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JORDAN COMPETITIVENESS PROGRAM YEAR 1 ANNUAL WORKPLAN

OCTOBER 2013 – SEPTEMBER 2014

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JORDAN COMPETITIVENESS PROGRAM ANNUAL WORKPLAN

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ABBREVIATIONS

ATF	Access to Finance
CCD	Companies Controller Department
CDC	Career Development Center
CT	Clean Technology
CO	Contracting Officer
COE	Center of Excellence
COI	Center of Innovation
COR	Contracting Officer's Representative
CPF	Competitiveness Partnership Fund
DEF	Development and Employment Fund
DZC	Development Zones Commission
EDP	Economic Development Program
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FTA	Free Trade Agreement
FZ	Free Zone
GDP	Gross Domestic Product
GOJ	Government of Jordan
HLS	Healthcare & Life Sciences
ICT	Information and Communication Technology
IFC	International Finance Corporation
ILO	International Labor Organization
IR	Intermediate Result
JCI	Joint Commission International
JCP	Jordan Competitiveness Program
JEDCO	Jordan Enterprise Development Corporation
JIB	Jordan Investment Board
JIEC	Jordan Industrial Estates Development Corporation
JCP-CI	Jordan Competitiveness Program Competitiveness Index
JSF	Jordan Strategy Forum
LOB	Legislative and Opinion Bureau
LOP	Life of Project
LTTA	Long Term Technical Assistance
MENA	Middle East and North Africa
MEO	Mission Environment Officer
MIT	Ministry of Industry and Trade
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
NCIC	National Competitiveness Council
NGO	Non-Government Organization
NIS	National Innovation Strategy
NITC	National Information and Technology Center
OPIC	Overseas Private Investment Corporation
PMP	Performance Management Plan
PPP	Public Private Partnership

QIZ	Qualifying Industrial Zone
R&D	Research and Development
RF	Results Framework
SEE	Supportive Enabling Environment
SME	Small & Medium Enterprises
SOW	Scope of Work
STTA	Short Term Technical Assistance
USAID	U.S. Agency for International Development
USG	United States Government
WB	World Bank
WEF	World Economic Forum
WFD	Workforce Development

I: INTRODUCTION

Jordan's economic situation, which has been subject to certain persistent challenges for some time, has been further impacted by a new set of trials during recent years. The global financial crisis, Arab Spring and Syrian crisis are three such notable difficulties which have placed increased pressure on the Jordanian economy. USAID/Jordan's support for a targeted intervention to advance competitiveness in Jordan is both timely and much-needed. This is evident in the overwhelming demand for JCP as expressed by a broad range of stakeholders and pressure to begin delivering technical activities within weeks of the project kick-off. During Year 1, JCP must strive to balance the need to conduct certain necessary planning, analysis and stakeholder engagement and relationship-building activities with a push to deliver programming and results in the near-term. This workplan attempts to strike an appropriate balance between the two.

CONTRACT BACKGROUND

Jordan faces an urgent and daunting challenge: to create high quality jobs and foster a truly competitive environment led by the private sector, one that embraces innovation as a path to prosperity. To do this, Jordan must look outward for opportunity—through exports and foreign direct investment—while, at the same time, meeting diverse internal needs related to resource scarcity, geographic inequality, large inflows of refugees, and high unemployment among youth and women. For Jordan to become a knowledge economy, the country's public, private, and academic sectors must work collaboratively, and the business enabling environment must be considerably strengthened.

In partnership with USAID/Jordan, JCP has been designed to support Jordanian private and public sector leaders to achieve competitiveness and job creation goals, equitably and sustainably. The project will build upon the foundation established by preceding USAID programs, most notably the Access to Microfinance and Implementation of Policy Reforms (AMIR) I and II and the Economic Development Program (EDP), learning from their successes and challenges. JCP will initially focus on three sectors— ICT, Clean Technology and Healthcare and Life Sciences – areas where Jordan has or can build a competitive or comparative advantage and in which sustained growth can be achieved. The project will employ a “bottom up,” private-sector led, inclusive, and participatory approach to achieve the intended results during the five-year life of project.

PROGRAM DESCRIPTION

The purpose of the Jordan Competitiveness Program is to improve the business climate and increase the competitiveness of Jordanian firms with the goal of increasing economic growth and job creation. JCP offers a focused, integrated approach to enhancing Jordan's competitiveness, promoting sustainable economic growth and increasing employment through:

- Strengthening the Jordanian business enabling environment to better support business development, growth, investment and innovation;
- Improving Jordanian workforce skills necessary to competitively support growth and innovation in the clusters targeted by this program;
- Delivering measureable increases in the competitiveness of targeted clusters, initially in Information and Communication Technology (ICT), clean technologies (Clean Tech) and health care and life sciences (HLS) and at least one additional sector to be determined; and,
- Increasing access to finance for Jordanian businesses and entrepreneurs in targeted sectors.

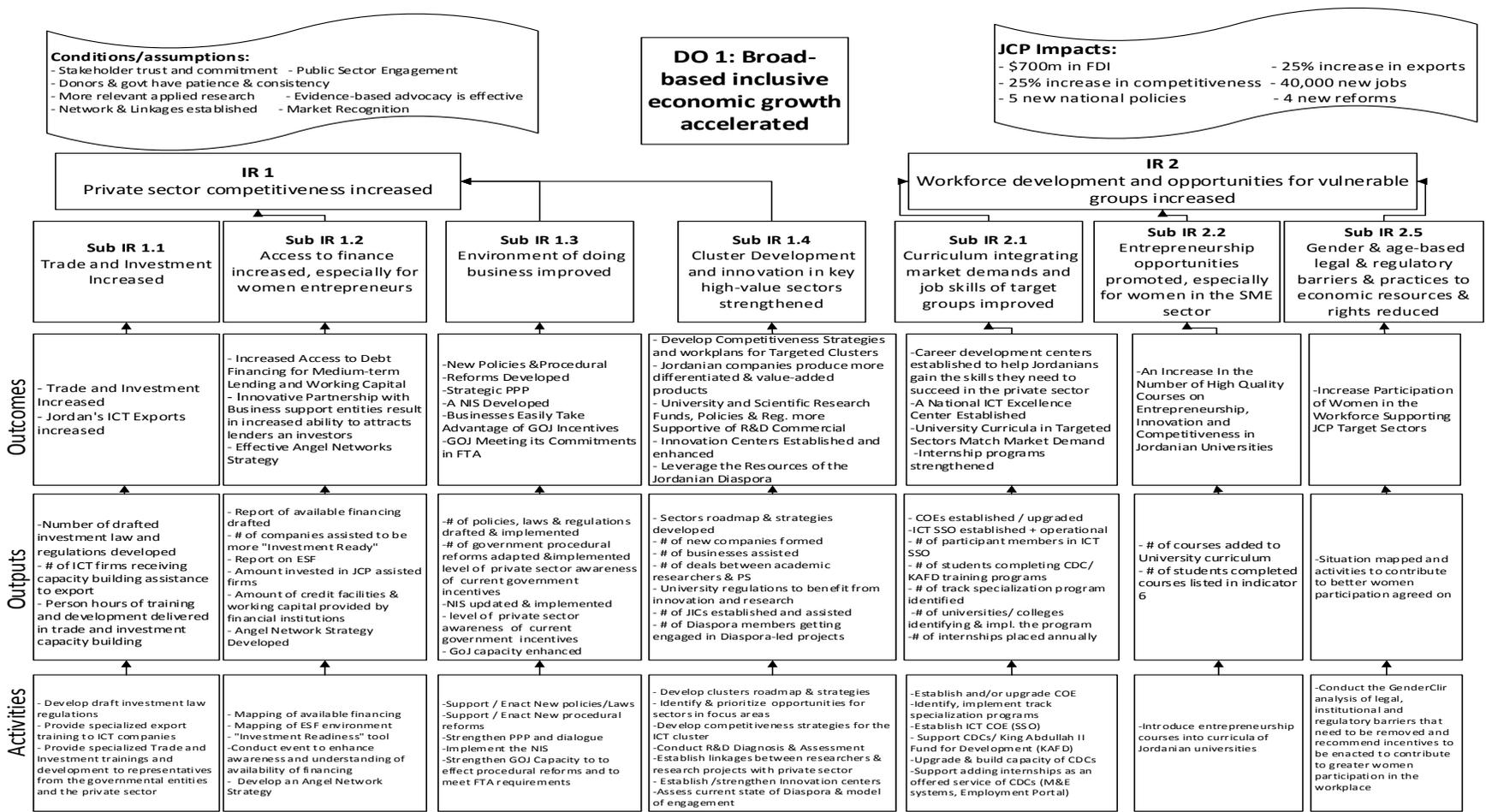
At the close of the five-year program period, JCP must achieve the following targets:

- 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 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.

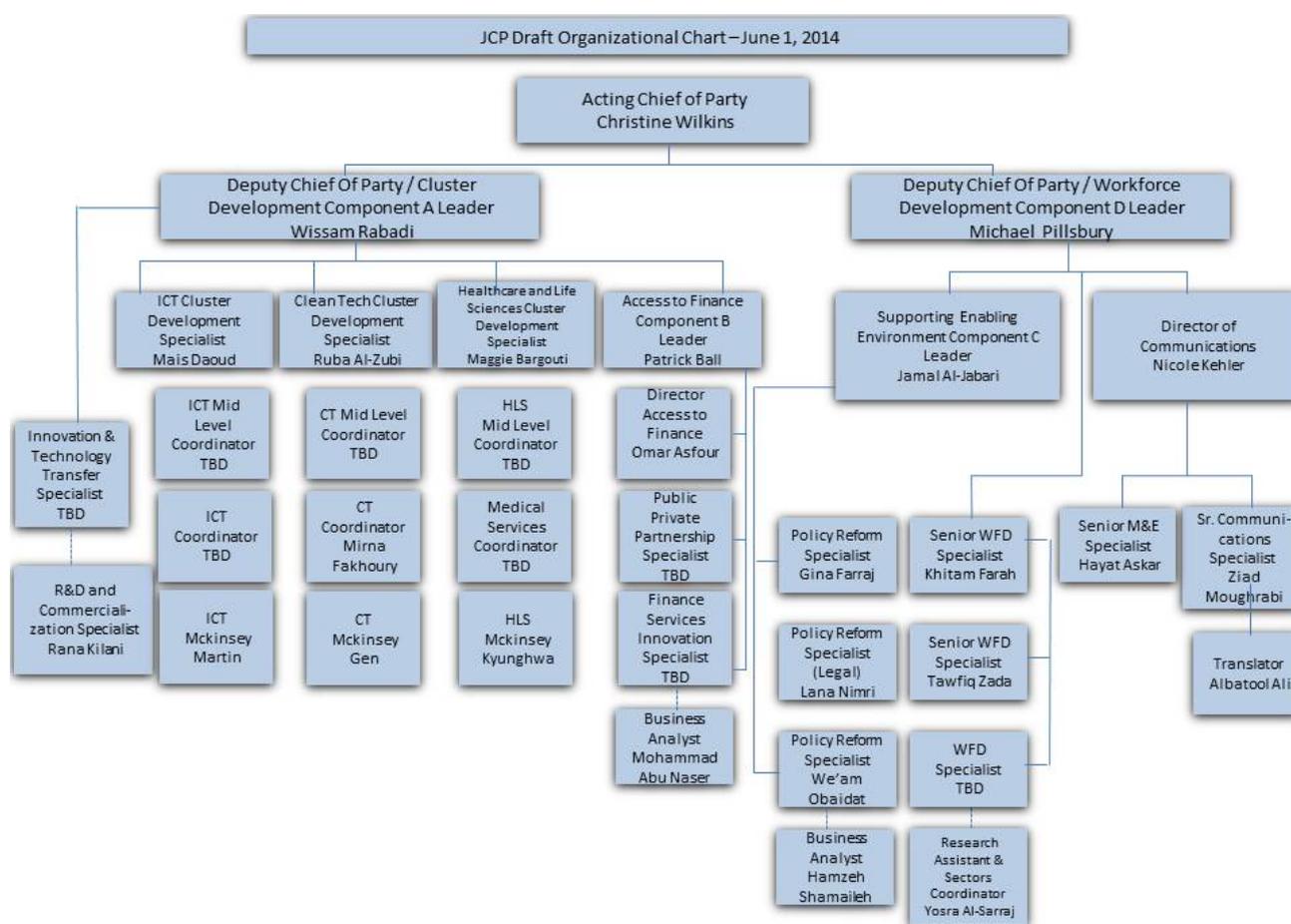
RESULTS FRAMEWORK

A results framework (RF) is a planning, communications, and management tool which conveys the development hypothesis implicit in project goal and objectives and provides a foundation for work planning and performance monitoring. To ensure a sound foundation, the JCP work planning process included a critical review of the RF by JCP technical staff, during which technical issues were considered, potential activities and solutions discussed and key results debated. This resulted in the JCP Results Framework presented on the next page:



ORGANIZATIONAL STRUCTURE

The JCP organizational structure is presented below (note: this chart presents JCP management and technical teams only). The project team is organized according to four components, each with their own lead— Supportive Enabling Environment, World-Class Workforce, Access to Finance, and Cluster Development. The Deputy Chief of Party/Cluster Development Component Lead oversees the Access to Finance component and the three JCP target sectors—ICT, Clean Tech, and Healthcare & Life Sciences. The Deputy Chief of Party/World-Class Workforce Component Lead oversees the World-Class Workforce component, Supportive Enabling Environment component, and the M&E and Operations/Finance team. The Chief of Party provides higher level oversight to all four component teams, and supervises the DCOP/Cluster Development Component Lead and the DCOP/World-Class Workforce Component Lead.



Note: Innovation & Tech Transfer and R&D Commercialization Specialists serve all three sectors, but report to ICT Sector lead for timesheets & Coordination purposes

II. WORKPLAN

WORKPLANNING PROCESS

In developing JCP's first-year work plan, we recognized the importance of learning from prior programs and the value in crafting an approach that is focused, inclusive, participatory, and private sector led. The activities set forth in this document are designed to leverage existing programs and initiatives already in existence and to be delivered with and through our stakeholders. We will seek to avoid the establishment of entirely new structures and programs, unless necessary, and will work cooperatively with existing donor, government and NGO projects to deliver programs in areas related to JCP activities.

This workplan is the result of a series of activities undertaken since September 2013:

- Ongoing consultations with USAID/Jordan;
- More than 200 stakeholder meetings and discussions;
- Sector-specific working group meetings in ICT, Clean Tech and Healthcare and Life Sciences from October through December;
- A series of seven, week-long, intensive "Innovation Accelerator Workshops" with key stakeholders from the private sector, government, NGOs and academia for seven potential clusters within the three key sectors;
- Field visits to Aqaba and Irbid; and,
- A financial sector landscape/access to finance study completed in February.

JCP GENERAL TASKS, COMPONENTS & CROSS-CUTTING ACTIVITIES

To fulfill its mandate, the Jordan Competitiveness Program will deliver a series of activities which fall under the following categories:

- General Tasks;
- Component I: Supportive Enabling Environment;
- Component II: World-Class Workforce;
- Component III: Cluster Development in Key Sectors;
- Component IV: Access to Finance; and,
- Cross-Cutting Activities.

GENERAL TASKS

The contract defines seven tasks under General Tasks.

Key Tasks and Deliverables:

- C.4.1.1: Competitiveness strategies completed for each of the targeted clusters.
- C.4.1.2: A methodology and index developed and used for measuring the impacts of JCP activities on cluster competitiveness.
- C.4.1.3: Implement a Competitiveness Partnership Fund (CPF) for Jordan that will support the goals and objectives outlined of JCP.
- C.4.1.4: Design, construct and maintain a project website.
- C.4.1.5: Publish an electronic format newsletter.

- C.4.1.6: Assessment conducted to map opportunities to leverage Diaspora resources in Jordan for investments and to increase competitiveness. Depending on the outcome of the assessment, activities implemented that leverage Jordanian Diaspora investment and remittances and result in an increase in Diaspora investment and/or increased Jordanian investment.
- C.4.1.7: Increased participation of women in the workforce supporting the JCP target sectors.

To address the General Tasks, JCP will undertake the following set of activities.

Activity GT 1: Develop competitiveness strategies for each of the targeted clusters

Partners: McKinsey & Co., Duke University, key sector stakeholders

Activity Description: DAI will undertake development of five-year competitiveness strategies for the initial three key sectors (ICT, HLS and CT) through a collaborative cluster strategy development process. Cluster stakeholder working groups will be organized and supported through strong facilitation and extensive market research on global demand and technology trends. Strategies developed through this intensive, inclusive stakeholder engagement process conducted during the first five months of the project are expected to include: (i) analysis of key markets that hold the most promise for Jordanian businesses in a particular cluster; (ii) analysis of constraints to meeting market demands, including in areas of government policy and procedures, gender-related challenges and opportunities, productive capacity, work force development, finance and other necessary support services; (iii) identification of cluster upgrading needs and key gaps where JCP can have the greatest impact; (iv) identification of lead firms that are likely to invest in upgrading activities within the cluster; (v) development of a strategy for sustaining competitiveness through innovation; (vi) illustrative interventions and estimated costs; and, (vii) differentiated activities outlined in the competitiveness strategies to be implemented. Such strategies will articulate approaches to promoting growth outside of Amman and will be designed to support equitable participation of women and youth. They will also be designed to support USAID/Jordan's Country Development Cooperation Strategy 2013-2017 and relevant national action plans and strategies, including Jordan's National Agenda 2007-2017, Jordan 2020 and the Jordan National ICT Strategy 2013-2017.

Year 1 Cost: McKinsey subcontract

Expected Result: Comprehensive five-year strategies for key sectors created which inform JCP workplans and drive achievement of program objectives during the life of project

Year 1 Milestones:

- Five-year strategy completed by March 2014

Activity GT 2: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness

Partners: Duke Network Analysis Center (social network analysis evaluation)

Activity Description: The Jordan Competitiveness Project Competitiveness Index (JCP-CI) represents a critical element of the JCP Monitoring and Evaluation (M&E) system and will serve as a predictor and ongoing indicator of impact through measuring milestones at the outcome level that lead to more jobs, exports, and foreign direct investment (FDI). It will contain indicators at the national, cluster-specific and firm levels.

The index constitutes a valuable project tool for several reasons. First, the progress towards achieving the end results of increased jobs, exports and FDI will not be linear; the majority of results will be

achieved during the latter years of the project. The index will also permit JCP to monitor incremental improvements in competitiveness, allowing for early detection of changes and adjustment in project strategy, as needed. While the end results of the project may be subject to other factors in the economic environment outside of project control, the index will allow JCP to reasonably attribute behavior changes and competitiveness improvements to JCP activities.

The Duke Network Analysis Center will be engaged to evaluate the feasibility of incorporating social network analysis within the design of the index.

Year 1 Cost: [REDACTED]

Expected Result: The JCP-CI will allow for the direct measurement of JCP impact on competitiveness in Jordan over the life of the project

Year 1 Milestones:

- Conceptual approach of the JCP-CI designed by February 2014
- Design of JCP-CI, including technical requirements and cost estimate, finalized and approved by March 2014
- JCP-CI instrument, including pilot survey, completed by May 2014
- Surveys for Year 1 baseline of index indicators completed by June 2014
- Baseline Survey and Year 1 Results analyzed and reported by July 2014

Activity GT 3: Establish the Competitiveness Partnership Fund

Partners: N/A

Activity Description: The Competitiveness Partnership Fund will catalyze investments designed to accomplish multiple objectives including: increasing competitiveness, job growth and FDI in the targeted clusters; supporting the implementation of key recommendations of the competitiveness strategies; and, catalyzing development activities outside of Amman. Grants will be driven by needs identified in competitiveness strategy and cluster development processes and could include funding for such activities as institutional strengthening of incubators, centers of excellence, centers of innovation and business associations; promotion of collaboration of cluster participants; and advancement of workforce development initiatives, such as strengthening career development centers, improvement in entrepreneurship programs, introduction of innovation curricula in universities and creation of student placement monitoring and evaluation systems. Funding will support a range of investments, including the provision of equipment and commodities; R&D grants; grants to educational institutions; grants for new curriculum and new track specialization course development, and business association activities which clearly support JCP objectives.

Year 1 Cost: [REDACTED]

Expected Result: The CPF will contribute to JCP's job creation and investment targets and lay the groundwork for long-term sustainability

Year 1 Milestones:

- CPF managers recruited and on-boarded by January 2014
- JCP Grants Manual (including the Environmental Monitoring and Mitigation Plan), created by February 2014
- JCP grants strategy finalized by March 2014
- CPF Annual Program Statement designed and published by April 2014
- First cycle of CPF grants initiated by May 2014

Activity GT 4 & GT 5: Establish project website, electronic newsletter and related social media communication vehicles.

Partners: N/A

Activity Description: The project website and monthly newsletter will serve as key outputs of the JCP communication strategy, providing up-to-date information on program activities and successes and strengthening the linkages with and among stakeholders. The website will constitute a central point of communication with the Jordanian public and members of the diaspora, providing up-to-date information on programs and events, CPF grant opportunities, and success stories. The site is anticipated to be interactive, including such capabilities as conducting online surveys and discussions. The site will also serve as a central clearinghouse for technical information on JCP activities, including source materials and best practices, links to sector-relevant organizations, information sources and events both in Jordan and globally. If possible, the website will be structured for operation in a cloud environment to enhance usability within Jordan and eventual transfer of website content and operation to a local partner.

The electronic newsletter will highlight key JCP activities each month and will be disseminated to USAID, the Government of Jordan and program stakeholders. Its format will be flexible to allow for special editions focusing on a particular topic or cluster, aiding readers to see the interconnectivity of activities and the forward movement of JCP and cluster development initiatives. One issue each year will be devoted to the annual results of the JCP CI.

In alignment with JCP's commitment to technology and innovation and stakeholder community, the project will also utilize various social media applications, such as Facebook, YouTube and Twitter.

Year 1 Cost: [REDACTED]

Expected Result: Increased awareness of JCP activities and successes and sustained engagement with stakeholders

Year 1 Milestones:

- JCP Facebook page created by November 2013
- JCP YouTube channel created by December 2013
- JCP Twitter account established by January 2014
- JCP website established by March 2014
- Launch JCP newsletter by May 2014

Activity GT 6: Conduct assessment to map opportunities to leverage Diaspora resources in Jordan.

Partners: Key members of Diaspora and recent returnees

Activity Description: The Jordanian Diaspora remains a largely untapped asset in the economic development sphere of Jordan. Given that remittances have been powering as much as 20 percent of the country's GDP, there is an immediate need to develop a detailed record of Jordanian expatriates. Hence, a comprehensive understanding of the group's composition, education, areas of expertise, income and geographic distribution is a necessary first step to engage Diaspora in a meaningful and effective way. To achieve this, JCP will undertake a mapping exercise to identify and collect information about Jordanians living abroad, with a focus on those working or interested in target clusters. Part of this process may include development of a Jordanian Diaspora Task Force comprised of members of the Diaspora and recent returnees which will advise on strategies for effective Diaspora engagement and offer access to networks of other Diaspora members. The map will include

a review of key segments of Diaspora communities (students, multinational firms, SMEs, entrepreneurs, professors/researchers, and investors) in the three countries with the highest concentration of Jordanian ex-pats (United States, Kingdom of Saudi Arabia, United Arab Emirates). Ultimately, a better understanding of the location, interests and potential links to the three key sectors will inform development of a comprehensive strategy and set of initiatives which will strengthen Diaspora engagement and increase Diaspora investment in Jordan in the project's key sectors.

Year 1 Cost: [REDACTED]

Expected Result: A map and database of "Key" Jordanian Diaspora members related to JCP areas of focus that informs and catalyzes development of a Diaspora engagement strategy

Year 1 Milestones:

- An exploratory committee and kick-off meeting on Diaspora issues formed and convened by May 31st, 2014
- Map and database of Key Jordanian Diaspora created by July 1st, 2014

Activity GT 7: Develop a systematic and sustainable model for Diaspora engagement

Partners: INT@J, Jordan Strategy Forum, KAFD, MoFAE, Universities, iPARK, Jordanian expat community

Activity: A strong, sustainable platform for the engagement of the Diaspora is needed in Jordan, perhaps similar to models in India and Taiwan involving creation of networks and associations dedicated to supporting Diaspora issues and activities. Initial research and discussions with relevant stakeholders suggest the need to establish a platform, such as a network or association, which allows for active communication, information sharing and collaboration between the Jordanian diaspora community and relevant individuals and entities inside Jordan. The JCP approach will be informed by conducting research on similar platforms proven effective in other countries and engaging Jordanian stakeholders in exploring potential models suitable for Jordan. These processes will inform development of a business plan and a set of strategic initiatives designed to support establishment of a sustainable and scalable Diaspora platform for Jordan, including recommendations regarding the governance model, sustainability potential, engagement strategy and potential activities. It is anticipated that JCP will host one or more conferences, workshops and focus groups to support development of the model.

Year 1 Cost: [REDACTED]

Expected Result: Framework for an optimal model and an initial set of strategic initiatives for Diaspora engagement created in collaboration with stakeholders

Year 1 Milestones:

- Diaspora engagement strategy, business plan and initial set of strategic initiatives completed by September 1st, 2014

The General Task associated with increasing the participation of women in the workforce supporting the JCP target sectors (C.4.1.7) is addressed in the Component I: Supportive Enabling Environment, Component II: World-Class Workforce and Cross-Cutting Activities sections of this document.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

The World Bank's Doing Business Report for 2014 ranked Jordan in 119th place out of 183 countries in terms of the ease of doing business. Jordan's ranking has worsened relative to its performance in

2011 (105 out of 183) and 2012 (106 out of 183). Additionally, the country's standing in the World Economic Forum's Global Competitiveness Report has declined from 65 to 68.

Many of the rules, regulations and procedures governing the Jordanian economy have historical roots in various ministries and regulatory agencies from past eras. As the Jordanian economy has evolved, previously established processes designed to enhance competitiveness now hinder companies. Their value in promoting a modern knowledge-based economy is limited at best and often counterproductive. The common themes behind regulatory constraints to private sector growth and competitiveness include low levels of public-private and public-public dialogue, insufficient transparency of government actions, unnecessary and overlapping bureaucracy in government administration, inefficient management of the national infrastructure, and insufficient targeted skills training.

Our approach to improving the business enabling environment and the related activities for year one will focus on three key areas: addressing policy and regulatory issues, building capacity and supporting procedural reforms with the GoJ, and enhancing trade. JCP will assist the GOJ with development, drafting, adoption, and implementation of new policies and procedural reforms that will enhance the cluster specific competitiveness of Jordanian businesses and address relevant constraints, taking care to ensure that reforms positively impact women, youth and populations outside Amman. The specific legislative and procedural policies and reforms to be targeted will be identified through and based, in large part, upon the output of the accelerated competitiveness strategy and cluster development processes to be conducted during the first half of Year 1. These intensive stakeholder engagement activities will yield a clear understanding of the interventions supported by other development partners in this area, identification of targets of opportunity and, through a continuing dialogue with USAID/Jordan and other USG partners, support the identification of and design of specific actions to address and resolve key constraints, such as barriers to business formation and start-ups.

KEY TASKS AND DELIVERABLES

Our work under this Component is expected to achieve the following result: the Jordanian business enabling environment is supportive of business development, growth, investment and innovation. The contract defines five tasks and seven deliverables to be completed to support achievement of this result.

Key Tasks and Deliverables

- C.4.2.1 Deliverable 1: New policies and procedural reforms developed to be implemented by the GOJ that yield increases in competitiveness as measured by the JCP Competitiveness Index.
- C.4.2.2 Deliverable 1: With USAID support, a strong, well-coordinated and strategic partnership between the GOJ and the private sector has led to an increase in FDI and other types of investment in Jordan.
- C.4.2.3 Deliverable 1: Jordanian businesses and entrepreneurs from a broad spectrum of the Jordanian population are able to more easily take advantage of GOJ incentives and trade promotion efforts.
- C.4.2.4 Deliverable 1: A National Innovation Policy developed that promotes a competitive business environment and supports the establishment of an enabling ecosystem particularly in the targeted sectors.
- C.4.2.4 Deliverable 2: Jordanian businesses are innovating in a way that is increasing their competitiveness as the result of an improved GOJ policy environment.
- C.4.2.5 Deliverable 1: The GOJ is meeting its commitments under the FTA.

C.4.2.5 Deliverable 2: Jordanian businesses in the clusters targeted by this program have a better understanding of the rules and requirements of trade in regional markets.

To address the Supportive Enabling Environment tasks, JCP will undertake the following set of activities.

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.

Partners: GOJ line ministries, key sector stakeholders and associations, Chambers of Commerce and Industry

Activity Description: The SEE team anticipates accomplishing this activity as follows:

To start, the team will participate in the competitiveness strategy and cluster development processes to be undertaken during the first and second quarters of Year 1 to understand and document the impediments to competitiveness and cluster development in the various sectors and to begin to identify actions which could be taken to address these constraints. Additional analyses of policy constraints specific to workforce development and access to finance will be conducted in coordination with interested stakeholders and JCP component teams charged with programming in these areas. Particular attention will be paid to workforce development and employment, with an emphasis on high tech skills, innovation and entrepreneurship, and gender – areas of the regulatory environment which are especially confusing and contradictory.

Informed by these processes and analyses, the team will conduct a legislative mapping exercise to understand the laws and regulations under amendment or at the development and draft stage which affect the business environment. This will include a comprehensive review of specific laws and regulations affecting the targeted clusters' working environment. This exercise will help JCP identify and prioritize where the program can provide technical assistance to modify laws and regulations to better support GOJ's policies related to innovation and competitiveness, especially in the three key sectors.

Based upon the results of the consultative and analytical processes and the legislative and regulatory mapping exercise described in the preceding paragraphs, the SEE team will design and deliver targeted assistance on an ongoing basis to relevant GOJ actors to support the drafting and/or amendment of regulations required to make relevant laws actionable.

Year 1 Cost: [REDACTED]

Expected Result: Reforms implemented which improve the business enabling environment in JCP clusters

Year 1 Milestones:

- An actionable and prioritized list of regulatory and policy reforms which support improved competitiveness crafted by May 31st, 2014
- Proposed cluster specific regulatory and policy reforms identified by May 31st, 2014
- Reforms specific to workforce development and gender identified by May 31st, 2014
- Agreed upon action plans and a schedule for verification proposed reforms completed by June 30th, 2014
- Proposed amendments to regulatory and policy reforms proposed to relevant GoJ counterparts by July 31st, 2014

- Amendments to regulations crafted in consultation and cooperation with relevant GoJ counterparts by September 30th,2014

Activity CI 2: Strengthen the partnership between the GoJ and private sector to expand investment in Jordan, through the provision of support for coordinated efforts.

Partners: GoJ and key sector stakeholders and associations, such as Jordan Strategy Forum, EDAMA and Int@j

Activity Description: JCP will support private sector engagement in shaping and directing investment policies and will work closely with the relevant Government bodies to strengthen the policy and regulatory framework to enable them to effectively direct and attract sustainable FDI through a series of targeted engagement strategies anticipated to include the following sub-activities.

Sub-activity 1: Conduct stakeholder meetings with the Jordan Strategy Forum and other stakeholders to determine priority partnership areas.

Sub-activity 2: Conduct meetings with stakeholders in key cluster areas within the private sector, academia and the government. While the JSF is an important counterpart, broader participation will be required from the non-sector specific associations such as the Chambers of Industry and Commerce.

Sub-activity 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. SEE support in developing and implementing the sector and cluster development will be critical in identifying, prioritizing and addressing the constraints and barriers hindering growth of companies within these sectors.

Sub-activity 4: Conduct an analysis of Jordan's export potential, including import and export constraints, relating to targeted clusters to determine internal and external constraints and potential strategies to address such barriers.

Sub-activity 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 the GoJ to address and resolve their issues.

Year 1 Cost: [REDACTED]

Expected Result: More effective partnership developed between public and private sectors which increases investment in Jordan

Year 1 Milestones:

- Potential partners mapped and engaged by May 31st,2014
- Advocacy strategies developed for use in addressing barriers to investment in Jordan by July 31st, 2014
- Intaj, EDAMA strategies aligned with JCP and adopted by August 31st, 2014

Activity CI 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.

Partners: National Competitiveness and Innovation Council (NCIC), Ministry of Planning and International Cooperation, key sector stakeholders and associations, such as Jordan Strategy Forum

near finalization. JCP is considering supporting the Ministry of Industry, Trade and Supply in development of the Registry, which will require IT equipment to implement.

Identify and support improvements in licensing procedures which are in need of streamlining. As with all legislation, the actual implementation of procedures is a perennial issue. Certain agencies have conducted business process re-engineering exercises in the past. JCP will conduct similar activities with relevant ministries and agencies to improve the enabling environment for the target sectors.

Year 1 Cost: [REDACTED]

Expected Result: Streamlined procedures recommended and expanded lending to private sector enterprises facilitated

Year 1 Milestones:

- Licensing and procedures reviewed by August 31st, 2014
- Operating Registry established by September 30th, 2014

Sub-activity 2: Conduct a survey of entrepreneurs and small and medium-sized enterprises to determine the level of knowledge of available GOJ Incentives and trade promotion efforts. JCP will assess the private sector's understanding of the various investment incentives as well as trade promotion efforts, and, based on survey results, design awareness activities to be implemented in Year 2.

Year 1 Cost: [REDACTED]

Expected Result: Enhanced understanding of gaps in private sector knowledge of incentives and awareness campaign developed

Year 1 Milestones:

- Survey conducted by August 31st, 2014
- Awareness activities designed by September 30th, 2014

Activity CI 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

Partners: MOITS, Customs Department, JAPM, key sector stakeholders

Activity Description:

Sub-activity 1: Conduct study on the current implementation of the Jordan-US FTA. Many of the GOJ commitments under the US Jordan FTA fall under the domain of intellectual property. Jordan has not built sufficient capacity within its official institutions to make sure that it meets these commitments to the letter of the Agreement. JCP will complete an initial review of these commitments with a view to the existing capacity within the GOJ and defining areas where support is needed.

Year 1 Cost: [REDACTED]

Expected Result: Better understanding of shortfalls in GoJ implementation of FTA to inform design of capacity-building efforts

Year 1 Milestones:

- Study completed by July 31st, 2014

Sub-activity 2: Conduct an analysis of trade and other barriers which affect trade within regional countries. One of the major problems with trade across borders in the Middle East is the maze of rules and regulations designed to inhibit trade from bordering countries. In many neighboring countries it is easier to import good from the US or Europe than it is from Jordan. An analysis will be conducted that defines these barriers and helps Jordanian businesses determine the efficacy of exporting their specific products to neighboring countries.

Year 1 Cost: ██████████

Expected Result: Enhanced understanding of trade barriers in the region to support design of appropriate interventions

Year 1 Milestones:

- Report prepared by August 31st, 2014

COMPONENT II: WORLD-CLASS WORKFORCE

The workforce development stakeholder analysis that JCP has conducted to date validates that many of the labor market weaknesses initially identified at the time of JCP's design persist. Specifically, many knowledge economy firms continue to claim that new college graduates lack the skills currently needed by their companies. This is reflected in the country's labor absorption rate. For example, according to the ICT business association's annual survey for 2012 50 % of recent graduates with ICT related degrees have specialties that are not needed by their members. Moreover, women's participation in the workplace post-graduation is anemic. Women currently comprise only 15 percent of the private sector workforce. Jordan's highly educated but economically inactive women constitute a valuable but largely untapped resource.

Other workforce related weaknesses in the knowledge economy include stalled curriculum reform, weak career advising and job placement services and a lack of innovation. The curriculum reform process is slow and does not keep pace with the rapidly evolving needs of the market place. While nascent career development services exist both inside and outside academic institutions, the quality of the centers is uneven as are the range and effectiveness of services offered. Also, although entrepreneurship education is widely available at both the secondary school and higher education levels, standards for such curriculum are sometimes lacking as are a focus on competitiveness, innovation and a clear bridge to the practical application of the curriculum. Progress in all of these areas is hindered by a total lack of post-graduation placement data among all but a selected few institutions.

KEY TASKS AND DELIVERABLES

Our work undertaken under this Component is expected to achieve the following result: the Jordanian workforce has the skills required to productively participate in and contribute to the competitiveness of the JCP target clusters. The contract defines two tasks and six deliverables under the Workforce Development Component. All of these tasks are still germane to the overall objective of improving the skills of the Jordanian workforce to better match knowledge economy firms' needs and, in turn, contributing to the overall competitiveness of JCP's target clusters. These tasks and deliverables are as follows.

Key Tasks and Deliverables

- C.4.3.1 Develop new high-skilled training and internship programs and improve the quality of existing programs in the targeted sectors.

- C.4.3.1 Deliverable 1: Centers of Excellence established matching the skills of the Jordanian workforce with the skill sets needed in the JCP target sectors.
- C.4.3.1 Deliverable 2: University curricula in targeted sectors match market demand.
- C.4.3.1 Deliverable 3: A National ICT Excellence Center is established resulting in increased workforce competitiveness in the field.
- C.4.3.1 Deliverable 4: An increase in the number of high quality courses on entrepreneurship, innovation and competitiveness in Jordanian universities in the targeted sectors.
- C.4.3.1 Deliverable 5: A minimum of two strategic GDAs developed that promote economic growth in Jordan. Each activity will leverage USAID resources by a minimum of 3:1.
- C.4.3.2 Strengthen and support the establishment of career development centers in different locations throughout Jordan.
- C.4.3.2 Deliverable 1: Career Development Centers established that help Jordanians gain the skills they need to succeed in the private sector.

JCP’s approach to workforce development in its first year is guided by two observations: 1) that the WFD sphere is crowded – filled with a plethora of GoJ ministries and agencies and donor funded initiatives and programs, each pursuing similar objectives but through highly varied and often uncoordinated tactics; and 2) that successful, or at least promising, models for many WFD interventions already exist, but these models need to be strengthened and brought to scale to affect nation-wide systemic change. To avoid potential duplication of effort, JCP’s WFD initiatives will be highly targeted – specifically designed to strengthen the structures which feed qualified workers into the knowledge economy sectors and to leverage initiatives where broad consensus and buy-in already exists.

Our approach to entrepreneurship course promotion will be to build on existing models and networks but to take existing programs to the next level and help better match them to the needs of the knowledge economy by ensuring that entrepreneurship training includes: 1) uniform standards; 2) a focus on competitiveness; 3) addresses innovation; and, 4) includes or provides a clear link to the practical implementation of entrepreneurship training (for example, by creating a link between the training and existing business incubators).

Our approach to strengthening career development centers follows a similar path. We will not seek to develop and promulgate a “JCP model CDC” to compete with other existing public and private funded models. Rather, the project will seek to strengthen existing centers through the establishment of standards (for both those that work in such centers and the services that the centers provide) and to replicate successful models in places where CDCs do not currently exist.

In our approach to both entrepreneurship training and CDC strengthening, JCP will require that all partner institutions implement monitoring and evaluation (M&E) systems that will help both them (and JCP) assess the efficacy of their programs and services. The current lack of focus on M&E is a systemic weakness that has resulted in the creation of a WFD environment in which there is much activity but limited knowledge about the efficacy of GoJ and donor-funded programs, projects and initiatives.

Finally, there are three items mentioned in the JCP contract that are not part of the component’s first year work plan: Global Development Alliances (GDAs); internships; and, entrepreneurship training for public sector workers. While JCP is fully committed to delivering a minimum of two GDAs over the life of the project, our experience suggests that much deeper working relationships with larger knowledge economy firms must be developed before trying to construct a successful GDA. (However,

one early prospect that might be investigated this year is structuring the future ICT Center of Excellence as a GDA.) Similarly, in the area of internships, while JCP is committed to promoting successful internship models in the future (as internships are a proven tool for helping improve successful job placement), good internship programs need to be built on strong institutions. As such, our focus this year will be on strengthening the institutions that are the most likely candidates for operating future years' internship programs, such as the King Abdullah Fund for Development (KAJD) sponsored career development centers.

In the area of entrepreneurship training for public sector employees, the contract offers the following guidance: "Given the need for the GOJ to reduce its workforce, the Contractor must also design programs through the Career Development Centers targeting public sector employees to draw them from the public sector into the private sector by helping them develop their entrepreneurship skills and find new and more interesting business opportunities." This task is inconsistent with the project's overall focus and approach. Moreover, there is little evidence to suggest that entrepreneurship promotion among the public sector (whose employees tend to be more risk adverse than average) is an effective tool for making a significant impact on reducing the size of the public sector. As such, JCP recommends eliminating this as a required task and instead devoting resources that might otherwise have been dedicated to the effort to instead be applied to helping partner institutions develop better monitoring and evaluation systems, which the project believes has the potential to have a much broader systemic impact.

The WFD team will undertake the following set of activities in Year 1.

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.

Partners: Academic institutions and key sector and cluster stakeholders from the private and public sectors

Activity Description: JCP Centers of Excellence (COE) will engage with private companies, educational institutions, and relevant government sponsors to first upgrade existing COEs and then, as deemed necessary, establish new centers. The COEs will be strengthened in accordance with their mandate to always be ahead in their technical field, offering training, information and assistance directly linked to the cluster's development path, as defined in the cluster's competitive strategy.

The proposed outcome is the identification of a minimum of two opportunities to establish Centers of Excellence (one for each sector - CT and HLS), developing their mandate including vision, mission and services to be provided, in addition to developing action plans to establish those Centers of Excellence.

Year 1 Cost: [REDACTED]

Expected Result: Skills of the Jordanian Workforce are matched with the skill sets of JCP target sectors

Year 1 Milestones:

- Centers of Excellence to be established in the CT and HLS clusters are identified by April 30th, 2014
- Action Plans to establish the Centers of Excellence are developed by September 30th, 2014

Activity CII 2: Develop and implement track specialization programs for JCP clusters to match market demand.

Partners: Academic institutions and key sector and cluster stakeholders

Activity Description: To achieve impact within the timeframe of the project and influence longer-term improvements in curricula, JCP will work to align university courses with private sector demands, increasing employment for graduates in the key clusters. In the near term, JCP will develop track course specializations and electives in concert with private sector actors and leading universities in Jordan. JCP will engage with select universities to further develop and refine course specializations—both through curricula development and the design of elective courses in special topics. JCP will then introduce these programs to universities linked with cluster-specific initiatives. In partnership with private sector stakeholders, JCP will also support upgrading instructors' knowledge and skill sets to enable them to effectively teach new courses. Track specialization will promote cross-cutting proficiencies that directly link skill sets to job requirements.

During Year 1, JCP will work with clusters' representatives and academic institutions to identify workforce gaps and develop track specialization programs to match market needs. This will be achieved through a number of meetings and focus groups to be conducted with relevant stakeholders. Furthermore, two universities/community colleges will be identified to work with the Program to revise selected curricula in coordination with JCP.

Year 1 Cost: [REDACTED]

Expected Result: Track specialization programs for JCP clusters, which link skill sets to job requirements, are developed

Year 1 Milestones:

- Track Specialization Programs for JCP clusters identified by April 30th, 2014
- Focus groups and/or surveys to develop preliminary program frameworks conducted by May 31st, 2014
- Final program frameworks developed and universities/community colleges to work identified by September 30th, 2014

Activity CII 3: Establish national ICT Center of Excellence (Sector Skills Organization).

Partners: Int@j

Activity Description: Skill sets demanded in the ICT cluster are particularly dynamic and require continuous learning. Educational institutions in Jordan are not keeping pace in preparing graduates for the market. As with the other Centers of Excellence, Jordan's national ICT Center of Excellence will focus on ensuring that up-to-date ICT skills are delivered, with regularly updated offerings in current technologies and skills. The ICT COE will serve as a model for the development of additional COEs in the other program sectors.

JCP will support Int@j (the ICT sector association) to: 1) develop and implement an ICT training program, or "Academy" that sets minimum standards for training and design, implementing basic skills examinations through a secure online portal. The Academy will encompass three levels: a foundation of soft skills and key ICT concepts and fundamentals; a core set of detailed ICT frameworks and skills, key business and management concepts; and an extended range of courses covering key market trends, social media, and other advanced skills and technologies; 2) broker industry partnerships with global actors interested in cooperating with Jordanian ICT firms; and, 3) engage educational institutions and companies to introduce a formal product development process which will in turn help Jordanian software companies to upgrade their market offerings. This will be done via targeted courses, mentoring agreements, and dissemination of successes.

To actualize the academy concept, Int@j has created a business plan for an ICT Center of Excellence, which has subsequently been rebranded as the Sector Skills Organization (SSO). The building of a self-sustaining SSO is a five-year endeavor, thus it is important that JCP begin working with Int@j immediately to launch the SSO. The SSO will be initially hosted at Int@j and as part of its sustainability plan; it is expected to spin off as an independent organization by the end of the third year after its launch. This will be a highly leveraged initiative for JCP as other partners, including the IFC, the King Abdullah II Fund for Development, the Ministry of Labor, the ICT Ministry and the Int@j association members in the private sector, have all expressed an interest in supporting the SSO.

The proposed Year 1 outcome is the launch of the ICT SSO.

Year 1 Cost: [REDACTED]

Expected Result: Increased workforce competitiveness in the ICT Sector

Year 1 Milestones:

- ICT SSO inaugurated by September 30th, 2014

Activity CII 4: Introduce entrepreneurship programs into curricula of Jordanian universities.

Partners: Business Development Center (BDC), Queen Rania Center for Entrepreneurship (QRCE), INJAZ (the local Junior Achievement chapter) the King Abdullah-II Fund for Development (KAFD), and select universities and community colleges

Activity Description: JCP will work with existing partners who are currently engaged in introducing entrepreneurship courses into Jordanian universities such as the BDC, Queen Rania Center for Entrepreneurship, INJAZ, and identified universities and colleges. JCP will identify and review entrepreneurship courses already introduced to universities and community colleges, entrepreneurship programs that focus on women and opportunities to leverage and tailor entrepreneurship programs to meet sector market needs. Following this review, in cooperation with its partners, JCP will develop a plan to introduce courses to new universities and community colleges and/or to expand existing offerings to include training on competitiveness and innovation with a focus on students with specialties related to JCP sectors. In addition, JCP will seek to incentivize the linking of entrepreneurship training to the practical application of such training.

Year 1 Cost: [REDACTED]

Expected Result: Students' entrepreneurship skills developed and strengthened

Year 1 Milestones:

- Plans developed to increase entrepreneurship offering at universities and community colleges by May 30th, 2014
- Agreements reached with select universities and community colleges to implement proposed new or expanded courses by July 31st, 2014
- Support provided for promotional campaigns for entrepreneurship courses at universities and community colleges by August 31st, 2014

Activity CII 5: Support King Abdullah II Fund for Development career development centers to build entrepreneurship training service offerings for students and recent graduates.

Partners: KAFD and its existing career offices

Activity Description: JCP will work with KAFD's 25 existing career offices to adapt and enhance entrepreneurship training programs offered by existing providers, targeting students and graduates

outside Amman, and will support at least three training workshops in the first year. To track the skills improvement of students and graduates participants in training programs offered by KAFD offices, JCP will assist KAFD to design, develop and implement pre- and post- skills assessment tests. These students will serve as valuable test cases in assessing the efficacy of KAFD's placement tracking system and will help inform the M&E system that JCP is intended to build and implement in cooperation with KAFD as detailed in activity CII 7, below.

Year 1 Cost: [REDACTED]

Expected Result: Students and graduates entrepreneurship skills developed

Year 1 Milestones:

- Three training entrepreneurship workshops delivered by KAFD career offices by September 30th, 2014

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.

Partners: KAFD, select universities

Activity Description: JCP's approach to the development and expansion of Career Development Centers (CDCs) is to build upon and upgrade existing centers through facilitating the adoption of best practices and models. In Year 1, JCP will partner with KAFD, engaging with its 25 career development offices to build their capacity and define an optimal institutional framework which improves service offerings and end results.

JCP has already developed a tool to conduct organizational capacity assessments for entities currently offering career development services. This tool will be applied to capture successful attributes of current CDCs and determine which centers offer potential to scale. Informed by these assessments, JCP will work with KAFD to develop an improved business model; institutional framework; and associated organizational structure and processes which will be shared with select institutions and programs for implementation.

JCP will assist KAFD to adopt and implement the career development counseling best practices model and will create a capacity building technical assistance program for career center counselors. This program will include developing a plan for implementing a Certified Career Counselor / Mentor Program targeting students, graduates, women and youth outside Amman. JCP will develop these programs during the current workplan year, anticipating implementation during the 2014 – 2015 school year.

Year 1 Cost: [REDACTED]

Expected Result: Development of an optimal career development center model to be introduced to CDCs throughout Jordan. KAFD career development service offerings improved.

Year 1 Milestones:

- Career Development Center assessment findings report completed by March 31st, 2014
- Optimal Career Development Center service offering model developed by July 31st, 2014
- Agreements reached with KAFD and other universities to adopt the new model by September 30th, 2014
- Plan for implementing certified career counselor program developed by July 31st, 2014

Activity CII 7: Incentivize and support collection and use of placement data, potentially through establishment of M&E systems in career development centers.

Partners: KAFD, INT@J and other interested counterparts

Activity Description: With a few notable exceptions, there is a systemic lack of post-graduation placement data in Jordan. Ideally, academic institutions and post-formal education training providers should track students and participants three, six, nine and twelve months after graduation to determine, at a minimum, whether they are employed and whether they are employed *in their field of study*. Without such data, it is virtually impossible to assess the efficacy of CDCs and their services, entrepreneurship promotion programs, centers of excellence or (more broadly) any new curricula.

JCP believes it is essential to support interested counterparts to design a model for tracking placement data and to develop and implement placement data monitoring and evaluation (M&E) systems. JCP will work with KAFD to pilot such a system at five university-based CDCs with an aim to expand and scale up in future years. The M&E system will be implemented in cooperation with KAFD in KAFD career offices at universities that JCP will partner with to upgrade. JCP will also work with Int@j, which has already developed a prototype for such a system, to tailor the model, based on the needs of the interested counterparts and JCP for performance monitoring data.

Year 1 Cost: [REDACTED]

Expected Result: A replicable M&E model created that effectively and cost-efficiently tracks post-graduation placement data

Year 1 Milestones:

- Tracking placement data model designed by June 30th, 2014
- Tracking placement data system deployed in five pilot CDCs by September 30th, 2014

Activity CII 8: Support KAFD to develop a National Employment Portal

Activity Description: The King Abdullah Fund for Development (KAFD) is currently working on developing a National Employment Portal which consists of six components: job matching; e-learning; entrepreneurship; career guidance; volunteerism; and, labor market information. The portal is designed to help entrepreneurs, graduates and job seekers to access labor market information and provide links to resources that will help them improve their skills. Moreover the portal seeks to remedy a current systemic weakness – the lack of coordination among the various actors in the labor market. The portal seeks to provide an umbrella for workforce development related stakeholders and service providers while at the same time providing job-seeking Jordanians with a focal point for accessing information related to any of the aforementioned portal subcomponents. JCP will help KAFD to develop the outline and contents of the entrepreneurship, career guidance and labor market information components of the National Employment Portal.

Year 1 Cost: [REDACTED]

Expected Result: Increase Jordanian workforce access to labor market information and resources

Year 1 Milestones:

- National Employment Portal launched in May 31st, 2014

COMPONENT III: CLUSTER DEVELOPMENT IN KEY SECTORS

JCP has adopted a cluster development process, in which engagement, ownership and buy-in with cluster leaders is an over-arching requirement, and all other interventions (such as workforce

development, access to finance and enabling environment) are closely coordinated with cluster leaders under the direction of an evolving but well-defined cluster development strategy. Technology-driven clusters tend to be complex, with higher-than-average cross-cutting elements and spillovers between sectors (consider the role played by ICT in other sectors), thus requiring an unusually high degree of coordination, which the cluster approach emphasizes.

In Year 1, JCP will work 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. Where a clear strategy and stakeholder cohesion around that strategy is already in place, such as in ICT, JCP will work collaboratively with cluster leaders to update the strategy, and then to select specific elements of that strategy on which JCP can focus, providing a clear and detailed action plan with specific roles for JCP and other stakeholders. In other industries, such as clean tech and healthcare, JCP must place greater emphasis during Year 1 on helping to create such a consensus around a clear set of goals for the component clusters, while selecting and focusing on implementation on specific elements of the strategy. For clean tech in particular, in some cases other donors or agencies are working on other elements of the overall cluster strategy, and therefore JCP will need to work carefully to understand what the various players, including donors, are already planning to achieve. In effect, working to ensure that there is a high degree of coordination among various players in seemingly disparate sectors (such as water management and energy efficiency) is one of the requirements and benefits of the cluster development approach.

The JCP approach to advancing competitiveness rests upon five pillars which together drive the development and strengthening of targeted clusters within key sectors:

- Identification and mobilization of a portfolio of opportunities designed to promote the development and strengthening of target clusters;
- Creation of an enabling environment for enhanced competitiveness of the target clusters by devising interventions and activities that will unlock these opportunities;
- Active engagement of the private sector to lead these initiatives with public sector support and involvement, as necessary;
- Development and leveraging of effective institutional and governance structures to ensure sustainability; and,
- Focus on execution and implementation to drive results.

During the first year, JCP will undertake an accelerated cluster development process which advances quickly from initial analysis and planning to implementation through intensive stakeholder engagement. The process moves through three distinct phases: a two-month sector diagnostics phase, followed by a series of “Innovation Accelerator” four-day workshops for each target cluster and, finally, a cycle of two- to three week “Implementation Labs” to develop detailed action plans for each cluster. This process culminates in the creation of distinct competitiveness strategies for each sector comprising an integrated set of initiatives which drive the development of each cluster and the sector overall.

KEY TASKS AND DELIVERABLES

Our work undertaken under this Component is expected to achieve the following result: at least a 3 per cent increase in the competitiveness of the targeted clusters as measured by the JCP competitiveness index. The contract defines five tasks and nine deliverables under the Workforce Development Component. These tasks and deliverables are as follows.

Key Tasks and Deliverables

- C.4.4.1 Deliverable 1: Jordanian firms in the sectors targeted by JCP are more competitive and resilient as a result of more efficiently structured relationships with other firms in the supply chain and outside service providers.
- C.4.4.1 Deliverable 2: Pilots of more efficient and cost effective equipment and precision tools manufacturing industry established that serves the targeted sectors.
- C.4.4.2 Deliverable 1: R&D capabilities strengthened resulting in increased patents and commercialized products.
- C.4.4.2 Deliverable 2: Linkages between academia and the private sector established and Jordan’s ranking in the “University-industry collaboration in R&D” indicator of the WEF’s Global Competitiveness Report improved.
- C.4.4.2 Deliverable 3: Web portals that map the research undertaken in research institutions created and made available to the private sector.
- C.4.4.2 Deliverable 4: University and research regulations more supportive of R&D commercialization.
- C.4.4.2 Deliverable 5: At least two technology transfer units established.
- C.4.4.3 Deliverable 1: Incubation services established and/or enhanced to enable the transition of innovative ideas into competitive products and services.
- C.4.4.3 Deliverable 2: More innovative Jordanian companies. Jordan’s ranking in the “Capacity for innovation” indicator of the WEF’s Global Competitiveness Report improved.
- C.4.4.4 Deliverable 1: Stronger and more sustainable business associations in the targeted clusters.
- C.4.4.5 Deliverable 1: Increased access to international markets resulting in increased exports.

During Year 1, JCP will focus on three key sectors: ICT, Clean Technology and Healthcare and Life Sciences.

CLEAN TECHNOLOGY CLUSTER DEVELOPMENT

OVERVIEW

Jordan possesses the essential elements needed for global firms to establish regional hubs for clean technology operations. The country’s strengths lie in its location as a potential linking point for oil, gas, and electrical networks in the region, as well as its potential in key verticals such as solar power. In addition, Jordan offers: a) a high quality workforce, featuring the largest number of engineers in the Middle East, b) a competitive cost structure, both for the generation of renewable energy as well as the production and distribution of components and/or finished products, and c) access to a support network such as a clean technology incubator, a clean technology fund, and other innovation supportive mechanisms.

Several studies suggest that the market size for clean technology accounts for over \$1 trillion and that industry growth rate reaches 10 to 12 percent per annum with more than 15 million employees around the globe. Jordan has started preparing its entry to the market and has identified clean energy and green investments as new clusters to boost economic development, provide green jobs, and sustain natural resources. As the first country in the MENA region to conduct a national green economy scoping study, Jordan has identified several opportunities to kick off the green clusters including renewable energy and energy efficiency, water and wastewater management, solid waste, green buildings, eco-tourism, and transportation. However, mainstreaming of the green economy and clean technology potential into those sectors is still limited. To establish Jordan’s competitive edge in the CT world, the country must build an effective regulatory and governance framework and engender cooperation among the private sector, government and civil society organizations toward a common cause.

Efforts to strengthen the Clean Tech sector will focus on improving the business climate and

increasing the competitiveness of Jordanian firms operating in the sector, ultimately contributing to increased economic growth and job creation. Clean Tech focus areas will include: renewable energy, energy efficiency, water management, and waste management. Our approach to development of these targeted clusters centers on three elements: previous strategy and development work conducted by public, private and other entities in Jordan; intensive and inclusive stakeholder meetings with players in each focal area; and, detailed analysis of potential focus areas, including value chain analysis for the realm of potential opportunities. Moving rapidly from planning to action; our approach includes a series of intensive stakeholder engagement activities (“Innovation Accelerators” and “Implementation Labs”), which will deliver concrete implementation plans for cluster development initiatives within a highly compressed timeframe.

HEALTHCARE & LIFE SCIENCES CLUSTER DEVELOPMENT

OVERVIEW

Jordan has long been recognized for excellence in health care. Notably, six Jordanian private hospitals are accredited by the Joint Commission International (JCI); five others are in the process of obtaining this accreditation. One of Jordan’s primary assets in the sector is its workforce, with more than 22,000 physicians – most board certified in the United States, United Kingdom, or Germany – and a growing cadre of highly-qualified nurses. Jordan also offers a highly competitive cost structure, with treatment costs as low as 25 percent of those in the West, offering a strong medical services platform to serve the MENA market. In 2009, Jordan attracted more than 200,000 foreign patients, generating revenues in excess of \$1 billion. Significant opportunity exists to develop three sub-sectors within this industry: medical services, medical education and pharmaceuticals.

JCP will work to develop a comprehensive and detailed set of initiatives which will drive development of the Clean Tech and Healthcare and Life Sciences sectors and clusters. To that end, the project will undertake the following activities during Year 1.

Activity CIII 1: Develop competitiveness strategies for targeted clusters in the Clean Technology and Healthcare and Life Sciences sectors.

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity Description:

Sub-activity 1: Conduct diagnostic assessment for Clean Technology and Healthcare & Life Sciences sectors and sub-sectors and select no more than five focus areas.

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity Description: This initial activity involves detailed diagnostics and in-depth evaluation of individual sub-sectors. As part of this process, the team will review existing literature and national strategies to ensure that the work within the focus areas is aligned with national strategies and plans. Based on criteria related to Jordan’s market, demographic mix, natural resources and regional demand, a filtering model will be applied to identify focus areas and a set of opportunities which will inform development of sector competitiveness strategies. This allows for the identification of opportunities that will meet local demand, address sectoral gaps and interpret market prospects not yet realized. Within each sub-sector, opportunities will then be prioritized and action plans developed to drive the desired progress in competitiveness. For each opportunity, internal models will be developed to assess: ease of capture; competitiveness; economic output potential; investment requirements; resource and budget impacts; and employment opportunity. An initial baseline assessment for each focus area in each sector will then be developed, including current status, hurdles, and critical success

factors. Intensive stakeholder consultations will be conducted to support and validate diagnostics and baseline assessment for each opportunity identified.

Year 1 Cost: [REDACTED]

Expected Result: Three to five focus areas are identified and initial baselines established for each

Year 1 Milestones:

- Sub-sectors filtered based on competitiveness potential and pre-selection completed by November 30th, 2013
- Baseline established for the defined focus areas and potential opportunities identified analyzed, and evaluated by November 30th, 2013

Sub-activity 2: Identify and prioritize opportunities for Clean Technology and Healthcare and Life Sciences sectors in focus areas based on potential to enhance competitiveness

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity description: Following the diagnostic cycle, intensive stakeholder meetings will be conducted through one-on-one meetings and larger focus group sessions to explore cluster development opportunities and constraints. This phase will result in the generation of concrete, sector-specific initiatives and opportunities. Opportunity analysis will be guided by a set of evaluation criteria which will include: job creation potential, investment requirements, economic output analysis, resource impact analysis, competitiveness, ease of capture, value chain analysis, gender, and geographic distribution.

Year 1 Cost: [REDACTED]

Expected Result: A specific set of opportunities identified for the CT and HLS sectors which will be fully explored and vetted during the next phase of the process

Year 1 Milestones:

- Opportunities identified for the CT and HLS sectors by December 31st, 2013
- Agreement on implementation phase processes and content by December 31st, 2013

Sub-activity 3: Conduct Innovation Accelerator Workshops for CT and HLS subsectors

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity Description: This activity will focus on the implementation phase and be conducted in two stages: Innovation Accelerator Workshops and Implementation Labs. In this phase, the identified opportunities within CT and HLS sectors will be prioritized based on analysis criteria set in the previous stage. These opportunities will be further refined into specific projects and initiatives categorized as Cluster Initiatives and Enabler Initiatives. In addition, tailored governance bodies will be created to drive selected cluster initiatives forward. The Innovation Accelerator workshops are an intense process designed to facilitate idea generation and consensus building towards concrete project design. The Innovation Labs deliver detailed action plans for specific initiatives developed by stakeholders who will then lead implementation of these plans.

Year 1 Cost: [REDACTED]

Expected Result: HLS and CT cluster initiatives are refined, prioritized and a high-level strategy and roadmap for each initiative are developed

Year 1 Milestones:

- Design and execute Innovation Accelerator Workshops by February 28th, 2014
- Synthesize findings from the workshops and develop material and plans for the implementation Labs by February 28th, 2014

Sub-activity 4: Design and Conduct Implementation Labs for CT and HLS initiatives

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity Description: The Innovation Accelerator Workshops will deliver a set of concrete, vetted projects and initiatives which together will drive the development of the selected clusters. This activity will result in the definition of projects plans, roles and responsibilities of various sectors players with specific timelines and enablers needed for the rollout phase. These include workforce development, access to finance, R&D and business enabling environment, including policy and regulatory reform.

Year 1 Cost: [REDACTED]

Expected Result: Five-year strategy and detailed implementation plans developed for priority clusters and initiatives which will provide guidance and direction to begin implementation

Year 1 Milestones:

- Design and execute first round of Implementation Labs by April 30th, 2014
- Five-year CT and HLS cluster strategies developed and detailed one-year implementation plans designed for priority initiatives by May 31st, 2014

Sub-activity 5: Initiate implementation of the one- and five-year sector competitiveness strategies and action plans for CT and HLS clusters.

Partners: Public and private sectors, business associations, NGOs and research/academia

Activity Description: This activity involves a JCP-facilitated series of cluster working group meetings to support ongoing cluster development efforts in alignment with the initiatives and projects created through the intensive stakeholder engagement processed conducted during the first quarter of 2014.

Year 1 Cost: [REDACTED]

Expected Result: Key cluster development initiatives and projects initiated and stakeholder working groups in action

Year 1 Milestones:

- Cluster working group meetings conducted on a bi-monthly basis through September 30th, 2014

Sub-activity 6: Mobilize relevant business and industry associations to take a leading role in supporting cluster development.

Partners: Business associations, including EDAMA, Jordan GBC, AE/B Council; PHA, JAPM, HCAC, and Int@j

Activity Description: Business Associations should be empowered to play a major role in supporting the implementation phase of prioritized opportunities and projects. Their participation is critical to the

long-term sustainability of cluster development processes. Through this activity, JCP will engage with, and provide support to, relevant business associations within target clusters beginning with an assessment of current capacity. Based on assessment results, JCP will deliver targeted capacity building to address gaps and weaknesses in their capabilities and to strengthen their ability to assume a more active role in cluster development processes.

Year 1 Cost: [REDACTED]

Expected Result: Business Associations are strengthened and empowered to play an active role in the development and strengthening of target clusters

Year 1 Milestones:

- Relevant business associations are identified and capacity assessed by May 31st, 2014
- Assessment results are synthesized into tailored capacity building plans for targeted business associations by July 30th, 2014

ICT CLUSTER DEVELOPMENT

OVERVIEW

The ICT sector is a \$2 billion industry in Jordan and, as a particularly challenging period in its development wanes, is well poised for future growth. The sector contributes 12 percent to Jordan's GDP and represents the fastest growing sector in the economy, with an average annual growth rate of 25 percent. Jordan exports ICT products and services to more than 45 countries, possesses the region's most technologically literate workforce and has one of the highest penetration rates of ICT. With targeted capacity building, export promotion and support for emerging clusters with good potential, this sector is well-positioned to bounce back from the impact of recent regional and global events.

Compared to the other two key sectors, the ICT sector is significantly more organized and developed. However, the ICT sector today is suffering from stagnation in growth in terms of revenue and employment. Thus, a different, more accelerated approach to strengthening this sector will be pursued, one which focuses on identifying and enabling "*Engines of Growth*" for the sector which fall into three major areas: new local clusters, export development and enabling environment.

Activity CIII 2: Develop competitiveness strategies for the ICT cluster.

The development of the competitiveness strategy for the ICT cluster will encompass the following sub-activities.

Sub-activity 1: Review and upgrade the 2013-2017 ICT National Strategy

Partners: Int@j, MoICT, private sector, universities

Activity Description:

Int@j and the GOJ (MoICT) are currently working to complete the final draft of the 2013-2017 National ICT Strategy which will set forth a defined strategy for strengthening the ICT sector during the coming five years. JCP, in cooperation with Int@j, will review and suggest ideas for upgrading and deepening the current strategy to identify gaps and to shape and inform JCP's programming to support the sector's development, specifically focusing on where JCP can add value in moving the strategy into action. Int@j has expressed interest in receiving support to engage stakeholders in a process similar to that conducted for the other key sectors to rapidly push the industry to action and move forward the objectives of the strategy. JCP proposes to engage McKinsey to assist in delivering an accelerated stakeholder engagement, rapid planning-to-action process.

Year 1 Cost: McKinsey subcontract

Expected Results: A revised and enhanced National ICT Strategy with an action plan for implementation developed

Year 1 Milestones:

- A review of Jordan’s current ICT sector approach and strategy and focus group meetings with stakeholders conducted by February 28th, 2014
- Preparation for an intensive ICT accelerated sector development activity completed by May 31th, 2014

Sub-activity 2: Design and conduct an ICT Implementation Lab

Partners: Int@j, private and public sectors, universities

Activity Description:

The purpose of this activity is to develop a detailed action plan for the execution of one or more of the functional area initiatives identified and prioritized through the ICT strategy evaluation process and an overall five-year competitiveness strategy. These initiatives will most likely require further analysis including the investment required, potential business models, and feasibility analyses, The output of this activity is a clear and detailed action plan for implementation of a set of priority sector development initiatives.

Year 1 Cost: [REDACTED]

Expected Results: Detailed action plans for a set of functional area initiatives are developed and move ICT stakeholders to take actions to implement the strategy

Year 1 Milestones:

- Accelerated sector initiative design process completed by by June 10th, 2014

Sub-activity 3: Support implementation of the five-year competitiveness strategy for the ICT Sector

Partners: Int@j, public and private sectors

Activity Description:

As a first step, a set of strategic opportunities and initiatives will be identified and shaped into a five-year competitiveness strategy for the sector. As for the other two key sectors, the ICT strategy will be cascaded into projects and initiatives to be undertaken over the coming five years which together will advance competitiveness. Based on preliminary discussions, JCP anticipates that this strategy will likely rest on a set of “Engines for Growth,” namely:

- Growing new vertical local clusters, potentially e-Health, e-Education, Creative Design, Electronics and Hardware Design and ICT in Energy
- Developing an export capacity building program
- Improving the business enabling environment
- Supporting establishment of an ICT Sector Skills Organization (Please see CII-3 under Workforce Development)

Year 1 Cost: [REDACTED]

Expected Result: Key cluster development initiatives and projects initiated

Year 1 Milestones:

- Detailed, five-year competitiveness strategy and cluster development plans are developed by June 30th, 2014

Activity CIII 3: Support the establishment of a Center of Excellence and Innovation in Electronics and Hardware Design.

Partners: PSUT, JUST, Int@j, iPARK, KAFD, Mentor Graphics, IrisGuard

Activity Description: JCP will conduct a pilot program to support the development of an electronics design industry in Jordan which could potentially generate hundreds of new, high-value added jobs. To start, JCP will assess the viability of establishment of a regional Center of Excellence and Innovation for the design of Integrated Circuits (ICs), Electronics and Embedded Software. Once the business case is established, JCP anticipates assisting in development of the Center's business model and strategic and action plans. If determined to be feasible, the Center could also serve as a Technology Transfer Unit, incubator and innovation support platform for other related clusters.

Year 1 Cost: [REDACTED]

Expected Result: A strategy and detailed business plan developed which will support the advancement of the electronics design industry in Jordan

Year 1 Milestones:

- Feasibility of development of the electronics center of excellence and innovation determined by July 31st, 2014

Activity CIII 4: Conduct R&D diagnoses and assessments for key sectors

Sub-activity 1: Conduct R&D supply side analysis for key sectors

Partners: Universities, research centers, R&D funding agencies, private sector

Activity Description: R&D drives innovation; it is a critical component of a vibrant economic ecosystem and an important element of competitiveness. At present, linkages between academia and the private sector are weak. Most research projects housed within academic institutions in Jordan are basic in nature and not shaped by market demand. As a first step in strengthening R&D in the country, JCP will investigate and map the landscape of current research activities and programs in universities and research centers. This analysis will generate a clear understanding of the R&D landscape in Jordan, including identification of researchers and projects relevant to the project's key sectors.

Year 1 Cost: [REDACTED]

Expected Result: Strengthened knowledge of R&D landscape

Year 1 Milestones:

- R&D, technology transfer and commercialization literature review across key sectors conducted by March 28th, 2014
- R&D assessment for key sectors completed by April 30th, 2014

Sub-activity 2: Conduct R&D demand side analysis for key sectors

Partners: Universities, research centers, R&D funding agencies, private sector

Activity Description: Informed by projects and initiatives generated through the Innovation Accelerator Workshops, the JCP team will conduct targeted focus groups to identify potential areas where research is needed to address certain issues or improve competitiveness of certain sub-sectors.

Year 1 Cost: [REDACTED]

Expected Result: Potential research areas and opportunities for partnership identified

Year 1 Milestones:

- Analysis of R&D demand side completed for key sectors by June 30th, 2014

Activity CIII 5: Establish linkages between researchers and research projects with the private sector.

Partners: Universities, research centers, R&D funding agencies, private sector

Activity Description: The JCP team will work to link relevant researchers and research projects to needs identified during Innovation Accelerator Workshops and facilitate potential partnerships with R&D funding agencies such as the Scientific Research Support Fund (SRSF), the Higher Council for Science and Technology (HCST), and The Applied Research Support Fund (ASRF) to fund sector or cluster specific research projects.

Year 1 Cost: [REDACTED]

Expected Result: Researchers and research projects linked to needs identified during Innovation Accelerator Workshops and Implementation Labs are advanced and partnerships created

Year 1 Milestones:

- Linkages are established and/or strengthened between the private sector and academia by August 31st, 2014
- Potential partnerships are explored with R&D funding agencies to support projects in JCP key sectors by September 30th, 2014.

Activity CIII 6: Strengthen the National Database for Researchers and make it available to the private sector.

Partners: Universities, research centers, HCST, SRSF and private sector

Activity Description: JCP will strengthen the National Database in coordination with the HCST and SRSF, support researchers to update their research activities on the database and help make the database available to the private sector.

Year 1 Cost: [REDACTED]

Expected Result: Data on JCP sector-related research projects and activities are made available to the private sector

Year 1 Milestones:

- National Database for researchers is strengthened and available to the public by September 30th, 2014

Activity CIII 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.

A second part to this activity will explore creation of a new Center for Innovation at King Hussein Business Park, one envisioned to provide a wide scope of services to innovators and start-up companies in the project's key sectors. This center is envisioned to include prototyping facilities, labs, work space, incubation services and innovation management support services.

Year 1 Cost: [REDACTED]

Expected Result: Centers of Innovation expanded and strengthened

Year 1 Milestones:

- Plan to strengthen existing centers crafted by August 30th 2014
- Business plan for new center prepared by September 1st, 2014

COMPONENT IV: ACCESS TO FINANCE

Access to the right capital with the right terms at the right time is a crucial element of business success. Within the MENA region, financial penetration is quite low and preliminary research conducted by JCP confirms limited funding for early stage and growth stage companies. The reasons for this are clear—banks, which have the most liquidity, are not interested in lending to SMEs due to the level of risk and high administrative costs compared to lending to large corporations and the GoJ. Some early stage investment funds operate within the country, but tend to focus almost entirely on the technology sector and limit funding to below \$500,000.

Within Jordan, misconceptions about the availability of capital and a lack of awareness of available financial mechanisms further impede the ability of entrepreneurs and firms to secure the capital needed to grow. In addition, many companies are lacking the necessary requirements to be eligible for investment, such as complete business plans and financial forecasts. These areas present immediate opportunities to support improvements in access to finance during the project's first year.

KEY TASKS AND DELIVERABLES

Our work undertaken under this Component is expected to achieve the following result: increased access to finance for Jordanian businesses and entrepreneurs. To this end, the contract defines five tasks and five deliverables under the Access to Finance component. These tasks and deliverables are as follows.

Key Tasks and Deliverables

- C.4.5.1 Deliverable 1: Increased access to debt financing for medium-term lending and working capital in the JCP target clusters
- C.4.5.2 Deliverable 1: Increased number of ventures supported by equity investments, including venture capital funds.
- C.4.5.3 Deliverable 1: Effective angel networks that support the targeted clusters established
- C.4.5.4 Deliverable 1: Innovative public private partnerships and business support centers result in the increased ability of start-ups and SMEs to prepare business plans and financial information in a way that attracts lenders and equity investors
- C.4.5.5 Deliverable 1: A credit bureau established and functional.

To support achievement of these tasks and deliverables, JCP will undertake the following set of activities during its first year.

Activity CIV 1: Conduct a mapping exercise of available financing sources to determine supply and demand of available financing within key sectors.

Partners: N/A

Activity Description: The proposed mapping exercise will enable JCP to establish a baseline evaluation of currently available financing for companies in various stages of growth and through different financing vehicles, including grants, equity, debt, microfinance and loan guarantee programs. The findings will reveal the constraints, gaps and unmet needs of the current financial landscape. They will also inform the design of strategies to assess the opportunities and needs of stakeholders generated through the competitive strategy and cluster development planning processes conducted during the first quarter of 2014.

Year 1 Cost: [REDACTED]

Expected Result: Enhanced understanding of the opportunities and constraints of access to finance in Jordan, specifically within the three target sectors which will inform the design of JCP interventions

Year 1 Milestones:

- Report on the state of access to finance for Jordanian businesses and entrepreneurs completed by April 30th, 2014

Activity CIV 2: Perform a study to analyze the availability of, and demand for, non-bank, risk capital for early-stage businesses in Jordan.

Partners: N/A

Activity Description: The proposed study will identify opportunities and constraints within the ecosystem in which early-stage Jordanian businesses emerge and grow. It will also assess the internal characteristics of early-stage Jordanian businesses which determine their qualification, or lack of qualification, for risk capital. The study will identify existing financing intermediaries and angel investors targeting early-stage businesses, their investment policies, size of investment, financial instruments offered; targeted stage of development and required returns. Through available information and interviews with entrepreneurs, the study will estimate the number of Jordanian businesses pursuing risk capital for early-stage growth financing, the ratio of success in securing investment, key reasons for failure to secure investments, the size and planned use of investments sought, and sources approached for investment. The study team will also identify providers of technical and business assistance to Jordanian early-stage businesses and assess businesses' desired areas of assistance, types of services, adequacy of supply, and cost.

Year 1 Cost: [REDACTED]

Expected Result: An enhanced understanding of the opportunities and constraints in accessing early-stage capital in Jordan.

Year 1 Milestones:

- Detailed report on the state of access to early-stage capital for Jordanian businesses and entrepreneurs completed by March 30th, 2014

Activity CIV 3: Assess and build the “investment readiness” of Jordanian firms in the target sectors.

Partners: Local resource partners, such as Oasis 500, EDAMA, Badia Impact, MENA Apps, Wamda, DASH Ventures and Int@j

Activity Description: Many entrepreneurs and SMEs seeking financing are described as not “investment ready” and lack the necessary resources to address this insufficiency. To remedy this, JCP proposes to undertake the development of a framework and tool which introduces businesses to the information needs and requirements of investors in their conduct 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 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.

The process to develop the investment readiness framework and tool will support and inform the design of additional activities and interventions which will work to build the capacity of firms to access finance in Jordan.

Year 1 Cost: [REDACTED]

Expected Result: A framework and tool which will improve the investment readiness of businesses in the project’s key sector and support the design of additional interventions to strengthen firms’ ability to access finance.

Year 1 Milestones:

- Investment readiness framework and tool designed by May 31st,2014
- Additional activities to strengthen firms’ readiness for investment designed by June 30th, 2014
- Initial investment readiness tool pilots identified and ready for implementation by September 2014

Activity CIV 4: Establish awareness and knowledge-building programs to enhance firms’ awareness, understanding and ability to access available financing in key sectors.

Partners: Local resource partners

Activity Description: Stakeholder consultations conducted over the past few months have revealed that, though there are a number of financing options available within Jordan, firms may not be aware of these options nor sufficiently equipped or prepared to access them. This lack of awareness of and capacity to access the available financial options directly impedes the development of the key sectors. This is especially true for the Clean Tech sector where substantial financial support exists in the form of subsidized facilities and low interest rates loans provided to banks which lend to CT firms.

As a first task in a broader initiative to build awareness and capacity to access finance in Jordan for the key sectors, JCP will host an event designed to increase companies’ awareness of financing options in the Clean Tech sector and provide an opportunity to engage directly with financing entities. A number of parties have already expressed their interest in participating in this event and follow-on activities, including Overseas Private Investment Corporation (OPIC), the *Agence Francaise de Developpement* (AFD), Central Bank of Jordan (CBJ), and European Bank for Reconstruction and Development (EBRD). Representatives from the various Clean Tech sub-sectors such renewable energy, energy efficiency, water management, and waste management will have an opportunity to present at the event.

The initial event will inform and shape follow-on activities which will provide continuing support to firms to strengthen their ability to access finance. It will also serve as a model for similar activities across the other key sectors. Post-event support may include the provision of targeted assistance to support companies seeking to access financing mechanisms, determine challenges faced in applying for financing and engagement with financial institutions to address and resolve these challenges. It may also include publication of information on available Clean Tech financing mechanisms on the JCP website with links to websites of relevant business associations such as EDAMA, Jordan GBC, and AE business council.

Year 1 Cost: [REDACTED]

Expected Result: Increased awareness of, and improved capacity to access, available financing within key sectors

Year 1 Milestones:

- Clean Tech financing event(s) held by June 30th, 2014
- Clean Tech financing mechanisms compiled and made available to public on JCP website by July 31st, 2014

Activity CIV 5: Develop an angel network strategy for targeted sectors.

Partners: Bedaya Angel Network, Oasis500 Angel Network

Activity Description: The support and development of innovative start-ups and early stage businesses are essential elements to Jordan's economic growth and prosperity. Angel investors have proven themselves to be an integral part of the innovation ecosystem, particularly given their role in funding start-up and early-stage companies. In Jordan, two angel networks currently exist: the Bedaya Business Angel Network and the Oasis500 Angel Network. While the Oasis500 network tends to be more ICT focused, the Bedaya network engages entrepreneurs and investors from various sectors, including energy and health.

While both networks have been active since 2010, their recent activities have declined. Preliminary discussions with management and members revealed apparent overlap and redundancy in the operation of the two networks and an opportunity to support greater coordination and collaboration between them. Specific needs exist for greater promotion to recruit new angels to the network and for building the capacity of current members in the art and science of angel investment.

Through this activity, JCP will identify the strengths and weaknesses of the two networks and develop strategies to build synergies and collaboration. Based on this assessment, JCP will develop a plan to upgrade both networks capacity to expand angel investment in Jordan through increasing membership and the volume of completed investment transactions.

Year 1 Cost: [REDACTED]

Expected Result: Angel networks engaged with and connected to firms within the three key sectors.

Year 1 Milestones:

- A diagnostic of current strengths and weaknesses of existing angel networks and a collaboration agreement reached by June 30th, 2014
- A plan to upgrade both networks' capabilities completed in July 31st, 2014

CROSS-CUTTING ACTIVITIES

ENVIRONMENTAL CONSIDERATIONS

During Year 1, JCP will develop an Environmental Monitoring and Mitigation Plan as required by the contract. JCP will proactively implement the EMMP during the life of the project, taking care to ensure that programs and activities do not exacerbate existing environmental challenges and work to find solutions that are both good for competitiveness and the environment.

GENDER

Often the responsibility for integrating gender within a project falls on the shoulders of a single gender advisor who may struggle to secure the engagement and buy-in of other team members in ensuring the inclusion, participation and equitable benefit of women in project activities. In the JCP Project, we propose to employ a broader, “whole team” approach to the inclusion of gender. Toward that end, we have chosen to establish a Gender Advisory Council comprised of JCP team project staff across the components and clusters, members of the senior management team and home office staff, including the Program Manager and Gender Practice Lead. This group will meet on a monthly basis to ensure that all activities integrate gender through intentional design, implementation and monitoring practices.

To support the design of effective gender strategies and guide the work of the gender team, we propose to first undertake a GenderCLIR assessment to analyze impediments to women’s participation in the economy which will build from the intensive stakeholder engagements that have been undertaken to date. The GenderCLIR analysis will provide information on the extent to which work environments support women’s participation, analyze the manner in which constraints and opportunities in the key sectors present for men and women, and derive specific strategies which encourage greater participation of women in Jordan’s economy. The analysis will also inform development of the JCP Gender Strategy, allowing for the operationalization of the findings to ensure that women benefit equitably from JCP programming and that our methodology effectively addresses the challenges and opportunities related to increasing female workforce participation, status and income generation potential.

In parallel with the GenderCLIR analysis and Gender Strategy development, the DAI Gender Practice Lead will conduct training and gender inclusion strategy sessions with the full JCP team, such that all staff are educated and able to employ gender integration theory and methodology in their work. JCP team members will be purposefully integrated with experienced expats in the conduct of the GenderCLIR exercise. This two-pronged approach ensures the establishment of a core of ‘JCP Gender Champions’ with the knowledge and capacity to continue to design and implement gender sensitive programming and effectively integrate gender into each component and activity. In this way, gender becomes a key part of the activities and overall program design and implementation – not an afterthought.

YOUTH

JCP will work to ensure that the needs of Jordan’s youth are considered and addressed in the implementation of our program. Much of our work under the World-Class Workforce component will be specifically designed to expand the participation of youth in the workforce. Strengthening the KAFD career centers to better serve student needs and providing support for the Int@j Bridge Academy represent two such activities directly targeting youth employment. Our Supportive Enabling Environment, Cluster Development and Access to Finance components will also evaluate and design strategies that respond to the barriers affecting youth employment and entrepreneurship. We will make every effort to encourage and track youth participation in our programs.

REGIONAL COVERAGE

During Year 1, JCP will establish an operational presence in Irbid and may also consider expanding its presence to Aqaba, if deemed advisable. The program will work to draw program participants from all regions and design activities which strengthen competitiveness and generate jobs outside of Amman.

III. COMMUNICATIONS AND OUTREACH

JCP will employ a targeted communications strategy aimed at creating and maintaining a positive perception of the program among key stakeholders, most notably the GoJ and private sector leaders. The communications plan will focus on promoting the impact of activities on competitiveness in Jordan, highlight accomplishments through the publication of success stories and include a particular emphasis on the promotion of women in the economy. The communications team will work closely with the four components and the project's partners and stakeholders, to unify program messaging to support JCP goals. For all public relations and outreach, the team will apply a gender lens and will encourage all partners in the media to do the same.

Communications will be geared to a wide audience of local stakeholders across the four components including the general Jordanian public, women and youth, international investors, Jordanian diaspora, and the US and international community. JCP will seek out opportunities to utilize media channels to conduct outreach with and through key media in the form of press releases, TV/radio spots, newspaper ads and articles, and online media activities to ensure continued interest in the project. For important events and activities, the communications team will work to arrange radio and TV interviews and appearances for component leads, stakeholders, and other relevant entities to speak about the project. Efforts will also be made to facilitate media visits to activities and events, invite them for project briefings, and arrange opportunities for key media to interact with JCP team members.

During Year 1, JCP will establish a website which will serve as a source of information about the project, its progress, news, updates and reference material for stakeholders. The communications team will also establish a social media presence on Facebook, YouTube, Twitter and Flickr. Efforts will be made to ensure that all social media activities feed into USAID's greater social media presence. The team will use social media tools to link across sectors and to support awareness and media campaigns and to advertise events and success stories.

IV. TIMELINE

JCP Year 1 Work Plan - Timeline												
	2013			2014								
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
General Tasks												
<i>Activities</i>												
Activity GT-1 Competitiveness strategies												
Activity GT-2 Develop JCP Competitiveness Index - concept, instrument, baseline survey												
Activity GT-3 Competitiveness Partnership Fund established (including EMMP)												
Activity GT-4 and GT-5 JCP website and newsletter												
Activity GT-6 Diaspora mapping												
Activity GT-7 Diaspora engagement model												
Component I Supportive Enabling Environment												
<i>Activities</i>												
Activity CI-1 Addressing policy and regulatory impediments												
Activity CI-2 Strengthen GoJ - private sector partnerships												
Activity CI-3 Support GoJ to implement the National Innovation Strategy												
Activity CI-4 Build GoJ capacity to improve competitiveness												
Sub-activity 1 - Secured lending law support												
Sub-activity 2 - FDI opportunity support												
Activity CI-5 Strengthen GoJ capacity to fulfill US-Jordan FTA commitments												
Sub-activity 1 - Study current Jordan-US FTA status												
Sub-activity 2 - Regional trade analysis												
Component II Workforce Development												
<i>Activities</i>												
Activity CII-1 Establish/upgrade Centers of Excellence												
Activity CII-2 Develop track specialization programs for JCP clusters												
Activity CII-3 Establish an ICT Sector Skills Organization (SSO)												
Activity CII-4 Entrepreneurship programs introduced												
Activity CII-5 Support KAFD CDCs to build entrepreneurship training services												
Activity CII-6 Assess existing CDCs and define models and standards												
Activity CII-7 Support establishment of M&E systems in CDCs												
Activity CII-8 Support national employment portal												

