Accelerator Workshops to increase its presence on social media. News and photographs documenting the progress of these meetings were posted on Facebook and Twitter on a daily basis throughout the meetings. The Communications Team would like to note that the number of JCP Twitter followers is still limited, due to the limited number of Twitter users in Jordan compared with those who use Facebook.

Media Monitoring. To notify all component leads about the current debate, news and articles pertaining to competitiveness activities and JCP mandate, the team began media monitoring of mainstream local media channels to capture news and articles related to new legislation and laws on the labor market, healthcare services, pharmaceuticals and supporting services, renewable energy, energy efficiency, water efficiency, waste management, and information and communication technology.

Sponsorships. This quarter, to increase JCP’s visibility, the Communications team sponsored EDAMA and Int@j events to increase awareness and visibility of the program. Further, JCP delivered a brief presentation at the beginning of each event and distributed JCP fact sheets and press releases to participants.

Designing Marketing Materials. The team created a series of marketing materials for the Innovation Accelerator Workshops, including two banners and eight posters on the Clean Tech and Healthcare and Life Sciences clusters. These materials were displayed during the launch and in the workshops.

TABLE 10: COMMUNICATIONS MILESTONES ACHIEVED

Milestone(s)	Completion Date
JCP Facebook page created by November 2013	12/18/2013
JCP Twitter account established by January 2014	1/14/2014
JCP YouTube channel created by December 2013	1/28/2014

UPCOMING ACTIVITIES

- Finalize and launch the project website.
- Begin producing the monthly newsletter.
- Advance media relations. The team will identify a pool of journalists from a cross-section of Jordan’s media landscape and proactively engage them in different ways. The communication team will work on identifying journalists that specialize in JCP strategic areas of interest.
- Develop and update contact lists of interest groups divided by category (for example, clean tech, healthcare, ICT) and use this to establish invitation lists, distribute technical notes related to the particular theme, and facilitate newsletter distribution. JCP may also use these lists to facilitate networking among interest groups via virtual discussion forums or face-to-face interaction.
- Produce communication materials, including brochures, folders, and new roll-ups to be used in the events, to spread information about the program.

OPERATIONS

This quarter, the completion of capacity building training in core DAI financial and administrative systems officially brought to a close the start-up phase of the project. JCP’s finance office received four weeks of training and hands-on support in the use of DAI’s Field Accounting System (FAS) software. The project’s conversion to FAS will help insure a low, inadvertent accounting error rate and provide project management with better, real-time data on accrued expenses. Concurrently, all project staff participated in the customization of and received training on DAI’s proprietary Technical and Administrative Management Information System (TAMIS). The full implementation of TAMIS helps the project: 1) better manage routine administrative functions (like vehicle / driver requests, conference room

reservations and annual leave approvals); 2) ensure that required procurement and grant processes and procedures are followed and that all relevant documentation is maintained in a single, easily retrievable place; and, 3) provide technical teams with a central repository for updates on activities, sub-activities and tasks defined in the project work plan, which in turn enables management to monitor progress against the work plan across the entire project in real time.

Additional activities undertaken by the operations team this quarter include:

- Providing support to EDAMA and Intaj during their events.
- Receiving and installing JCP's core IT equipment (servers, user machines and associated peripherals).
- Initiating significant procurement actions including soliciting bids for office space in Irbid and initiating the process to procure a second project vehicle.

RECRUITMENT

Out of the 48 anticipated long-term positions at the project, 15 staff were hired in the past quarter. The tables below provide detail on the new staff hires, and Consultants mobilized in the previous quarter. In addition to the below staff and consultants, three policy specialists joined the JCP team through a subcontract with Ihtiraf, completing the staffing of the SEE Team.

TABLE 11: RECRUITMENT PROGRESS THIS QUARTER

No.	Name	Position	Component	Recruitment Date
1	Yosra Al-Sarraj	Sector Coordinator/ Research Assistant	(WFD) Work Force Development	January 1, 2014
2	Rania Hijazi	Finance Manager	Operations	January 1, 2014
3	Nahla Bashiti	Office Manager/Administrative Assistant	Operations	January 1, 2014
4	Tawfiq Zada	Senior Alliance Building Specialist	(WFD) Work Force Development	January 5, 2014
5	Saad Sulaibi	Accountant	Operations	January 9, 2014
6	Yasmin Najia	Grants Manager	Operations	January 13, 2014
7	Mohammad Bazbaz	Director of Operation and Finance	Operations	January 19, 2014
8	Hayat Askar	Monitoring and Evaluation Specialist	M&E	January 26, 2014
9	Albatool Ali	Translator	Communication	January 26, 2014
10	Zaid Jabarin	IT System Administrator	Operations	February 3, 2014
11	Mohammed-Shaker Abu-Nasr	Busniess Analyst	Access to Finance	February 5, 2014
12	Meera Shamma	Busniess Analyst	Cluster Development	February 17, 2014
13	Mohammed Al-Araedeh	Driver	Operations	February 18, 2014
14	Hamzeh Shamaileh	Busniess Analyst	(SEE) Supporting Enabling Environment	March 1, 2014
15	Dana Al-Qatamin	Finance Assistant	Operations	March 17, 2014

TABLE 12: SHORT-TERM CONSULTANT ACTIVITY THIS QUARTER

No.	Consultant	Local/Expat	Title	Mission Start and End
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	Name			
DAI Start-Up Team				
1	Dejan Momirovic	Expat	IT Specialist/Systems Administration	2/17/2014 – 3/4/2014
2	Greg Kabatt	Expat	IT Specialist/Systems Administration	2/17/2014 – 3/4/2014
3	Virginia Tauss	Expat	Management Information System (MIS) Specialist	3/2/2014 – 3/24/2014
4	Vahe Sahakyan	Expat	Financial Accounting System Specialist	3/2/2014 – 3/13/2014
5	Jonathan Hill	Expat	Financial Accounting System Specialist	3/12/2014 – 3/26/2014
6	Phil Greiner	Expat	Finance/Ops Training	2/16/2014 – 3/2/2014
7	Slobodan Zivkovic	Expat	Systems Administration Support	2/8/2014 – 2/14/2014
Technical Support				
1	Omar Asfour	Local	Access to Finance	12/1/2013 – 3/1/2014
2	Samer Zawaydeh	Local	Clean Tech Sector	11/28/2013 – 3/30/2014
3	Robert Salerno	Expat	Implementation Scientist/M&E Advisor	11/14/2013 – 2/15/2014
4	Marina Krivoshlykova	Expat	Competitiveness Analysis Specialist	1/11/2014 – 1/20/2014
5	Teresa Hart	Expat	Environmental Advisor	1/18/2014 – 1/28/2014
6	Robin Young	Expat	DAI Principal Development Specialist	1/22/2014 – 2/28/2014
7	Nicole Kehler	Expat	Technical Writer	2/19/2014 – 4/20/2014
8	Dan Martinko	Expat	Technical Writer	3/12/2014 – 5/11/2014
9	Bonnie O’neill	Expat	Senior Editor	2/24/2014 – 3/10/2014
10	Lauren Hillman	Expat	Senior Desktop Publisher	2/24/2014 – 3/10/2014
11	Jessica Heinzelman	Expat	Gender/BizCLIR: ICT Sector Lead	3/31/2014 – 5/31/2014
12	Anne Simmons-Benton	Expat	Gender/BizCLIR: Team Lead	3/19/2014 – 5/31/2014
13	Jill Sackett	Expat	Gender/BizCLIR: Deputy Team Lead	3/19/2014 – 5/31/2014
14	Rados Dabetic	Expat	Interim Director of Operations	11/16/2013 – 1/31/2014
15	Sam Schueth	Expat	Statistician/Index Expert	1/12/2014 – 1/31/2014
16	Tom Gibson	Expat	MENA II Assessment	2/1/2014 – 2/18/2014
17	Rick Ernst	Expat	Economist/Competitiveness Index Advisor	2/19/2014 – 3/7/2014
18	Sherry Youssef	Expat	Labor Sector Lead	4/9/2014 – 5/31/2014

OTHER TASKS

INTERNAL KNOWLEDGE AND CAPACITY STRENGTHENING

JCP’s Grants Manager and Senior Grants Officer conducted training for all staff on the various types of grants, applicable regulations and what is expected of the technical teams once the grants fund is activated. JCP is still awaiting final approval on its Grants Manual, which was submitted in February.

As noted earlier in the Operations section, JCP conducted capacity building training in core DAI financial and administrative systems, including DAI’s Field Accounting System (FAS) software and DAI’s proprietary Technical and Administrative Management Information System (TAMIS).

BEST PRACTICES AND LESSONS LEARNED

- Stakeholder alignment on program vision has enabled JCP to build significant momentum and rally support for the cluster development program and approach. It is important that JCP build upon this momentum and be careful not to over stretch it.
- During the R&D Team’s meetings with various university presidents and researchers as part of the Supply Side R&D analysis, it became apparent that many stakeholders are simply seeking funding from USAID, rather than substantive collaboration. The key take away from this experience is that we need to engage with stakeholders in this area who are already working on projects linked to JCP’s goals, as these stakeholders will be the most likely to be interested in substantive collaboration, and not only seeking financial support.
- The model JCP developed for King Abdullah Fund for Development (KAFD) career counselling offices at universities is a best practice model that we recommend to be implemented throughout KAFD counselling offices. This model will be initially implemented on a pilot basis with three partner universities and if found to be a successful, could be scaled up to other offices.

LIST OF DELIVERABLES SUBMITTED TO USAID

In accordance with the requirements set forth for submission of reports in Sections I of the award contract, and in accordance with AIDAR clause 752.242-70, Periodic Progress Reports, the Contractor must submit reports, deliverables or outputs to the COR. In line with this, the following reports (see next page) were submitted to USAID during the reporting period:

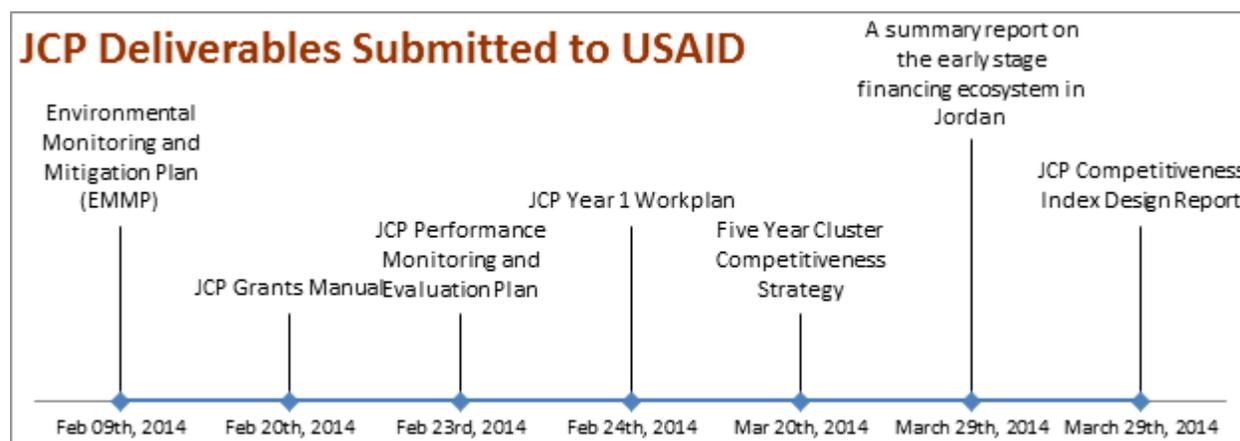


TABLE 13: STATUS OF KEY DELIVERABLES

No.	Deliverable	Submission Date	Status
1	A summary report on the early stage financing ecosystem in Jordan	Mar 20th, 2014	Waiting USAID Feedback
2	Environmental Monitoring and Mitigation Plan (EMMP)	Feb 9th, 2014	Waiting USAID Feedback
3	JCP Grants Manual	Feb 20th, 2014	Waiting USAID Feedback

4	JCP Performance Monitoring and Evaluation Plan	Feb 23rd, 2014	Waiting USAID Feedback
5	JCP Year One Workplan	Feb 24th, 2014	Working on the feedback received from USAID
6	Five Year Cluster Competitiveness Strategy	Mar 20th, 2014	Waiting USAID Feedback
7	JCP Competitiveness Index Design Report	March 29th, 2014	Waiting USAID Feedback

ANNEX A: PROGRESS SUMMARY TABLE

The table below shows detailed progress against the workplan as of quarter one in 2014:

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
C1: Supportive Enabling Environment	C1.1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding competitiveness in Jordan, especially those which impact the three target sectors	C1.1-1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding competitiveness in Jordan, especially those which impact the three target sectors	Craft actionable and prioritized list of regulatory and policy reforms which support improved competitiveness	Planned	5/31/2014	
C1: Supportive Enabling Environment	C1.1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding competitiveness in Jordan, especially those which impact the three target sectors		Identify cluster specific regulatory and policy reforms	In Progress	5/31/2014	
C1: Supportive Enabling Environment	C1.1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding competitiveness in Jordan, especially those which impact the three target sectors		Identify reforms specific to workforce development and gender	In Progress	5/31/2014	
C1: Supportive Enabling Environment	C1.1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding	C1.1-1: Design and implement a series of targeted interventions to address key policy and regulatory issues impeding	Agreed upon action plans and a schedule for verification proposed reforms	In Progress	6/30/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
	competitiveness in Jordan, especially those which impact the three target sectors	competitiveness in Jordan, especially those which impact the three target sectors				
C1: Supportive Enabling Environment			Proposed amendments to regulatory and policy reforms proposed/presented to relevant GoJ counterparts	Planned	7/31/2014	
C1: Supportive Enabling Environment			Amendments to regulations crafted in consultation and cooperation with relevant GoJ counterparts	Planned	9/30/2014	
C1: Supportive Enabling Environment	C1.2: Strengthen the partnership between the GoJ and private sector to expand investment in Jordan, through the provision of support for coordinated efforts	C1.2-3: Engage with the sector and cluster working groups to be developed under Component III: Cluster Development to support actualization of recommendations generated through the competitiveness strategy and cluster development planning processes	Potential partners mapped and engaged by May 2014	Planned	5/31/2014	
C1: Supportive Enabling Environment			Intaj, EDAMA strategies aligned with JCP and adopted by August 31 st , 2014	Planned	31/8/2014	
C1: Supportive Enabling Environment		C1.2-5: Assist relevant public and private sector stakeholders' efforts to advocate for simplification of import and export procedures. JCP will work with and through associations such as INT@J, EDAMA, chambers of commerce and JSF to strengthen their ability to successfully engage with	Advocacy strategies developed for use in addressing barriers to investment in Jordan by July 2014	Planned	7/31/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
		the GoJ to address and resolve their issues				
C1: Supportive Enabling Environment	C1.3: Build the capacity and support the efforts of the GoJ to implement the National Innovation Strategy and other related initiatives which strengthen innovation in Jordan	C1.3-1: Work with the NCIC to assimilate strategies and recommendations generated through the competitiveness strategy and cluster development planning processes within the NIS	Status of NIS implementation assessed by June 2014	Planned	6/30/2014	
C1: Supportive Enabling Environment		C1.3-3: Work with the GoJ to ensure that innovation policies, once implemented, are maintained through task forces reviewing the policies on a periodic basis	NIS implementation task force(s) established by August 2014	Planned	8/31/2014	
C1: Supportive Enabling Environment	C1.4: Build GoJ capacity to effect procedural reforms which improve competitiveness	C1.4-1: Provide assistance to Ministry of Industry, Trade and Supply, Companies Controller Directorate (MoITS/CCD) and other relevant GoJ bodies to develop the systems and procedures needed to make the Secured Lending Law actionable	Operating Registry established by September 2014	In progress	9/30/2014	
C1: Supportive Enabling Environment			Licensing and procedures reviewed by August 2014	Planned	8/31/2014	
C1: Supportive Enabling Environment	C1.4: Build GoJ capacity to effect procedural reforms which improve competitiveness	C1.4-2: Conduct a survey of entrepreneurs and small and medium-sized enterprises to determine the knowledge base of entrepreneurs on GOJ Incentives and trade promotion efforts, suitable for their businesses	Survey conducted by August 2014	Planned	8/31/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
C1: Supportive Enabling Environment			Awareness campaigns designed, reviewed September 30 th , 2014	Planned	September 30th, 2014	
C1: Supportive Enabling Environment	C1.5: Build capacity of GoJ to support fulfillment of commitments under the US-Jordan Free Trade Agreement and of the private sector to increase regional trade capacity	C1.5-1: Conduct study on the current implementation of the Jordan-US FTA	Report prepared by August 2014	Planned	8/31/2014	
C1: Supportive Enabling Environment			Study completed by July 2014	Planned	7/31/2014	
C2: World-Class Workforce	C2.1: Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors	C2.1-1: Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors	Centers of Excellence to be established in the CT and HLS clusters are identified by April 2014	In progress	30-Apr-14	
C2: World-Class Workforce	C2.1: Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors	C2.1-1: Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors	Action Plans to establish the Centers of Excellence are developed by September 2014	Planned	30-Sep-14	
C2: World-Class Workforce	C2.2: Develop and implement track specialization programs for JCP clusters to match market demand	C2.2-1: Develop and implement track specialization programs for JCP clusters to match market demand	Focus groups to develop preliminary program frameworks conducted by May 2014	Planned	31-May-14	
C2: World-Class Workforce			Final program frameworks developed and universities/community colleges to work identified by September 2014	Planned	30-Sep-14	
C2: World-Class Workforce			Track Specialization Programs for JCP clusters identified by April 2014	In progress	30-Apr-14	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
C2: World-Class Workforce	C2.3: Establish national ICT Center of Excellence (Sector Skills Organization)	C2.3-1: Establish national ICT Center of Excellence (Sector Skills Organization)	ICT SSO inaugurated by September 2014	In progress	30-Sep-14	
C2: World-Class Workforce	C2.4: Introduce entrepreneurship programs into curricula of Jordanian universities	C2.4-1: Introduce entrepreneurship programs into curricula of Jordanian universities	Agreements reached with select universities and community colleges to implement proposed new or expanded courses by July 2014	Planned	31-Jul-14	
C2: World-Class Workforce			Support provided for promotional campaigns for entrepreneurship courses at universities and community colleges by August 2014	Planned	31-Aug-14	
C2: World-Class Workforce	C2.4: Introduce entrepreneurship programs into curricula of Jordanian universities	C2.4-1: Introduce entrepreneurship programs into curricula of Jordanian universities	Plans developed to increase entrepreneurship offering at universities and community colleges by May 2014	Planned	31-May-14	
C2: World-Class Workforce	C2.5: Support King Abdullah II Fund for Development career development centers to build entrepreneurship training service offerings for students and recent graduates	C2.5-1: Support King Abdullah II Fund for Development career development centers to build entrepreneurship training service offerings for students and recent graduates	Three training entrepreneurship workshops delivered by KAFD career offices by September 2014	In progress	30-Sep-14	
C2: World-Class Workforce	C2.6: Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity	C2.6-1: Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity	Career Development Center assessment findings report completed by March 2014	Completed	31-Mar-14	10-Mar-14
C2: World-Class Workforce			Plan for implementing certified career counselor program developed by July 2014	In progress	31-Jul-14	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
C2: World-Class Workforce			Optimal Career Development Center service offering model developed by July 2014	Completed	31-Jul-14	27-Mar-14
C2: World-Class Workforce	C2.6: Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity	C2.6-1: Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity	Agreements reached with KAFD and other universities to adopt the new model by September 2014	In progress	30-Sep-14	
C2: World-Class Workforce	C2.7: Incentivize and support collection and use of placement data, potentially through establishment of M&E systems in career development centers	C2.7-1: Incentivize and support collection and use of placement data, potentially through establishment of M&E systems in career development centers	Tracking placement data model designed by June 2014	Planned	30-Jun-14	
C2: World-Class Workforce			Tracking placement data system deployed in five pilot CDCs by September 2014	Planned	30-Sep-14	
C2: World-Class Workforce	C2.8: Support KAFD to develop a National Employment Portal	C2.8-1: Support KAFD to develop a National Employment Portal	National Employment Portal launched in May 2014	In progress	31-May-14	
C3: Cluster Development in Key Sectors	C3.1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences sectors	C3.1-1: Conduct diagnostic assessment for Clean Technology and Healthcare & Life Sciences sectors and sub-sectors and select no more than five focus areas	Baseline established for the defined focus areas and potential opportunities identified analyzed, and evaluated by November 2013	Planned	11/30/2013	
C3: Cluster Development in Key Sectors			Sub-sectors filtered based on competitiveness potential and pre-selection completed by November 2013	Planned	11/30/2013	
C3: Cluster Development in Key Sectors	C3.1: Develop competitiveness strategies for targeted clusters in the	C3.1-2: Identify and prioritize opportunities for Clean Technology and	Opportunities identified for the CT and HLS sectors by December	Planned	12/31/2013	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
	Clean Technology and Healthcare and Life Sciences sectors	Healthcare and Life Sciences sectors in focus areas based on potential to enhance competitiveness	2013			
C3: Cluster Development in Key Sectors			Agreement on implementation phase processes and content by December 2013	Planned	12/31/2013	
C3: Cluster Development in Key Sectors	C3.1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences sectors	C3.1-3: Conduct Innovation Accelerator Workshops for CT and HLS subsectors	Synthesize findings from the workshops and develop material and plans for the implementation Labs by February 2014	Planned	2/28/2014	
C3: Cluster Development in Key Sectors			Design and execute Innovation Accelerator Workshops by February 2014	Planned	2/28/2014	
C3: Cluster Development in Key Sectors			Five-year CT and HLS cluster strategies developed and detailed one-year implementation plans designed for priority initiatives by May 2014	Planned	5/31/2014	
C3: Cluster Development in Key Sectors			Design and execute first round of Implementation Labs by April 2014	Planned	4/30/2014	
C3: Cluster Development in Key Sectors	C3.1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences sectors	C3.1-5: Initiate implementation of the one- and five-year sector competitiveness strategies and action plans for CT and HLS clusters	Cluster working group meetings conducted on a bi-monthly basis through September 2014	Planned	9/30/2014	
C3: Cluster Development in Key Sectors	C3.1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences sectors	C3.1-6: Mobilize relevant business and industry associations to take a leading role in supporting cluster development	Relevant business associations are identified and capacity assessed by May 2014	Planned	5/31/2014	
C3: Cluster Development in			Assessment results are synthesized into tailored	Planned	7/31/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
Key Sectors			capacity building plans for targeted business associations by July 2014			
C3: Cluster Development in Key Sectors	C3.2: Develop competitiveness strategies for the ICT cluster	C3.2-1: Review and upgrade the 2013-2017 ICT National Strategy	A review of Jordan's current ICT sector approach and strategy and focus group meetings with stakeholders conducted by February 2014	Planned	2/28/2014	
C3: Cluster Development in Key Sectors			Preparation for an intensive ICT implementation lab completed by April 2014	Planned	30/4/2014	
C3: Cluster Development in Key Sectors	C3.2: Develop competitiveness strategies for the ICT cluster	C3.2-2: Design and conduct an ICT Implementation Lab	Detailed implementation labs held for the ICT sector by June 2014	Planned	30/6/2014	
C3: Cluster Development in Key Sectors	C3.2: Develop competitiveness strategies for the ICT cluster	C3.2-3: Support implementation of the five-year competitiveness strategy for the ICT Sector	Growing new vertical local clusters, potentially e-Health, e-Education, Creative Design, Electronics and Hardware Design and ICT in Energy	Planned	3/16/2014	
C3: Cluster Development in Key Sectors	C3.2: Develop competitiveness strategies for the ICT cluster	C3.2-3: Support implementation of the five-year competitiveness strategy for the ICT Sector	Developing an export program, including a national ICT branding initiatives in June 2014	Planned	3/31/2014	
C3: Cluster Development in Key Sectors			Improve the business enabling environment and human resource capabilities	Planned	3/31/2014	
C3: Cluster Development in Key Sectors	C3.3: Support establishment of a Center of Excellence and Innovation in Electronics and Hardware Design	C3.3-1: Support establishment of a Center of Excellence and Innovation in Electronics and Hardware Design	Feasibility of development of the electronics center of excellence and innovation determined by July 2014	Planned	7/31/2014	
C3: Cluster Development in Key Sectors	C3.4: Conduct R&D diagnoses and assessments for key sectors	C3.4-1: Conduct R&D supply side analysis for key sectors	R&D, technology transfer and commercialization literature review across key sectors conducted by	Completed	2/28/2014	2/28/2014

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
			February 2014			
C3: Cluster Development in Key Sectors			R&D assessment for key sectors completed by April 2014	In progress	30/4/2014	
C3: Cluster Development in Key Sectors			Analysis of R&D demand side completed for key sectors by June 2014	Planned	6/30/2014	
C3: Cluster Development in Key Sectors	C3.5: Establish linkages between researchers and research projects with the private sector	C3.5-1: Establish linkages between researchers and research projects with the private sector	Potential partnerships are explored with R&D funding agencies to support projects in JCP key sectors by September 2014.	Planned	9/30/2014	
C3: Cluster Development in Key Sectors			Linkages are established and/or strengthened between the private sector and academia	Planned	8/31/2014	
C3: Cluster Development in Key Sectors	C3.6: Strengthen the National Database for Researchers and make it available to the private sector	C3.6-1: Strengthen the National Database for Researchers and make it available to the private sector	National Database for researchers is strengthened and available to the public by September 2014	Planned	9/30/2014	
C3: Cluster Development in Key Sectors	C3.7: Conduct review of existing IP policies and regulations and develop plans to draft new policies and regulations in universities and research centers which lack them	C3.7-1: Conduct review of existing IP policies and regulations and develop plans to draft new policies and regulations in universities and research centers which lack them	Challenges related to university and research center IP policies and regulations in key sectors are identified by September 2014	Planned	9/30/2014	
C3: Cluster Development in Key Sectors	C3.8: Assess existing Tech Transfer Programs, Units and Network	C3.8-1: Assess existing Tech Transfer Programs, Units and Network	Potential new TTU identified by August 2014	Planned	8/31/2014	
C3: Cluster Development in Key Sectors			Plan to build the capacity of TTN is determined by September 2014	Planned	9/30/2014	
C3: Cluster Development in Key Sectors			Preliminary assessment of IPCO, the National Technology Database and other TTUs to address network strength, challenges and needs	Planned	8/31/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
			completed by August 2014			
C3: Cluster Development in Key Sectors	C3.9: Assess gaps and needs of existing centers of innovation and explore establishment of a new center	C3.9-1: Assess gaps and needs of existing centers of innovation and explore establishment of a new center	Plan to strengthen existing centers crafted by August 2014	Planned	8/31/2014	
C3: Cluster Development in Key Sectors			Business plan for new center prepared by September 2014	Planned	9/30/2014	
C4: Access to Finance	C4.1: Conduct a mapping exercise of available financing sources to determine supply and demand of available financing within key sectors	C4.1-1: Conduct a mapping exercise of available financing sources to determine supply and demand of available financing within key sectors	Report on the state of access to finance for Jordanian businesses and entrepreneurs completed by April 2014	Planned	30/4/2014	
C4: Access to Finance	C4.2: Perform a study to analyze the availability of, and demand for, non-bank, risk capital for early-stage businesses in Jordan	C4.2-1: Perform a study to analyze the availability of, and demand for, non-bank, risk capital for early-stage businesses in Jordan	Detailed report on the state of access to early-stage capital for Jordanian businesses and entrepreneurs completed by March 2014	Completed	3/31/2014	XXXX
C4: Access to Finance	C4.3: Assess and build the "investment readiness" of Jordanian firms in the target sectors	C4.3-1: Assess and build the "investment readiness" of Jordanian firms in the target sectors	Investment readiness framework and tool designed by May 2014	Planned	31/5/2014	
C4: Access to Finance			Initial investment readiness tool pilots identified and ready for implementation by September 2014	Planned	9/30/2014	
C4: Access to Finance			Additional activities to strengthen firms' readiness for investment designed by June 2014	Planned	30/6/2014	
C4: Access to Finance	C4.4: Establish awareness and knowledge-building programs to enhance firms' awareness, understanding and ability to access available financing in key	C4.4-1: Establish awareness and knowledge-building programs to enhance firms' awareness, understanding and ability to access available financing	Clean Tech financing mechanisms compiled and made available to public on JCP website by July 2014	Planned	31/7/2014	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
	sectors	in key sectors				
C4: Access to Finance	C4.4: Establish awareness and knowledge-building programs to enhance firms' awareness, understanding and ability to access available financing in key sectors	C4.4-1: Establish awareness and knowledge-building programs to enhance firms' awareness, understanding and ability to access available financing in key sectors	Clean Tech financing event held by June 2014	Planned	30/6/2014	
C4: Access to Finance	C4.5: Develop an angel network strategy for targeted sectors	C4.5-1: Develop an angel network strategy for targeted sectors	A diagnostic of current strengths and weaknesses of existing angel networks and a collaboration agreement reached by June 2014	Planned	30/6/2014	
C4: Access to Finance			A joint angel investor event held by June 2014	Planned	6/30/2014	
C4: Access to Finance			A plan to upgrade both networks' capabilities completed in July 2014	Planned	7/31/2014	
GT: General Tasks	GT 1: Develop competitiveness strategies for each of the targeted clusters	GT 1.1: Develop competitiveness strategies for each of the targeted clusters	Five-year strategy completed by March 2014	Completed	10-Mar-14	3/20/2014
GT: General Tasks	GT 2: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness	GT 2.1: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness	Surveys for Year 1 baseline of index indicators completed by June 2014	Planned	30-Jun-14	
GT: General Tasks			Conceptual approach of the JCP-CI designed by February 2014	Completed	2-Feb-14	XXXX
GT: General Tasks			Baseline Survey and Year 1 Results analyzed and reported by July 2014	Planned	31-Jul-14	
GT: General Tasks	GT 2: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness	GT 2.1: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness	JCP-CI instrument, including pilot survey, completed by May 2014	In progress	29-May-14	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
GT: General Tasks			Design of JCP-CI, including technical requirements and cost estimate, finalized and approved by March 2014	Completed	7-Mar-14	3/6/2014
GT: General Tasks	GT 3: Establish the Competitiveness Partnership Fund	GT 3.1: Establish the Competitiveness Partnership Fund	CPF managers recruited and on-boarded by January 2014	Completed	31-Jan-14	1/12/2014
GT: General Tasks			First cycle of CPF grants initiated by May 2014	Planned	31-May-14	
GT: General Tasks			CPF Annual Program Statement designed and published by April 2014	Planned	30-Apr-14	
GT: General Tasks			JCP grants strategy finalized by March 2014	Planned	31-Mar-14	
GT: General Tasks			JCP Grants Manual (including the Environmental Monitoring and Mitigation Plan), created by February 2014	In progress	28-Feb-14	
GT: General Tasks	GT 4/5: Establish project website, electronic newsletter and related social media communication vehicles	GT 4/5.1: Establish project website, electronic newsletter and related social media communication vehicles	Launch JCP newsletter by April 2014	Planned	30-Apr-14	
GT: General Tasks			JCP Twitter account established by January 2014	Completed	31-Jan-14	1/14/2014
GT: General Tasks	GT 4/5: Establish project website, electronic newsletter and related social media communication vehicles	GT 4/5.1: Establish project website, electronic newsletter and related social media communication vehicles	JCP Facebook page created by November 2013	Completed	30-Nov-13	12/18/2013
GT: General Tasks			JCP website established by March 2014	In progress	31-Mar-14	
GT: General Tasks			JCP YouTube channel created by December 2013	Completed	31-Dec-13	1/28/2014
GT: General Tasks	GT 6: Conduct assessment to map opportunities to	GT 6.1: Conduct assessment to map	Advisory Board formed by May 2014	In progress	31-May-14	

Component	Activity	Sub Activity	Milestone	Status	Due Date	Completion Date
	leverage Diaspora resources in Jordan	opportunities to leverage Diaspora resources in Jordan				
GT: General Tasks			Map and database of Key Jordanian Diaspora created by May 2014	In progress	31-May-14	
GT: General Tasks	GT 7: Develop a systematic and sustainable model for Diaspora engagement	GT 7.1: Develop a systematic and sustainable model for Diaspora engagement	Diaspora engagement strategy and business plan completed by August 2014	Planned	31-Aug-14	
C3: Cluster Development in Key Sectors	C3.2: Develop competitiveness strategies for the ICT cluster	C3.2-3: Support implementation of the five-year competitiveness strategy for the ICT Sector	Detailed, five-year competitiveness strategy and cluster development plans are developed by June 30th, 2014	Planned	30/6/2014	

ANNEX B: INDICATOR TABLE

KPI	USAID required	Frequency	Performance Indicator Values				
			Baseline:	2015/2016:	2016/2017:	2017/2018:	Last update:
<i>IR-1: Private Sector Competitiveness Increased</i>							
Sub IR 1.3: Environment of doing business improved							
Level of private sector awareness of current government incentives	No	Quarterly	*				
Sub IR 1.4: Cluster development and innovation in key high-value sectors strengthened							
Number of new companies formed	Yes	Quarterly	*				
Number of deals brokered between academic researchers and the private sector	Yes	Quarterly	*				
Number of Diaspora members engaged in diaspora-led projects identified by JCP	No	Quarterly	*				
<i>IR 2: Workforce Development and Opportunities for vulnerable groups increased</i>							
Sub IR 2.1: Curriculum integrating market demands and job skills of target groups improved.							
Number of internships placed annually	Yes	Quarterly	*				
Number of participants in ICT SSO	No	Quarterly	*				
Number of track specialization programs identified per sector and cluster	No	Quarterly	*				

KPI	USAID required	Frequency	Performance Indicator Values				
			Baseline:	2015/2016:	2016/2017:	2017/2018:	Last update:
Sub IR 2.2: Entrepreneurship Opportunities promoted, especially for women in the SME Sector							
Number of universities adding or upgrading programs to their curriculum	Yes	Quarterly	*				
Number of students completing programs	Yes	Quarterly	*				

* The table above presents the indicators that should be reported on a quarterly basis. No progress has been achieved on these indicators, however.

ANNEX C: ENVIRONMENTAL STATUS REPORT

Confirmation Date	Activity Type	Activity Description	Recommended Action	Related Work Plan Activity (if applicable)
4/8/2014	Procurement	Refrigerator for office kitchen	(b) Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
4/8/2014	Procurement	Air Condition for Servers Room	(b) Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
4/7/2014	Procurement	Business Cards	(a) Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	
4/6/2014	Event	Waste Cluster Meeting	(a)Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	C3.1-5: Initiate implementation of the one- and five-year sector competitiveness strategies and action plans for CT and HLS clusters
4/6/2014	Event	Medical Tourism Agency(MTA) Implementation Lab	(a)Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	C1.2-2: Conduct meetings with stakeholders in key cluster areas within the private sector, academia and the government; C3.1-4: Design and Conduct Implementation Labs for CT and HLS initiatives; C3.1-5: Initiate implementation of the one- and five-year sector

Confirmation Date	Activity Type	Activity Description	Recommended Action	Related Work Plan Activity (if applicable)
				competitiveness strategies and action plans for CT and HLS clusters
4/6/2014	Event	HLS- Pharma and Medical Education Cluster Events	(a)Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	C1.2-3: Engage with the sector and cluster working groups to be developed under Component III: Cluster Development to support actualization of recommendations generated through the competitiveness strategy and cluster development planning processes; C3.1-5: Initiate implementation of the one- and five-year sector competitiveness strategies and action plans for CT and HLS clusters
4/6/2014	Event	HLS- Medical Services Cluster Event	(a)Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	C1.2-3: Engage with the sector and cluster working groups to be developed under Component III: Cluster Development to support actualization of recommendations generated through the competitiveness strategy and cluster development planning processes; C3.1-5: Initiate implementation of the one- and five-year sector competitiveness strategies and action plans for CT and HLS clusters
4/2/2014	Procurement	First Aid Kit for JCP Office	(a)Low Risk - The project has no potential for substantial adverse environmental effects. No further environmental review is required (Categorical Exclusion). No Further Review required.	
3/26/2014	Procurement	USB Wireless RF Remote Powerpoint Control Laser Pointer & pageup-pagedown device	(b)Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
3/25/2014	Procurement	Table Targe	(b)Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and	

Confirmation Date	Activity Type	Activity Description	Recommended Action	Related Work Plan Activity (if applicable)
			certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
3/25/2014	Procurement	Straw Dividers for praying area	(b)Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
3/25/2014	Procurement	JCP stationary for one month	(b)Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	
3/19/2014	Procurement	Electrical Projection Screen	(b)Low Risk - The project has potential for insignificant adverse environmental effects if local and/or regional standards and certifications are followed. Best Practices and certification of meeting standards are required. (Negative Determination with Conditions, insignificant risk). No Further Review required, however confirm certification and requirement of good disposal practices.	

