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JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

AUGUST 2014

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ABBREVIATIONS

ATF	Access to Finance
CBJ	Central Bank of Jordan
CDC	Career Development Center
CGO	Career Guidance Offices
COR	Contracting Officer's Representative
CPF	Competitiveness Partnership Fund
CRP	Corporate Readiness Program
CT	Clean Technology
CWEEL	Council of Women Energy and Environment Leaders
EE	Energy Efficiency
ESCB	USAID Energy Sector Capacity Building Project
FDI	Foreign Direct Investment
GJU	German Jordanian University
GoJ	Government of Jordan
HHC	High Health Council
HLS	Healthcare and Life Sciences
ICT	Information and Communication Technology
IFC	International Finance Corporation
JCP	Jordan Competitiveness Program
JFDA	Jordan Food and Drug Administration
JHA	Jordan Hospital's Association
JSF	Jordan Strategy Forum
JUST	Jordan University of Science and Technology
KAFD	King Abdullah Fund for Development
KHBP	King Hussein Business Park
MoEnv	Ministry of Environment
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade and Supply
MoPIC	Ministry of Planning and International Cooperation
MoPWH	Minister of Public Works and Housing
MTC	Medical Tourism Council
PHA	Private Hospitals Association
PSUT	Princess Sumaya University for Technology
RE	Renewable Energy
SEE	Supportive Enabling Environment
SSO	Sector Skills Organization
WFD	Workforce Development

INTRODUCTION

The Jordan Competitiveness Program (JCP) targets the creation of jobs, the increase of exports and the enhancement of the Jordanian private sector by investing resources in three competitive sectors: Information and Communication Technology (ICT), Clean Technology (CT) and Healthcare and Life Sciences (HLS). Launched in October 2013, this 5-year, \$45 million Program will employ a private-sector led and participatory approach to achieve its goals. JCP offers a focused, integrated approach to leverage and increase Jordan's competitiveness through four program components:

- **Supportive Enabling Environment:** provide policy and regulatory reform support to drive competitiveness, innovation and trade; and build the innovative capacity of the Government of Jordan;
- **Workforce Development:** improve Jordanian workforce readiness in JCP's targeted clusters through an approach that strengthens Career Development Centers, establishes Centers of Excellence, and creates internship and training programs – all focused on market needs and competitive growth areas;
- **Cluster Development:** engage private sector stakeholders in a collaborative process to develop and implement plans and growth strategies in the three sectors based on approaches that capitalize on competitive advantages and bring to bear global best practices being developed around the world – ensuring that Jordan is becoming one of the lead countries in designing these new practices;
- **Access to Finance:** increase access to finance for Jordanian businesses and entrepreneurs by creating awareness of available financing, developing programs to build capacity of firms to offer and access financing, and supporting the development of innovative public private partnerships and angel investment networks to create new market financing.
- **Research & Development (R&D):** increase the efficacy of the process from R&D through commercialization to capture the innovation.

This report presents major highlights of the Program overall and at the component level for the month of August 2014.

MAJOR HIGHLIGHTS

Minister of Industry, Trade and Supply Praises JCP for Speed and Depth of Investment Policy Analysis

USAID's COR and JCP's senior management, as well as the U.S. Embassy's Deputy Economic Counselor, attended a meeting with the Minister of Industry, Trade and Supply, HE Hatem Halawani, to present the results of an analysis of investment policy in Jordan. Minister Halawani had requested JCP to analyze variables such as different levels of GDP growth, unemployment, trade, and poverty. The team produced the document within the requested deadline and Minister Halawani expressed his deep appreciation for the quality of the work presented. This report will be included in the MoITS' contribution to the Ten-Year Economic Blueprint for the country.

KAFD Enthusiastic about Entrepreneurship Content Developed for National Employment Portal (FORUS)

A final report was submitted by the consultant hired by JCP to help develop the entrepreneurship content for KAFD's FORUS Portal. KAFD continues to be highly satisfied and highly appreciative of JCP's support to their FORUS portal initiative. According to Mr. Basheer Salaytah, the FORUS Project Manager, upon the submission of final report: "I believe it is very impressive and of very high-quality. Again, I would like to thank you for your support. I believe we are lucky to have JCP's support." KAFD currently anticipates launching the portal in January 2015.

JCP Invited to Consult on New Environment Protection Law

The Coalition of Environmental NGOs invited JCP to help prepare a position paper that responds to the Environment Protection Law drafted by the Ministry of the Environment (MoEnv). This law will be instrumental in enabling the private sector to work in solid waste management and provide other environmental services. JCP's goal in helping to shape the final draft of the law and, at a later stage, in supporting the drafting of bylaws, is to enable private sector entry and participation in this important CT sub-sector.

Export Development for ICT Companies Interviews Conducted

JCP identified another four companies to interview (Texum, Echo Technology, Arabia Cell, and Ketab) and add to the list for readiness assessment. With these additional companies, JCP has now completed 24 export development profile interviews. The completion of the interview activity is a pre-condition of and will support the implementation of the Export Development Program, which is the ICT sector's top priority for JCP collaboration over the next year.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

JCP Foreign Direct Investment (FDI) Readiness Assessment Diagnosis Report

During the month of August JCP's SEE team hosted a roundtable presentation of the recently completed FDI Readiness Diagnostic which was produced by a consultant from McKinsey and Co. pro bono. The report focused on the FDI potential for JCP's sectors and clusters, as well as Tourism and Creative Industries. The approach by McKinsey was based on the premise that governments need to encourage showcase investments in specific sectors where they provide all the infrastructure needs for these investments. When successful, these investments prove to be catalysts for both foreign and domestic investors in the same field. Some of the more interesting conclusions from the diagnostic highlighted the potential for FDI in the range of \$5 billion in the Tourism sector, \$2.5 billion in the CT sector, \$1 billion in Healthcare, and \$500 million in ICT over the next 5 years. The report received positive feedback from the attendees, which included H.E. Maha Ali, Secretary General of the Ministry of Industry, Trade and Supply (MoITS), Mr. Yousef Shamaley (MoITS), Mr. Qais Qatamin, Managing Director of the King Abdallah Fund for Development (KAFFD), and Mr. Bani Hani, from the Economic Directorate of the Royal Hashemite Court. The SEE team will circulate the final report among the program's stakeholders.

Investment Policy Overview and Recommendations

After months of planning, JCP's technical assistance to the Jordan Strategy Forum to conduct a high level investment policy review got underway in August. Mr. Tejinder Minhas, who brings over 30 years of World Bank experience specific to Jordan, and local expert Ms. Jansette Qandour, commenced with the investment policy exercise. The two consultants held approximately 30 meetings with various private and public sector stakeholders to discuss what they believed should be included in the investment policy document. These meetings included stakeholders such as the: Jordan Investment Bank, Jordan Enterprise Development Corporation, Jordan Chamber of Industry, Zarka Chamber of Industry, Jordan Chamber of Commerce, Jordan Investment Commission, Int@j, the Private Hospital Association, EDAMA, MoITS and the Ministry of Finance.

The work of the consultants and the SEE team greatly interested His Excellency Hatem Halawani, the Minister of Industry, Trade and Supply, and he requested that they also develop an economic model for the Ten-Year Economic Blueprint that simulated projected GDP growth, investments (foreign and domestic – both private and public), and unemployment. He asked them to include recommendations on achieving economic growth over the next ten years, addressing especially job creation and attracting investments. The team also provided comments on the Investment Law at the request of MoITS Secretary General.

In a follow-on meeting requested by the Minister on August 17th, His Excellency asked for the team to prepare a paper (within ten days) on the United Kingdom's best practices for consulting with the private sector on economic issues. The team met the deadline and presented him with their findings on August 26th. HE was extremely pleased with the results of the team's in-depth analysis and conveyed his thanks and appreciation for their efforts.

Activities Planned for September

- Conduct a roundtable to share the results of the aforementioned investment policy review. The roundtable is scheduled for September 4th from 10 am to 12 noon at the Hyatt hotel in Amman.
- Start the implementation of JCP's Year 2 workplan, especially time-sensitive activities that relate to the support of the Ten-Year Economic Blueprint.
- Finalize the RFP procedures for the Law Office to undertake the drafting of the implementing regulation under the "new" Investment Law.
- Launch work on designing the implementation plan for the Public Innovation Accelerator (PIA).
- Start work on developing the Trade Barriers Methodology and the first case study for the pharmaceutical industry.
- Start work on the development of the JCP/SEE Stakeholder Mapping.
- Start the implementation of JCP's Year 2 work plan, especially time-sensitive activities that relate to the support of the Ten-Year Economic Blueprint. Under this activity the SEE team will:
 - Prepare the SOWs for three (3) technical experts in the areas of Companies, Tax and Customs to support the MoITS in preparing the Investment regulations as well as advise in the development of the economic part of the Blueprint (based on a request from the Minister of MoITS).
 - Work closely with ICT Lead and sector associations such as Int@j to draft a SOW to engage an expert to help in developing a discussion paper on the future of the sector.
 - Work closely with CT Lead and sector stakeholders to engage an expert to help in developing a discussion paper on the future of the clean tech sector.
- Conduct an assessment of the Monitoring and Evaluation system at MoITS. This technical assistance was requested by the Ministry to assess the current M&E system for the key performance indicators for the strategic objectives as listed in the Ministry's strategic plan, and to recommend improvements.

COMPONENT II: WORKFORCE DEVELOPMENT

Support KAFD Development of National Employment and Entrepreneurship Portal (FORUS)

The consultant helping to develop the entrepreneurship content for KAFD's FORUS Portal submitted her final report this month and received high praise for her work. According to Mr. Basheer Salaytah, the FORUS Project Manager, "I believe [the report] is very impressive and of very high-quality. Again, I would like to thank JCP for its assistance. I believe we are lucky to have your support." The consultant aggregated entrepreneurship content from more than 30 local and international entities that provide entrepreneurship training, advice and support services. The entrepreneurship portion of the FORUS Portal (which will also include job search and career counseling elements) includes information on all stages of the business life cycle: planning and start-up; managing a business; scaling up; and, selling or closing a business. KAFD currently anticipates launching the portal in January 2015.

Pilot Summer Internship Program

Eleven students started internships in August as part of a pilot initiative. The students (six female, five male) were chosen from over 50 applicants from three partner Universities: German Jordanian University (four students), Princess Sumaya University of Technology (two students), and Jordan University for Science and Technology (five students). The students are being hosted at six associations or other partners involved in JCP's three targeted sectors, including: the Health Care Accreditation Council, Jordan Green Building Council, Jordan Chamber of Industry, Irbid Chamber of Industry, the Energy, Water and Environment Productivity Business Association and the Jordan Computer Society. JCP's approach to the pilot is to carefully monitor the quality of the internship experience from both the interns' and the host organizations' perspectives. The lack of such quality monitoring is the primary weakness of other current internship initiatives in Jordan.

In addition to their on-the-job experience, JCP is providing soft skills training sessions for the interns every two weeks conducted by JCP staff members in the following areas: CV writing and job interview skills, work ethics, communication skills and project management. The



Interns at the JCP office participating in a soft skills training on August 28.

feedback on the internship program so far has been highly positive with respect to the type of tasks they are assigned and the work environment in general. The interns also expressed an interest to meet more often for the workshops with JCP staff and to have additional time during the workshops to practice their presentation skills. The pilot internship program will run through October. Next year, JCP will facilitate the expansion of the internship activity to 250 interns.

National ICT Center of Excellence (Sector Skills Organization)

A grant evaluation committee evaluated Inta@j's grant application to support the ICT Sector Skills Organization (SSO). The committee's comments and concerns were shared with Int@j, with instructions to address the issues in a revised submission. It is anticipated that the grant to Int@j for the subject activity will be JCP's first under its Competitiveness Partnership Fund. Through the grant award, JCP anticipates making a three-year commitment to the SSO, which has been identified by stakeholders as a crucial part of the solution of helping to close the labor supply – demand skills gap in the ICT sector. In addition, a director for the SSO has been identified and will begin work in September.

Activities Planned for September

- Present the entrepreneurship content of the FORUS Portal to USAID, JCP management and staff.
- Conduct two soft skills training sessions for the interns.
- Execute a grant agreement for the long-term support of the SSO.
- Award the bid for conducting three entrepreneurship training workshops at three universities (German Jordanian University, Princess Sumaya University of Technology, and Jordan University for Science and Technology).
- Award the bid for conducting the HLS labor force study.
- Present the upgrade road maps to the Career Guidance Offices at JCP's partner universities (JUST, GJU and PSUT).
- Finalize the initial design of the JCP recommended M&E system for use in KAFD Career Guidance Offices.
- Complete the assessment of Ma'an Skills Development Center which will identify/prioritize the type of support to be provided to the center to transform it into a center of excellence that would serve the Clean Technology industry in Jordan and the region as a whole.

COMPONENT III: CLUSTER DEVELOPMENT

CLEAN TECH SECTOR

Supporting the Eco-Cities Forum

JCP has been providing technical advice to the Eco-Cities Forum's steering committee on key topics to address during the October event, for which JCP is a sponsor. Specifically, the CT team is developing a special session on Eco-Cities and Sustainable Infrastructure that will serve as a platform to promote the Eco-Cities Energy Efficiency Cluster initiative and other JCP priority areas. In addition, JCP is working to secure two international speakers for the panel and will meet with the organizers in early September to agree on the format of the session. JCP has also reached out to Oasis500 to encourage their participation in the forum through the Omraan initiative that encourages innovative ideas to respond to urban living challenges.

JCP Invited to Consult on New Environment Protection Law

The Coalition of Environmental NGOs invited JCP to help prepare a position paper in response to the draft of the Environment Protection Law by the Ministry of the Environment (MoEnv). This law will be instrumental in enabling the private sector to work in solid waste management and provide other environmental services. JCP's goal in helping to shape the final draft of the law and, at a later stage, in supporting the drafting of bylaws is to enable private sector entry and participation in this important CT sub-sector.

Second Transformative Pilot Project Identified

JCP began providing advisory support and technical assistance to the King Hussein Business Park (KHBP) on piloting a *smart campus* initiative. As one of its first steps, JCP facilitated a meeting between Dr. Said AlHallaj and Dr. Moayad Samman (Chairman of the KHBP). Dr. AlHallaj is a Jordanian American with long experience in green transportation and electric vehicles. He and KHBP are exploring potential collaboration on setting up electric vehicle charging stations that could enable the business park to showcase their own use of electric vehicles and encourage tenants and others to use them by making charging stations available. Electric cars are exempt from customs tax in Jordan and could become an important part of a smart city solution in Amman provided that the infrastructure is tailored to enable their widespread use. Dr. Samman welcomed the idea and indicated that there is interest in the pilot from Amman's Mayor, Mr. Akel Biltaji, and that should the pilot prove successful, it could be used as a model for replication throughout Amman.

Functional Review of Key Business Associations

Many of the CT sector's initiatives require the partnership of local business associations. Due to the fact that more than one association is active in the CT sector, JCP has conducted a functional review of these associations with the aim of identifying key strengths and niche areas that each of the three main associations (EDAMA, Jordan Green Building Council, and the Architects and Engineers Business Council) possesses. The results of the reviews will feed into a capacity development plan that JCP will design and implement in coordination with other USAID programs working in similar areas, such as the Energy Sector Capacity Building project (ESCB).

Other Activities and Meetings

August witnessed a number of meetings with strategic partners and stakeholders who have requested to meet with JCP to discuss potential collaboration. Due to the program's intensive and targeted interventions, JCP is receiving recognition as a credible catalyst in the Clean Technology sector. The Government of Jordan is becoming more aware of what JCP is seeking to accomplish and, as a result, more cooperation is expected in the years to come. These meetings coincided nicely with the preparation of JCP's Year 2 Workplan. JCP remains committed to synergize and optimize efforts where possible with other projects and donors. A summary of some of the key meetings for the month follow.

Speaking Engagement for Women in Energy: Ruba AlZubi, the CT Sector Lead, was a guest speaker at the 2nd Council of Women Energy and Environment Leaders (CWEEL) meeting on August 19th. She delivered a speech that encouraged CWEEL members to come up with ideas for collaboration with JCP to enhance women's participation in CT sector development initiatives. Increasing women's participation in this sector will help JCP achieve both its CT and gender related objectives and will provide greater visibility of career opportunities for women in energy and environment related sub-sectors. Many of the participants of CWEEL work for companies and public entities that are CT sector stakeholders. The CWEEL chapter in Jordan was initiated by the Association of Energy Engineers.



Ruba AlZubi (center front row) with the members of CWEEL.

Meeting with the Minister of Energy and Mineral Resources: On August 11th, JCP met with HE Dr. Mohammad Hamed and Secretary General Ghaleb Maabareh to discuss legal and institutional development needs for the MEMR. In particular, the Minister asked JCP to consider providing assistance with drafting proposed regulations, developing a one stop shop for renewable energy projects, and updating the national energy strategy. JCP then met with the Directors of Renewable Energy and Energy Efficiency at MEMR to specifically identify the Ministry's needs. Since the MEMR was identified as a priority enabler that would help boost the clean energy sub-sector, JCP will work to develop this stakeholder relationship over the next year.

Meeting with the Chief Commissioner of the Energy and Mining Regulatory Commission (EMRC): In a meeting on August 10th, HE Eng. Farouk Hiyari called upon JCP to support the newly merged commission and exchange ideas on key challenges facing the commission with its expanded mandate to cover mining and atomic energy in addition to electricity. JCP followed up on this meeting with key directors at EMRC to identify specific needs. As with the MEMR, the EMRC is another enabler for the clean energy sub-sector and JCP will work to develop this stakeholder relationship over the next year.

Coordination Meeting with ESCB Project: As a follow-up to the meetings with the MEMR and the EMRC, JCP met with USAID's ESCB project on August 19th to discuss the requests from the two organizations. The projects agreed to follow-up in more detail through the JCP/CT Sector Lead and equivalent component leaders at ESCB, since there is some measure of overlap in the requests made of each project by the two public entities. JCP highlighted that there are a number of interventions with the public and private sector that are necessary for JCP to achieve its competitiveness goals. Thus, JCP and ESCB need to agree on timely collaboration to deliver such interventions.

August 19th Meeting with Minister of Public Works and Housing: Recognizing the importance of involving JCP in discussions related to Energy Efficiency in buildings, KAFD CEO Dr. Qais Qatamin called for a meeting with the Minister of Public Works and Housing (MoPWH) and JCP to explore potential collaboration in specific projects KAFD is seeking to implement in Ma'an and other Governorates. The EE initiatives identified during JCP's diagnostic stage can drive the sector and support MoPWH and other stakeholders in achieving their goals and enabling them to better enforce building codes. The Minister emphasized the need to coordinate with other donors (especially the EU and KfW) and to be inclusive in developing the capacity of private firms working in the construction sector. A focal point was assigned to work with JCP and a follow-up meeting will take place next month. This first meeting will allow for more impactful EE interventions that are crucial for the CT sector performance targets, especially job creation.

Member of Parliament Requests JCP Support: JCP met Member of Parliament (MP) Omar Hamarneh (at his request) on August 25th to discuss potential assistance to transform the city of Madaba into an Eco-City. The MP, who is a community leader in his hometown, and other city champions assured JCP of their commitment to making the Eco-City vision a reality for Madaba. JCP will consider this option when it starts evaluating candidates for the Eco-City pilot next month. The Eco-City concept is described in detail in JCP's Year 2 Workplan.

Activities Planned for September

- Select the firm for the Irbid Clean Energy Industrial Pilot. JCP will ensure that the consultants hit initiate work as soon after award as possible.
- Continue providing support for the Eco-Cities Forum in October.

HEALTHCARE AND LIFE SCIENCES SECTOR

Medical Tourism Council

The HLS team hired a management specialist this past month as a short term technical advisor to support the Medical Tourism Council (MTC) initiative. The advisor will help facilitate MTC establishment, evaluate Jordan's current medical tourism marketing strategy and engage MTC stakeholders. In addition, the advisor will conduct a business model stress test for the MTC that will set the ground work for Year 2 activities related to the MTC. The Stress Test will be used to evaluate the core business model of the MTC, validate the viability of the MTC establishment as a stand-alone, private not-for-profit entity and test the commitment of the stakeholders to buy in to the initiative. This final round of stakeholder meetings will help the project arrive at a final go/no-go decision on the MTC by the end of September.

Clean Energy Financing for Medical Facilities

To face the challenge of rising energy costs, Jordanian hospitals would benefit from seeking alternative energy resources. However, during JCP's first year, the CT and HLS teams learned that hospitals lack an awareness of energy efficiency (EE) and renewable energy (RE) resources that could

help them cut their energy consumption as well as the financing available for businesses interested in investing in clean technology. To help correct this, the HLS, CT, and ATF Directors met with the Jordan Hospitals Association (JHA) and some of their member hospitals to discuss their interest and participation in a workshop that would address the topic of clean technology in healthcare. The meeting's participants indicated that this would be of interest. As a result, the JCP team will work on organizing an EE-RE-ATF workshop targeting hospitals.

Mobilizing Associations to Take Leading Role in Cluster Development

The HLS Director met with the President of the JHA and General Manager of the Ibn AlHythem Hospital, Dr. Zuhair Abu Faris. The purpose of the meeting was to assess JHA's interest in joining the MTC initiative and taking a co-leading role with the Private Hospitals Association (PHA) in enhancing the competitiveness of the healthcare services subsector. Although it is well-known that PHA and JHA have a long history of competition and rivalry, JCP remains committed to an inclusive process. As such, JCP will continue to work with both associations to find ways for them to lead the sector in different ways that benefit all concerned.

Activities Planned for September

- Conduct grants training session for HLS stakeholders in collaboration with grants management team.
- Conduct three HLS cluster meetings to update each on progress made in Year 1 and plans for Year 2 in each of the subsectors.
- Work with the JHA and PHA and other stakeholders to further advance outstanding MTC items.
- Meet with Dr. Hani Brosk, Secretary General of the High Health Council (HHC), to discuss the role of HHC in the Ten-Year Economic Blueprint.
- Meet with the Minister of MoPIC and Minister of Antiquity and Tourism to discuss government efforts on coordinating medical tourism marketing efforts and next year's budget for medical tourism.
- Contact the Health Systems Strengthening II project to discuss and explore areas of collaboration on the topic of hospital accreditation and gap analysis.

ICT SECTOR

Export Capacity Development Program

JCP identified another four companies to interview (Texum, Echo Technology, Arabia Cell, and Ketab) and add to the list for readiness assessment. With these additional companies, JCP has now completed 24 export development profile interviews. The completion of the interview activity is a pre-condition and will support the implementation of the Export Development Program, which is the ICT sector's top priority for the next year.

During the month, the EDP consultant finalized the financial model, clarified the program costs and the funding gap needed to launch the program, and developed a realistic implementation schedule. The financial model will be shared with the senior management team in September.

Supporting the New Think Festival, September 5th-6th

JCP is supporting the New Think Festival that will take place September 5th – 6th at the King Hussein Business Park. The New Think Festival is an annual event that started in 2012 with the aim of

enabling youth and creating an open platform for them to unleash their talents and potential. One of the areas that will be highlighted at the event is entrepreneurship, so JCP has been coordinating with festival organizers to ensure sufficient participation by our innovation and entrepreneurship stakeholders. In addition, the JCP is working to develop activities the stakeholders can lead at the event to grab the attention of the public (especially youth) attending. The entrepreneurship participants that have confirmed for the festival so far are Startappz, Endeavor, INJAZ, KAFD, Int@j, Oasis500 and Silicon Badia. The team will conduct a post event assessment to determine whether the event helped JCP reach its target audience and whether it is worth supporting in the future.

Center of Excellence – Electronics Design

As a follow up to the focus group that took place in July, JCP has been working on developing a short report to document the requirements and feasibility of establishing an Electronics Design Center. The report documents in detail the successful case of Jtronix, which is a model that JCP would like to emulate. The report, which will be ready for circulation next month, will also outline how supporting this activity will further JCP's impact objectives.

Activities Planned for September

- Hold a focus group for export development with all 24 companies to verify the program services and get feedback on financial related items that will feed into the team's financial model before finalization. The date for the focus group has been tentatively set for September 4th.
- Share the EDP financial model outcomes, and work on other issues related to launching the EDP in November at the MENA ICT Forum.
- Continue recruiting for candidates to manage the EDP.
- Continue supporting MENA ICT Forum efforts to design and deliver activities relevant to JCP's objectives.
- Continue to work with the ATF team on the Corporate Readiness Program and begin its implementation by selecting the initial 5-10 companies for the pilot (see the ATF section for more details).

COMPONENT IV: ACCESS TO FINANCE

Cluster Support

The ATF and CT teams continued their awareness work on two key initiatives. First, the teams are collaborating to gather feedback from the June industrials session, having made more than 20 calls to industrial companies in the last two weeks of August. The remaining 60 companies will be contacted in September. The feedback will help ATF identify and work with companies that have a genuine interest and need to access new financing. This follow-up exercise is planned to serve as a model for the CT financing awareness sessions to be held in over the next 12 months. Second, the teams are planning for the next clean tech and financing awareness workshop that will focus on hospitals in October. The teams expect roughly 100 participants, and have already discussed the anticipated program with the key hospital associations. ATF will invite the same commercial banks and development financiers, including Central Bank of Jordan (CBJ) representatives, which attended its first such session in June to present at the conference and participate in an “investor networking” session. The team’s objectives for this hospital focused session are similar to that for the industrial session. In addition to raising general financing awareness, the ATF team is cataloguing the CT-specific financing sources (after approval by each financier) for publishing on the online portal planned by the CT team as part of their second year workplan.

Investment Readiness Capacity Building

JCP continued refining its planned technical assistance training and mentorship pilot, the Corporate Readiness Program (CRP). In support of the CRP, the ATF team started in on training program design, focusing on corporate, strategic and financial planning for an initial cohort of 5-10 ICT companies, with possible individual advisory sessions post-training. Over the course of the month, the team gained feedback and ideas for the CRP by speaking with international and local consultants and fund managers, and evaluating a two-day financial skills workshop held for local women SME owners. The team is in the process of compiling a short list of potential trainers to engage for the CRP and will meet or speak with them to discuss possible engagement in the coming weeks.

Expanding Awareness and Ability to Access Finance

During August, the team contacted local financiers and international experts, social fund managers and public sector financing schemes to evaluate possible CT-focused and Islamic Financing loan product packaging and technical assistance ideas for local banks. The team also analyzed subsidized SME CT financing schemes in Lebanon and Turkey for structuring and technical assistance lessons applicable to Jordan. The team is evaluating how to appropriately refine loan product structures and develop staff capacity building and marketing initiatives for potential partner banks. Concurrently, JCP is also exploring how to increase local banks’ utilization of the CBJ’s and other DFIs subsidized credit facilities and guarantee schemes.

Activities Planned for September

- Initiate planning for SME financing demand analysis for the ICT and HLS sectors, respectively. This task is a precondition to requesting an expansion of the CBJ’s subsidized credit facility to include these sectors.

- Continue with CT financing awareness initiatives. First, complete follow-up calls from the June Industrials event and initiate any linkage activities based on feedback received. Second, plan for the Hospitals awareness event in October.
- Angel Network Advisor STTA to begin engagement by initiating one-on-one discussions with local angel network stakeholders and also beginning the desk-top study on successful angel investment models from other markets.
- For the CRP, the ATF team will continue to evaluate local and international consultants and advisory firms as trainers to design and implement the CRP. The SOWs for desired STTAs will be drafted as position requirements crystallize.
- ATF will work with ICT Sector team and their STTA in order further vet the financial modelling assumptions for the Export Readiness Program.
- ATF is also evaluating timing and scope for possible STTA engagements in early Year 2 related to CT financing and Islamic Financing initiatives. Specifically, it will have a follow-on discussion regarding CT product packaging for banks with a DAI Europe SME banking consultant with recent such experience in both MENA and Southeastern Europe. This consultant is being considered for a near-term STTA engagement. This engagement is contingent upon partnering with the appropriate local bank.

CROSS-CUTTING ACTIVITIES

GRANTS

The JCP Grants team conducted two information sessions targeting the stakeholders of the CT and the ICT sectors on August 5th and August 21st respectively, to explain the Competitiveness Partnership Fund (CPF) activities and eligibility requirements. The sessions were well attended, with eight stakeholders from the CT sector and 17 from the ICT sector.

JCP drafted a Request for Applications (RFA) entitled “Design, Develop and Implement Entrepreneurship Curricula for University Students” in support of one of the Workforce Development Team’s Year I activities. The RFA will be sent to USAID for approval in September prior to its public announcement.

JCP received two non-competitive grant applications from Int@j – The ICT SSO and the MENA ICT Forum. The respective CPF evaluation committees decided to proceed with both applications, and requested additional information from the applicants. The grants team then visited Int@j, the ICT sector association, on August 26th as part of the due diligence process to review their internal control procedures and procurement systems in order to determine their financial capabilities. JCP will work towards signing both grant agreements during September (contingent on USAID approval).

JCP also received concept notes from other organizations that will be reviewed by the grants and technical teams during the month of September.

Activities Planned for September

- Release the RFA “Design, Develop and Implement Entrepreneurship Curricula for University Students”
- Conduct one HLS stakeholder meeting and explain the CPF terms to interested organizations

M&E

The first phase of the Competitive Index (CI) implementation process to define the population of businesses within JCP’s sectors was finalized with the submission of the final full, updated and vetted list/database of companies. The sample for the CI survey will be pulled from this list. The table below shows the number of companies in each sector, distributed according to the scope of activities. The in-scope activities were classified as those that contribute to JCP’s objectives and that will affect competitiveness at the sector level. The JCP team is evaluating two proposals received for implementing the survey. A decision on the survey award will be made in September.

Status	CT	HLS	ICT	Grand Total
In Scope	280	379	643	1302
Out of Scope	178	123	74	375
Grand Total	458	502	717	1677

OPERATIONS

The Operations team continued to make progress on preparing its Amman and Irbid office space to support future anticipated levels of program activity. During August JCP worked with a local architect to finalize the redesign of the office space in Amman to make better use of the space to host current and projected staff. The next step is to prepare bills of quantity for the required works and identify an implementer through a competitive procurement process.

Moreover, the JCP procurement team continued to provide support in administering requests for proposals for a variety of JCP activities that will be implemented this year. The table below details the updated status of all RFPs currently in progress.

SR#	Activity Description	Status
1	RFQ, Event of ECO-cities of the Mediterranean	Home Office approval was received. PO to be issued first week of September.
2	RFP, Development of Energy Management Strategy for Selected Industries in El Hassan Industrial Estate - Irbid	Negotiations process to be completed and award made in early September.
3	RFP, Labor Force Profile Study for the Healthcare and Life Science (HLS) sector	Technical evaluation process completed. Arranging for a TEC meeting in September.
4	RFP, Training on Entrepreneurship	Technical evaluation by the TEC in progress. Expected to be completed by the first week of September.
5	RFP, (Legal Expert), Preparation of 8 draft regulations under the new Investment Law	Draft copy of contract sent to the offeror. Negotiation memo ready. Contract signature expected first week of September.
6	RFP, Competitiveness Index Survey	Technical Evaluation process to be completed early September.
7	RFP, Mapping and assessment of the local contents/ components suppliers for photovoltaic (PV) systems	Kick-off meeting was held on Thursday, August, 21. Evaluation process started, to be completed first week of September.
8	RFP, Labor Force Profile Study for CT	RFP issued on August, 10, 2014. Deadline for receiving proposals September 7, 2014.

On staffing related matters, Ms. Nabila Salman joined JCP as the Director of Operations and Finance on August 3rd. Ms. Salman has more than 10 years of experience in managing operations for USAID projects including all aspects of finance, human resources, administration and grants.

Finally, the following table shows the active STTA staff provided by JCP during the month of August.

Consultant Name	USN/CCN/TSN	Position	Activity/Component	Period of Performance
Tejinder Minhas	USN	International Investment Policy Specialist	SEE Team, JSF support	Aug. 30 – Sept. 16
Robert Salerno	USN	Implementation Scientist	M&E	Aug. 19 – Sept. 8
Jansette Quandour	CCN	Local Investment Policy Specialist	SEE Team, JSF support	Aug. 3 – Sept. 30
Noor Shammout	CCN	Research Analyst	SEE Team, MOPIC support	Aug. 3 – Feb. 2, 2015
Ayman Maqableh	CCN	Workforce Development Specialist	WFD Team, Ma'an assessment	Aug. 3 – Sept. 3
Rob Dressen	USN	ATF Strategy Specialist	ATF Team, strategic support	July 19 – Sept. 15, 2015

Anna Salameh	CCN	Market Researcher Entrepreneurship	WFD Team, KAFD support	May 13 – Aug. 31
Mustafa Mustafa	CCN	ICT Specialist	ICT Sector, EDP support	May 5 – Nov. 30
Jumana Btoush	CCN	Waste Management Specialist	CT Team, CT sector support	Apr. 27 – Aug. 31
Serene Duwayri	CCN	ATF Specialist	ATF Team, strategic support	Feb. 2 – Sep. 30
Samer Zawaydeh	CCN	Energy Sector Specialist	WFD Team, Ma'an assessment	Nov. 30, 2013 – Dec. 31, 2014

JCP CALENDAR–SEPTEMBER 2014

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
30	31	1	2 (SEE)- Meeting with MoITS	3	4 (SEE)- Roundtable on the results of the investment policy	5 (ICT)-New Think Festival
6 (ICT)-New Think Festival	7 (HLS)- Meeting with H.E. Michelle Nazal/Jordan Tourism Board	8 (ICT)-Export Program Focus Group	9 (WFD)- Meeting with KAJD (ICT)-MENA ICT Forum Press Conference	10 (WFD)-Meeting with ETVET (HLS)-Meeting with MoPIC TBD	11 (HLS)-Grants Training (HLS)-Meeting with Dr. Hani Brosk/HHC	12
13	14 (WFD)- Meeting with KAJD	15 (SEE)- Meeting with MoITS	16 (WFD)- Meeting with JUST	17 (WFD)- Presenting the developed Entrepreneur- ship content for FORUS	18 (WFD)-Intern soft skills training	19
20	21 (WFD)- Meeting with KAJD (HLS)-Cluster event	22 (ICT)- Innovative Stakeholder meeting	23 (WFD)- Meeting with PSUT	24 (HLS)-Cluster event	25 (WFD)-Intern soft skills training (HLS)-Cluster event	26
27	28 (WFD)- Meeting with GJU	29	30	1	2	3