



USAID | **JORDAN**
FROM THE AMERICAN PEOPLE

JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

SEPTEMBER 2014

OCTOBER 2014

This publication was produced for review by the United States Agency for International Development. It was prepared by DAI.

JORDAN COMPETITIVENESS PROGRAM MONTHLY REPORT

SEPTEMBER 2014

Program Title: Jordan Competitiveness Program

Sponsoring USAID Office: Economic Development and Energy

Contract Number: AID-278-C-13-00005

Contractor: DAI

Date of Publication: October 7, 2014

Author: JCP Staff

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

CONTENTS

CONTENTS	V
ABBREVIATIONS	VI
INTRODUCTION	1
MAJOR HIGHLIGHTS	2
COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT	3
COMPONENT II: WORKFORCE DEVELOPMENT	6
COMPONENT III: CLUSTER DEVELOPMENT	9
CLEAN TECH SECTOR	9
HEALTHCARE AND LIFE SCIENCES SECTOR	11
ICT SECTOR	12
R&D AND COMMERCIALIZATION	15
COMPONENT IV: ACCESS TO FINANCE	16
Key Activities Planned for October	17
CROSS-CUTTING ACTIVITIES	17
GRANTS	17
Activities Planned for October	18
OPERATIONS	18
USAID JCP CALENDAR – OCTOBER 2014	20

ABBREVIATIONS

ATF	Access to Finance
CBJ	Central Bank of Jordan
CDC	Career Development Center
CGO	Career Guidance Offices
CRP	Corporate Readiness Program
CT	Clean Technology
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
MoH	Ministry of Health
MoITS	Ministry of Industry, Trade and Supply
MoPIC	Ministry of Planning and International Cooperation
MTC	Medical Tourism Council
PHA	Private Hospitals Association
PSUT	Princess Sumaya University for Technology
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), with cross-cutting activities in Research and Development. 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.

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

MAJOR HIGHLIGHTS

JCP Organizes Public Private Dialogue Roundtable on Investment Policy Options for Jordan

At the request of the Jordan Strategy Forum (JSF) and the Ministry of Industry, Trade and Supply (MoITS), JCP arranged a roundtable event on Thursday, September 4, that presented investment policy recommendations developed for the MoITS to include within the Government of Jordan's Ten-Year Economic Blueprint. More than 40 people attended the meeting including prominent private sector business leaders, the Secretary General of the MoITS, and the Head of the Policy and Strategy Directorate at the Ministry of Planning and International Cooperation.

Ambassador Visits Irbid: JCP's Clean Energy Industrial Pilot Location

On September 17th, the US Ambassador Alice G. Wells chose to participate in JCP's Clean Energy session with the industrial community in Irbid. The session was attended by the Irbid Chamber of Industry (ICI) President, Jordan Industrial Estates Company (JIEC) CEO, President of the Investors Association in Irbid, CEOs of selected factories from El Hassan Industrial Estate (EHIE) in Irbid and JCP's COP and CT Sector Director. The discussion focused on energy challenges facing the industries and the importance of the JCP's clean energy pilot that was recently launched. The pilot is based on the partnership announced last July in the presence of Ambassador Jones between ICI, JIEC, and JCP with the aim of developing energy management strategies for selected factories in EHIE and supporting the creation of a clean energy cluster in the North.

JCP Sponsors "Entrepreneurship Zone" at the New Think Festival September 5-6

As part of the New Think Festival held at the King Hussein Business Park on September 5-6, JCP sponsored the "Entrepreneurship Zone." The large crowds on both days of primarily university students attended sessions on topics ranging from entrepreneur success stories to emotional intelligence to interactive games meant to encourage entrepreneurship. JCP partners and stakeholders including Int@j, Endeavor, King Abdullah II Fund for Development/Gaming Lab, injaz, and the Business Development Center led the sessions.

JCP Connects Nearly 20 Industrial Companies to Potential Funding Sources

The ATF and CT teams have called 50 industrial companies so far as part of their follow-up to JCP's clean technology financing awareness session in June. Many of the companies have not immediately taken steps to obtain financing or conduct energy audits due to the high cost of financing and the lack of physical space to implement systems (i.e. rooftops). However, many companies are considering options for energy efficiency and this typically starts with an energy audit. To that end, JCP directly connected nearly 20 interested companies with the European Bank for Reconstruction and Development and the Amman Chamber of Industry, each of whom can subsidize energy audits under certain conditions. JCP will continue to follow these companies and report on the outcomes.

COMPONENT I: SUPPORTIVE ENABLING ENVIRONMENT

High Level Dialogue on the Future of the National Investment Policy

On September 4, 2014, JCP's SEE team hosted a roundtable presentation on the National Investment Policy Framework developed by two JCP consultants in partnership with the Jordan Strategy Forum (JSF) Senior Policy Analyst, and supported by SEE technical staff. The roundtable presented the findings to the high level attendees from the public and private sector that included representatives from MoIT), Ministry of Planning and International Corporation (MoPIC), Jordan Chamber of Commerce, Zarqa Chamber of Industry, Int@j, Private Hospital Association, Jordan Investment Board, EDAMA, Aqaba Development Corporation, Ministry of Finance, and Jordan Strategy Forum. Such joint effort is critical to achieve the Investment Policy goals of boosting investments to a level that would generate the needed growth rates in GDP, employment, and capital formation. The experts presented on seven major assumptions during the roundtable, including: 1) to decrease unemployment or maintain it at a rate of 9 percent in 2025, GDP must grow at minimum at of 9 percent; 2) real annual GDP growth needs to be between 6.5 percent and 7.5 percent; 3) FDI annual growth of 20 percent to each FDI inflow of 11.3 billion in 2025 is required; 4) an increase in total investment at an annual level of 17.2 percent is required; 5) exports need to reach 80 percent of GDP in 2025; 6) there needs to be JD 2.7 billion in transmission investments in energy to accommodate the additional capacity by 2025, and 7) the GoJ should maintain revenues of 29.3 percent of GDP throughout the next decade to reach the Investment Policy goals.

JCP experts argued that such goals are not hard to attain when compared to other countries such as Indonesia where FDI grew from 4 Billion USD in 2009 to 20 Billion USD in 2012. Moreover, it was suggested that the GoJ looks further into these success stories, both at the regionally and internationally, and try to apply best practices from those countries. These assumptions will be reflected in the final report which will detail a clear plan to stimulate the economy, create employment, reduce poverty, and enhance public sector revenue.

Drafting of the implementing regulation under the “new” Investment Law

The SEE team is working with the JCP procurement staff on adjusting the RFP for the work related to providing technical support to the MITS to develop a package of implementing regulations under the new Investment Law. Per the MITS request, JCP will be adding three specialized experts in the areas of taxes, customs, and companies law. These additional experts will ensure the quality of the regulations achieve their objectives, they will take into consideration best international practices, and ensure that Jordanian legal and administrative structures are adhered to. These additional experts will expedite the drafting process by providing additional advice and counsel covering highly specific technical issues.

On September 23rd, USAID JCP COP, Wissam Rabadi, as well as SEE Component Lead, Jamal Al Jabiri, accompanied USAID A/COR, Stephanie Wilcock, to discuss potential areas of cooperation between USAID JCP and the World Bank/OECD's newly launched Jordan Competitiveness and Investment Project (JCIP). This is a three year \$1.65 million project which will focus on "supporting the GOJ in strengthening the reform and implementation capacity of selected institutions responsible for investment policy, promotion and services." As there is a lot of potential overlap between the projects, the discussions revolved around the institutionalization of mechanisms to increase the

impact of both projects. USAID JCP senior management subsequently attended the official launch of the WB/OECD JCIP on Sept 24 at a ceremony held at MOPIC.

Technical Support to Industrial Property Directorate at MITS

In response to a request from the MITS, the SEE team in cooperation with the Directorate of Institutional Performance conducted a review on the process of trademark (TM) registration at the Industrial Property Directorate. The purpose of the review is to provide recommendations to streamline the process and reduce the time for TM registration. The team evaluated the current status of the process by conducting many interviews with department heads, staff, and customers in order to identify the obstacles they face. The team also reviewed the feedback reports from the customers to identify their needs and expectations, in addition to the achievements reports of the various departments to determine the workload on staff. Over the life of project, JCP will strengthen GOJ capabilities to comply with commitments under the US Jordan FTA and increase the private sector's capacity to utilize IPR for innovation and competitiveness.

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

The SEE team finalized preparation of a scope of work (SOW) to engage a special advisor in the area of renewable energy. The advisor was requested by the Ministry of Energy and Mineral Resources (MEMR) to support its work in collection and development of inputs for the renewable energy part of the Blueprint. Additionally, this expert will assist MEMR in undertaking the implementation steps developed under the 2014 Implementation Plan of the Recommendations made by the Parliamentary coalition "Mubadarah," and will work to help incorporate these recommendations within the Blueprint.

The SEE team and ICT lead together with Int@j are working to support the articulation of the ICT sector's business environment concerns and to build consensus around the issues raised. The work includes the development of a policy paper and to holding a public –private dialogue session in mid-October. The SEE and the HLS teams are also exploring providing similar support to JAPM.

Cluster Support

The SEE team finalized drafting a SOW for a Legal Expert in the area of renewable energy. The Legal Expert will support the MEMR in the preparation of the proposed draft Direct Proposal Regulations under the Renewable Energy and Energy Efficiency Law.

The SEE Component is also supporting the CT team in cooperation with the Energy and Mineral Resources Commission (EMRC) to conduct a session on *Wheeling Instructions*, which were issued by EMRC and amended in September of this year. The focused session will review the changes with key private sector stakeholders and discusses continued challenges in the instructions. The instructions which govern distribution companies' provision of wheeling service are critical to encourage large consumers to self-generate renewable electricity.

Finally, the SEE team participated in the re-evaluating of technical proposals for the study of "Mapping and assessment the local contents/components suppliers and manufactures of Photovoltaic (PV) systems in Jordan," and also in the committee that evaluated the Development of an Energy Management Strategy for Selected Industries in El Hassan Industrial Estate – Irbid Proposal.

Activities Planned for October

- Continue work with MITS on the development of the package of implementing regulations under the new Investment Law.
- Continue the technical support to the Industrial Property Department at MITS by conducting the situation analysis (As Is) for Patent Registration process.

- Work closely with ICT Lead to support Int@j, the leading ICT business associations, to provide input for the 10 Year Economic Blueprint by holding a public-private sector consultation session.
- Work closely with CT Team to support EMRC in completing preparations for the discussion session on the Wheeling Instruction.
- Initiate the work on the development of the JCP/SEE Stakeholder Mapping as well as the trade barriers methodology and case study, and the study on the US-Jordan FTA.

COMPONENT II: WORKFORCE DEVELOPMENT

Incentivize and support collection and use of placement data, potentially through establishment of M&E systems in the King Abdullah II Fund for Development (KAJD) Career Guidance Offices (CGOs)

During the month, JCP's Monitoring and Evaluation Specialist, in cooperation with the WFD team, completed the initial design of the M&E system for the career guidance offices. The envisioned M&E system will help universities and other training institutions better track students post-graduation placement data and to assess the efficacy of CGOs and their services. JCP will work with KAJD to pilot this system at three to five university-based CGOs with an aim to expand and scale-up in future years.

Assess existing CDCs and career offices to define optimal models for replication and high potential partnerships and upgrade and build their capacity

August 31st was the deadline for an open call for consultants to assist JCP in the strengthening of university based CGOs. More than 40 expressions of interest were received for two consulting positions – one focusing on CGO organizational development and the second focusing on CGO service delivery. This activity is being coordinated closely with the KAJD and will be implemented initially in three universities: German Jordan University, Princess Sumaya University of Technology, and Jordan University of Science and Technology. Interviews and consultant selection is completed for the first activity which was planned to start by the end of September. The selection of the second consultant will be finalized in October which was planned to start in November.

Pilot Summer Internship Program

JCP continued to deliver training sessions for interns on a biweekly basis. During this month, JCP staff delivered five training sessions on events management, communication skills, how to deal with difficult personalities, financial management, and presentation skills. Originally, 11 interns from the three partner universities: Jordan University for Science and Technology, German Jordanian University, and Princess Sumaya University for Technology were hosted at six associations or other partners involved in JCP's three targeted sectors (ICT, HLS and CT). During this month and due to the WFD team continuous follow-up with interns and hosting organization to monitor the quality of the internship program, JCP approved EDAMA's request to extend the internship of the undergraduate intern on part-time basis for an additional three months to continue her work on Eco-Schools content and program development and approved to terminate the internship program of the graduate intern at EDAMA following an agreement of both parties. Also, JCP approved the graduate intern request at HCAC to terminate her internship due to her enrollment of Master's degree program. JCP approved to move the two interns at Irbid Chamber of Industry to the Chamber office at Al Hasan Industrial Estates Corporation in order to have better access to conduct surveys. All those requests and changes will inform the WFD team with lessons learned to develop and upgrade a comprehensive pilot internship program to be implemented during Year 2.

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

JCP finalized the evaluation of the 10 received proposals to conduct specialized training for university students on “Entrepreneurship, Innovation, Competitiveness and Business Skills Development.” As a result, the evaluation committee agreed to call the four technically passed companies for negotiation. Through this activity, JCP planned to support at least three workshops to promote entrepreneurship training to approximately 75 university students and graduates aiming to build entrepreneurship training service offerings of the KAFD CGOs at three selected partner universities (Jordan University for Science and Technology, German Jordanian University, and Princess Sumaya University for Technology).

Establish and/or upgrade Centers of Excellence to match the skills of the Jordanian workforce with the skill sets of JCP target sectors

JCP identified Ma’an Development Corporation (MDC) as a key enabler for the centralized renewable energy cluster development. The MDC is a partnership between the South Company for Construction and Development, the Jordan Industrial Estate Corporation, and Al-Hussein Bin Talal University. It was established to manage and promote the Ma’an Development Area (MDA), which was set up in the South of Jordan with the goal of serving as a regional hub for industrial activity propelled by its competitive labor force and favorable legal, regulatory, and fiscal framework. MDA includes an Industrial Park, a Skills Development Center, a Residential Community, and the Hajj Oasis in addition to Solar Parks. In February, the MDC requested JCP’s support to transform the current Skills Development Center into a Center of Excellence that would serve the Clean Tech industry in Ma’an and Jordan.

Following a field visit by the WFD team to the center in Ma’an in March, the team decided that a more detailed technical assessment was required to identify and prioritize the type of support to be provided, and to ensure coordination with other donor agencies. The assessment, which was completed this month, covered training facilities, equipment, training material/curriculum, trainers, awareness and promotion efforts, and institutional capacity and strategic partnerships. The WFD team is currently reviewing the final report submitted by the consultants who conducted the assessment. The recommendations proposed in the report would be discussed with our stakeholders (MDC and the Vocational Training Corporation (VTC)) in order to identify/prioritize the type of support to be provided to the center during Year 2 to transform it into a Center of Excellence.

Develop and implement track specialization programs for JCP clusters to match market demand

During the third quarter of Year 1, the WFD team developed two RFPs to conduct Labor Force Profile Studies for the HLS and CT sectors. Members of the CT and HLS sector task forces identified the need for these studies as a precondition for making decisions on where to focus future track specialization and skills development efforts. The studies will identify the gaps between labor supply and demand, and the results will assist the two sectors to identify the workforce development interventions needed to bridge those gaps. The interventions could include the need to develop track specialization programs to match market demands. Proposals from a number of consulting firms interested in the two studies were received and are currently being evaluated to decide on the winning bidders. Work on the two studies should start during the first quarter of Year 2.

ACTIVITIES PLANNED FOR OCTOBER

- Sign MoU with KAFD outlining workforce-related areas of cooperation with JCP.
- Present the entrepreneurship content of the FORUS Portal to USAID, JCP management and staff.
- Execute a grant agreement for the long-term support of the SSO.
- The contracted STTA (Start-up Advisor) for the ICT SSO approved and is on board.
- Start the Selection process of participants to attend the three entrepreneurship training workshops at three universities (German Jordanian University, Princess Sumaya University of Technology, and Jordan University for Science and Technology).
- Launch the activity of developing organizational framework for KAFD CGOs at partner universities.
- Release an RFP to design and automate the JCP recommended M&E system for use in KAFD Career Guidance Offices.
- Present the recommendations included in Ma'an Skills Development Center's assessment report to our stakeholders including MDC, VTC, and KAFD.
- Sign contracts with the winning bidders of the Labor Force Profile Studies for the CT and HLS sectors.

COMPONENT III: CLUSTER DEVELOPMENT

CLEAN TECH SECTOR

TRACKING IMPACT OF THE CLEAN ENERGY FINANCING FOR INDUSTRIAL APPLICATIONS WORKSHOP

JCP CT and ATF teams conducted one-on-one follow-up calls for the 49 industrial players that participated in the Clean Energy Financing workshop held on June 23rd. Based on the results of the survey, JCP prepared a report that includes quantitative results and concrete recommendations going forward. The workshop succeeded in making more than 95 percent of the industries positive about Clean Energy Solutions and in persuading 10 companies to take concrete actions towards implementation. Three of the companies are very close to closing deals to implement clean energy projects and would form the first success stories to highlight as JCP enabled deals.

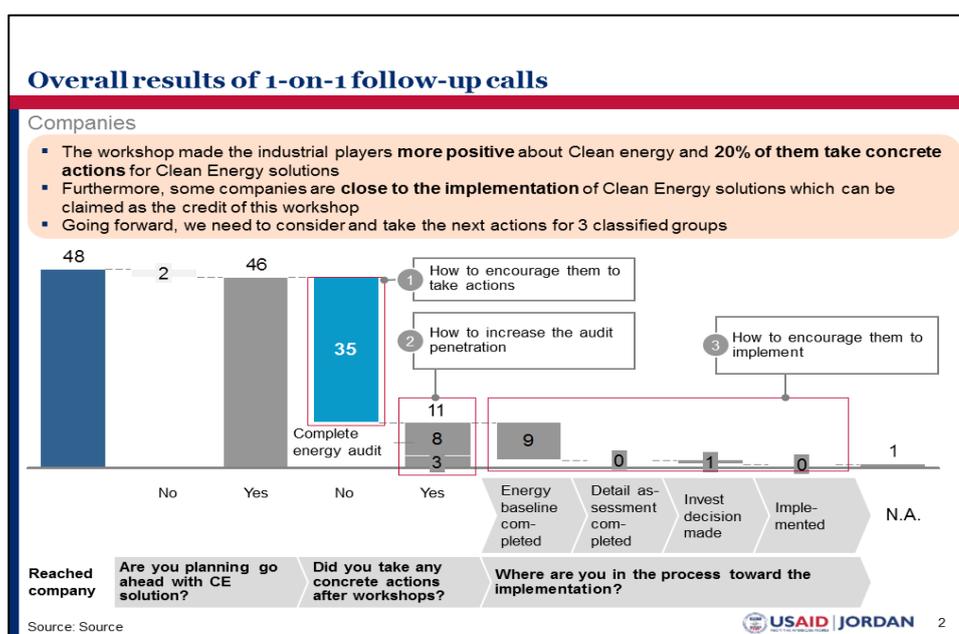


Figure 1: Results from Follow-Up Calls Placed with Industry Players

AMBASSADOR VISITS' IRBID : JCP'S CLEAN ENERGY INDUSTRIAL PILOT LOCATION

On September 17th, the US Ambassador Alice G. Wells chose to participate in JCP's Clean Energy session with the industrial community in Irbid. The session was attended by the Irbid Chamber of Industry (ICI) President, Jordan Industrial Estates Company (JIEC) CEO, President of the Investors Association in Irbid, CEOs of selected factories from El Hassan Industrial Estate (EHIE) in Irbid and JCP's COP and CT Sector Director. The discussion focused on energy challenges facing the industries and the importance of the JCP's clean energy pilot that was recently launched. The pilot is based on the partnership announced last July in the presence of Ambassador Jones between ICI, JIEC, and JCP with the aim of developing energy management strategies for selected factories in EHIE and supporting the creation of a clean energy cluster in the North.

This is the first visit from Ambassador Wells to an industrial estate and to a clean energy activity; she was well received by JCP's stakeholders and partners.

Photo 1: On September 17, the U.S. Ambassador to Jordan, Alice G. Wells, participated in a roundtable with members of the industrial sector in Irbid to discuss the application of clean energy options.



JCP STARTS INSTITUTIONAL CAPABILITY DEVELOPMENT ACTIVITIES FOR KEY BUSINESS ASSOCIATIONS

JCP's success in the Clean Tech sector is highly dependent on the capacity of key champions and business associations to implement and sustain its forward thinking initiatives. Based on the functional review conducted for the three key clean tech related business associations, JCP produced a list of priority capacity building topics that are common across associations and those that are unique per association.

Table 1: List of Potential Training Topics

List of potential training topics

Potential training topics	
Common	<ul style="list-style-type: none"> ▪ General topics to enhance institutional capability of the entity <ul style="list-style-type: none"> – Strategy building – Budget / Financial reporting – Meeting facilitation skill – KPI Monitoring – Project Management skill ▪ General topics to enhance overall institutional capability of the entity <ul style="list-style-type: none"> – Strategy building – Budget /
	<ul style="list-style-type: none"> ▪ EDAMA ; <ul style="list-style-type: none"> – Proactive and structured Advocacy work – Sector monitoring scheme – Awareness / marketing activity planning and impact measuring ▪ Jordan GBC ; <ul style="list-style-type: none"> – Implementation planning for the introduction of compliance tool for building codes ▪ A/E Business Council ; <ul style="list-style-type: none"> – Export readiness training
Entity Specific	

Activities Planned for October

- Eco-Cities Forum (October 18-20, 2014 at the Dead Sea). It will include announcing strategic partnerships/pilots with KHBP and JDZ.
- Planned public-private roundtable on Oct 27th on Wheeling (tbc) - in cooperation with SEE team.
- Commencing work on the PV local content assessment.

HEALTHCARE AND LIFE SCIENCES SECTOR

Medical Tourism Council (MTC)

During the month, STTA, Mr. Mustafa, continued to carry the MTC stress test with HLS stakeholders. In general, the stakeholders agreed that there is a need for clear governance of any new entity or program supporting health tourism in Jordan. Any successful entity has to be inclusive of all players in the ecosystem and the model of promotion must be based on packaged services, with a clear pricing mechanisms; testing different options by the MTC can be established. The MTC stress test is also exploring establishing the MTC as a chapter of an international medical tourism agency such as Medical Tourism Agency international (MTAi). Other options include integration of MTC activities/ KPI's into an existing organization. HLS director and Mr. Mustafa met with JTB's Managing Director and members of his team who explained their full alignment with establishing an MTC and discussed the above options including JTB carrying out the marketing efforts for the medical tourism sector. Hospitals can become members or affiliates of JTB and pay annual membership fees. If this happens, JCP can build JTB's capacity in marketing for medical tourism, which is currently a weakness. In addition, JCP can facilitate stronger linkages' between JTB and the medical tourism providers through alignment on vision, KPI's, and objectives.

Mr. Al Razzaq Arabiyat indicated that he was currently taking steps to considerably enhance JTB's medical tourism activities and integrating many of the findings from the action plan on the MTC implementation lab including:

- Meeting with private hospitals (public hospitals to be confirmed) to gauge their interest in being members of JTB.
- Amending JTB's bylaws to increase the number of board members so as to include representatives from the healthcare sector. The goal of such inclusion is two-fold: 1) to ensure that JTB represents the medical tourism interests of the healthcare sector, and 2) to enable financial participation to the JTB budget. The possibility of two types of memberships (full vs. partial) is also being considered.
- Including medical tourism as an objective in JTB 3 year strategy.

Mobilize Associations to Take Leading Role in Cluster Development

On September 14th, a meeting with Chairman of GMS Holding, Mr. Sukhtian, was held to discuss next steps for the injectable plants and coordinate with JFDA. As part of GMS Holding portfolio diversification strategy, they are planning to establish the first injectable plant in Sahab-Jordan by the end of the year. The plant will require 40M direct investment and will employ >100 people. The HLS director conducted a meeting with the CEO of the company to coordinate next steps and facilitate dialog with JFDA in regard to this project and build JFDA capabilities to evaluate and implement the GMP requirements for the plant. GMP compliance is essential for the plant's operations. JCP is facilitating the dialog between JFDA and MS-pharma and is monitoring the process with the objective of identifying capacity weakness within JFDA.

Other Activities

In coordination with the grants team, HLS team hosted the first grants training session for HLS stakeholders on September 11, 2014 at the Marriot Hotels. The session focused on "GRANTS;" types of grants, how to submit an applications, and grant writing tips. The session was attended by over 45 stakeholders cross the HLS subsectors. After the session, the HLS and grant team held a 30 minute Question and Answer session. Since this event, the grants team has received several concept notes.

Activities Planned for October

- Meeting with Dr. Hayel Obeidat, Director of JFDA, to follow up on next steps for implementation letter. Meeting scheduled for Tuesday Sept. 30th, 2014 at 11am
- Stress test findings presentation to SMT at JCP was held on Tuesday Sept. 30th, 2014. STTA, Mr. Mustafa, presented his preliminary findings, recommendation, and next steps
- Conduct three HLS cluster events for HLS to update each subsector on progress made in year one and plans for year two in each of the subsectors. The Cluster events will be held on October 1st, 2014 from 9am to 4:30pm.
- 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 10 year Economic Blue Print.
- Meet with the Minister of MoPIC and Minister of Antiquity & Tourism to discuss government efforts in coordinating medical tourism marketing efforts and next year's budget for medical tourism.

ICT SECTOR

EXPORT CAPACITY DEVELOPMENT PROGRAM

This month, the ICT team continued to work on the program cost and funding gap needed to launch the Export Capacity Development program. A demand side assessment focus group was held on September 8, 2014. This was conducted with a segment of the previously interviewed companies to ensure sufficient assumptions (potential participation and services' prices) to feed into the financial model.

The ICT team finalized the financial model and presented it to JCP management to agree on a best implementation scenario as highlighted in the below image. The model will be shared with JCP's partner, Int@j, for final buy-in and to expedite the hiring process to start the implementation after the planned launch during the MENA ICT Forum in November 2014.

Table II: Funding Gap and Projections for Export Development Program

Fully Funded Stand Alone Initiative		Fully Funded but Integrated within int@j	
<i>Element</i>	<i>Stakeholder</i>	<i>Element</i>	<i>Stakeholder</i>
Program Management	JCP	Program Management	JCP & int@j
Market Entry	JCP	Market Entry	JCP
Strategic Comm	JCP	Strategic Comm	JCP
Int'l Interns & Mentors	JCP	Int'l Interns & Mentors	JCP
SME Skill-up	JCP	SME Skill-up	JCP
Product Development	Not Included	Product Development	Not Included
Funding Gap Estimate		Funding Gap Estimate	
1 st year	USD 620K	1 st year	USD 410K
4 years	USD 2.25M	4 years	USD 1.5M
Fully Fund Core Elements, Integrated w/ int@j		Scaled approach, staged implementation	
<i>Element</i>	<i>Stakeholder</i>	<i>Element</i>	<i>Stakeholder</i>
Program Management	JCP & int@j	Program Management	JCP
Market Entry	JCP	Market Entry	JCP
Strategic Comm	JCP	Strategic Comm	JCP
Int'l Interns & Mentors	int@j		
SME Skill-up	Not Included		
Product Development	Not Included		
		Funding Gap Estimate	
		5 Months Only	USD 150K

SECTOR SKILLS ORGANIZATION DEVELOPMENT

The grants and workforce teams submitted the final updated SSO grant to USAID for approval. Additionally, the new assigned SSO director started assuming his responsibilities and a kick off conference call was conducted including, Int@j and the IFC to agree on the main deliverables for the upcoming three months.

INNOVATIVE JORDAN - SUPPORTING THE NEW THINK FESTIVAL, SEPTEMBER 5TH-6TH

Under the Innovative Jordan brand and initiative, JCP supported a request to the “New Think Festival” that took place on September 5th – 6th. The New Think Festival is an annual platform that started back in 2012 with the aim of enabling youth and creating an open platform for them to unleash their potential and talents. One of the themes highlighted at the event is “Entrepreneurship.” The JCP ICT team engaged the stakeholders of “Innovative Jordan” to create awareness to the young audience on entrepreneurship, which in return will hopefully spur an increase in the number of potential startups in the pipeline.

ICT team participated at the festival on both days. It will well attended by youth (entrepreneurs and university students). Under the “Entrepreneurship Zone” supported by JCP, several topics were covered such as sharing the success of some entrepreneurs, entrepreneurship in ICT, Interactive discussion with the audience on entrepreneurship, Interactive games to encourage entrepreneurship, etc.). The main partners who led these sessions were Int@j, Endeavor, KAFD/ Gaming Lab, injaz, and BDC.

MENA ICT FORUM 2014

The ICT Forum Grant was finalized and submitted to USAID for approval. In terms of the Forum content, JCP is leading a number of items. The activities planned so far range between announcements and launching new programs during the forum to running panels and sessions related to JCP workplan activities. The main activities so far include: Export Program Launch, Expat Panel, Women Angels Session & Roundtable, e-Health Workshop, Electronics Design Session, Smart Cities Panel, and Innovation Center Launch.

Additionally, the first press conference to announce the MENA ICT Forum was held on September 9th, to promote the event partners and sponsors. JCP addressed the media during the event explaining our contribution and the value we bring to enrich this platform and ensure sufficient engagement from the industry, as well as to highlight some of the main activities we are working on for the forum to engage a bigger audience to contribute.

Photo II: MENA ICT Forum Press Conference, September 9th, 2014.



CORPORATE READINESS PROGRAM WITH ATF COMPONENT

This program is focused on enhancing companies' investment readiness through building their institutional capabilities with a focus on strategic thinking, corporate governance, and financial management. This program is led by the ATF team, with ICT team support, since it was raised as a major need for ICT companies. During September, we worked on program design and structure in consultation with many experts and providers. The JCP ICT team also worked on setting selection criteria to select five to seven ICT companies to pilot this program; a list of over 20 companies was developed and the JCP team is currently vetting them to verify their eligibility to enroll in the pilot round of this program. The interviews will allow selecting up to five to seven companies for the program who will go through detailed diagnosis to assess their institutional gaps in relation to the program areas of focus.

SUPPORTING CREATIVE INDUSTRIES – BRAINSTORMING SESSION ON THE ESTABLISHMENT OF A TECH SHOP

ICT team attended the second brainstorming session lead by KAFD to agree on main steps required to set up a Tech Shop to support “Industrial Design Industry,” and agreed with main partners to explore a couple of options in terms of location and space, in addition to finalizing a list of basic equipment to be in place including mapping of existing equipment to avoid unnecessary duplication.

The Tech Shop is a step towards supporting the Industrial Design creative segment. This will build on existing talent, encourage creativity, allow for easy and friendly access to related facilities, enable a learning environment, and provide practical experience to relevant students/professionals, linking the shop with a creative Fund under KAFD that will capture unique talents in areas of interest to support establishing their own startup/ businesses. This could potentially be linked to the “Electronics Design” segment that JCP is looking to lead under ICT/ Creative Industries feeding into more startups creation and creation of mature segments with value added contribution to the economy.

TASKS PLANNED FOR OCTOBER

- Hire the export program’s main resources.
- Hiring additional resources under the ICT component.
- Advance all MENA Forum activities in coordination with other components and stakeholders.
- Continue working on the corporate readiness program to start its implementation and select the five to seven companies to start with.
- Revise and push ICT stakeholder’s proposals and concept notes as possible.
- Plan for the MENA ICT Forum 2014 – King Hussein Business Park – November 12 - 13 www.menaictforum.com

R&D AND COMMERCIALIZATION

The R&D and Commercialization Specialist is in the process of finalizing the mapping of the pharma sub-specialty and PhD’s expertise profile, covering all the Jordanian universities with Pharmacy Faculties, totaling 15 university. This is important to increase the number of review committees at the JFDA, and hence improve and accelerate the drug registration process. It’s expected that JCP will submit the list/database to JFDA in October, when all the academics are back from their holidays. The R&D and Commercialization specialist, the HLS team, and SEE team met and discussed the outcomes of the mapping process and agreed on the points to be discussed in the proposed meeting with the JFDA Director at the end of September.

The R&D and Commercialization Specialist and the HLS team had two meetings with the Mohd Jafari, the coordinator of the “Support of Healthcare Innovation-Commercialization” initiative, after reviewing the document prepared by the TF members “*The Enablement of Healthcare Innovation in Jordan - The Center for Healthcare Innovation-Commercialization (CHIC)*,” to discuss their outcomes, then met with the HLS team separately to discuss the outcomes from JCP’s point of view in order to send JCP’s feedback to the TF members.

The R&D and Commercialization Specialist met with a representative from the “Council on Women in Energy and Environmental Leadership (CWEEL)” along with the JCP’s Gender Committee member, CT team, and WFD team to discuss CWEEL’s “Clean Tech Research Papers” proposal and helped them clarify links to JCP’s goals.

The R&D and Commercialization Specialist met with the technical evaluation committee to discuss the Technical Evaluation of the proposals submitted in response to RFP- “The Labor Force Profile Study for the HLS Sector in Jordan.”

COMPONENT IV: ACCESS TO FINANCE

Cluster Development

The ATF and CT teams continue their awareness work on two key initiatives. First, the teams called 50 industrial companies so far as part of their follow-up to JCP's clean technology financing awareness session in June. Many of the companies have not immediately taken steps to obtain financing or conduct energy audits due to the high cost of financing and the lack of physical space to implement systems (i.e. rooftops). However, many companies are considering options for energy efficiency and this typically starts with an energy audit. To that end, JCP directly connected nearly 20 interested companies with the European Bank for Reconstruction and Development and the Amman Chamber of Industry, each of whom can subsidize energy audits under certain conditions. JCP will continue to follow these companies and report on the outcomes. Second, the team is now preparing for a more focused clean tech financing awareness session in mid-November with two Industrial sub-sectors, plastics and food manufacturers that are part of the East Amman Industrial Association. These sub-sectors spend heavily on energy, and this next session is planned to be held at the association facility in Marka, closer to the location of these industrial companies. Prior to the event, there is a planned three factory site visit for the team to help better understand their energy efficiency needs; this visit will help focus the event presentations on what energy efficiency solutions are specifically needed for these companies. The visit and event will also help the ATF and CT teams to better understand energy cost saving calculations and the specific need and cost constraints for energy audits. ATF expects 50-60 companies to attend the event.

Angel Network Development

Rami Al-Karmi, an experienced regional ICT venture capitalist and start-up entrepreneur, initiated his STTA engagement for ATF. Mr. Al-Karmi will first due diligence at least five key Jordanian angel network stakeholders and also analyze at least five successful angel models from other regions (including outside MENA). ATF will join in this due diligence and discuss interim findings with the expert in early October. The interim findings will focus on the expert's comprehensive analysis of key angels, including their organizational and investment portfolio, non-financial support services, deal product and fund structures, and evaluation metrics. ATF will also review applicable "best practices" from comparable angel models analysis. ATF will utilize the interim findings to further inform its prioritization of ecosystem capabilities and relevant intervention activities. As part of this overall engagement, ATF is working with Mr. Al-Karmi to plan for an angel round-table breakout session of up to 15 attendees at the *MENA ICT Forum*, whereby he will present his findings and lead a discussion on gaps and proposed solutions for the Jordanian angel ecosystem. Also for the *MENA ICT Forum*, ATF is planning for two angel investor-themed panels; one panel is themed "Women Angel Investors" and is planned to have up to three international, one regional and one local panelist. The other panel is themed "New Investments Instruments", and is planned to have two regional and two local venture capital / angel investors.

KEY ACTIVITIES PLANNED FOR OCTOBER

- Start the planning of the CT financing awareness event for plastics and food manufacturers planned for November, including three site visits with subject matter experts.
- Receive and provide feedback on interim findings report from Angel Network Advisor
- Finalize planning for angel-related MENA ICT Forum panels: women angel network development, new investment instruments, and the angel ecosystem roundtable
- Progress and finalize STTA and RFP engagements for Corporate Readiness Program (two international, up to three local), and short-list 10 pilot participant companies for the Program
- Finalize SOW for RFP to conduct SME financing demand analysis for ICT and HLS sub-sectors
- Evaluate bank capacity building proposals from two international CT financing experts
- Finalize assumptions vetting for ICT Team's Export Readiness Program financial model
- Develop financial model for King Hussein Business Park, expanding on earlier financial advisory work done by ATF to evaluate iPARK

CROSS-CUTTING ACTIVITIES

GRANTS

- JCP Grants team conducted a session targeting the stakeholders of the Health Care and Life Sciences Sector on September 11, 2014 at the Marriott Hotel to explain potential grant activities and inform eligible organizations about grant funding.
- JCP submitted a Request for Applications (RFA) titled "Design, Develop and Implement Entrepreneurship Curricula for University Students" to USAID on September 14, 2014 for approval prior to public announcement.
- JCP continued the negotiations with Int@j re their two applications – The ICT SSO and the MENA ICT Forum. The grants team submitted the revised applications to the two Grant Evaluation Committees for review for completeness. Both applications will be considered as non-competitive for grant funding. JCP submitted the draft grant agreements to USAID at the end of September.
- JCP Clean Technologies technical team and the grants team reviewed the concept notes received under this sector during the month of September for possible future partnerships. Each applicant will receive an email whether their concept note was accepted or rejected before the end of September.
- Prepared the Strategy of the Competitiveness Partnership Fund (CPF) for inclusion in the annual report ending September 30, 2014 and as a brochure to be shared with interested stakeholders.

ACTIVITIES PLANNED FOR OCTOBER

- Release the RFA “Design, Develop and Implement Entrepreneurship Curricula for University Students” by end of September 2014
- Send emails to CT applicants re their submitted concept notes by end of September
- Sign two grant agreements to Int@j under non-competitive basis
- Prepare an Annual Program Statement (APS) to be released in the local Jordanian newspapers during the first quarter of year two. The APS will be open for one year from date of issuance. The APS will include program activities that JCP will be willing to fund under the various project components.

OPERATIONS

The Operations team finalized the preparations for Irbid office space to support increased levels of program activity. On September 28th, JCP assigned Mr. Weam Obeidat as Acting Director for the JCP Irbid Office until a full-time director is hired. Ms. Obeidat will start working two days per week in Irbid and as of mid-October, each cluster director or component lead will start spending one day in Irbid Office; engaging with stakeholders and facilitate program implementation activities.

The JCP Quarterly Accrual report and pipeline for FY15 was submitted to USAID.

JCP’s procurement team continued to provide support in establishing request for proposals and finalizing contracts to different activities under JCP that will be implemented within this year. Below is an updated status for the current RFPs under progress:

Table III: RFPs under Progress

SR#	RFP/RFQ #	Activity Description	Status
1	JCP-Amman 2014-012	RFQ, Event of ECO cities of the Mediterranean	Process completed and PO issued
2	JCP-Amman 2014-013	RFP, Development of Energy Management Strategy for Selected Industries in El Hassan Industrial Estate - Irbid	Contract preparation completed. Contract to be signed this week
3	JCP-Amman 2014-018	RFP, Labor Force Profile Study for the Healthcare and Life Science (HLS) sector	Negotiations process completed. List of technical comments/questions sent to the offeror. Deadline for receiving revised proposal was set on Tuesday, Sep. 30, 2014
4	JCP-Amman 2014-019	RFP, Training on Entrepreneurship	Individual technical evaluation completed. Negotiations with offerors in the competitive range to be started early October
5	JCP-Amman 2014-020	RFP Legal expert, Preparation of 8 Draft Regulations under the “new” Investment Law	Negotiation Memo and Contract were prepared by the procurement staff. The process pending the requester feedback on the offeror response
6	JCP-Amman-2014- 021	RFP, Competitiveness Index Survey	Negotiation process completed. BAFO was received. Technical committee will meet this week to make the selection decision
7	JCP-Amman	RFP, Mapping and assessment the local	Negotiation process completed. BAFO

	2014-022	contents/ Components suppliers for the Photovoltaic (PV) Systems	received. Selection decision made by the technical committee. Contract to be sent to the awarded offeror by this week
8	JCP-Amman-2014- 024	RFP, Labor Force Profile Study for the CT	Proposals received on September, 07, 2014. Technical evaluation started, to be completed by Sep, 30
9	JCP-Amman-2014- 029	RFP, Branding of the Jordanian Expat Network	RFP Issued on Sep, 10, 2014. One proposal received on Sep, 21, 2014. Negotiations completed. BAFO to be received by this week
10	Under development	Local Trainers / Advisors to JCP's Pilot "Corporate Readiness Program"	
11	Under development	Support Innovation Center Branding and Communication Services	

Ms. Jacqueline Salman joined JCP as Human Resources and Administration Manager as of September 21st. ISSP published an advertisement for hiring seven local full-time staff member. A number of CVs were received and candidate selection will be completed during October.

Table IV: STTA staff that supported JCP during the month of September

Consultant Name	USN/CCN /TSN	Position	Activity / Component	Period of Performance
Minhas Tejindar	USN	International Investment Policy Specialist	SEE Team, JSF support	30 Aug 14 – 16 Sep 14
Jansette Quandour	CCN	Local Investment Policy Specialist	SEE Team, JSF support	3 Aug 14 – 30 Sep 14
Noor Shammout	CCN	Research Analyst	SEE Team, MOPIC support	3 Aug 14 – 2 Feb 15
Ayman Maqableh	CCN	Workforce Development Specialist	WFD Team, Ma'an assessment	3 Aug 14 – 3 Sep 14
Samer Zawaydeh	CCN	Energy Sector Specialist	WFD Team, Ma'an assessment	30 Nov 13 – 31 Dec 14
Mustafa Mustafa	CCN	ICT Specialist	ICT Sector, EDP support	5 May 14 – 30 Nov 14
Serene Duwayri	CCN	ATF Specialist	ATF Team, strategic support	2 Feb 14 – 31 Sep 14
Jumana Btoush	CCN	Waste Management Specialist	CT Team, CT sector support	28 Sept 14 – 31 Aug 15
Baha' Zayyat	CCN	SSP Start-up advisor	ICT Sector, WFD	22 Sept 14 – 31 Dec 14
Rami Al-Karmi	CCN	Angel Network Advisor	ATF Team	7 Sept 14 – 30 Oct 14
Zaid Ayoub	USN	Expat Network Advisor	ATF Team	4 Sept 14 – 31 Dec 14
Alia Afshar-Gandhi	USN	Sr. Program Manager	Ops and Management Team	6-19 Sept.
Robert Salerno	USN	M&E Specialist	M&E Team	August 20-September 17, 2014

USAID JCP CALENDAR – OCTOBER 2014

SATURDAY	SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
27	28	29	30 (HLS)- Meeting with Director of JFDA (HLS)- Presentation for Mr. Mostafa on his preliminary	1 (HLS) Three cluster meetings	2 (SEE)- Meeting the MITS	3
4	5	6	7	8	9 (WFD)- Present the entrepreneurship content of the FORUS Portal to USAID	10
11	12	13 (HLS)- meeting with Dr. Hani Brosk - HHC	14 (HLS)- meeting with JHA and PHA TBD	15 (HLS) – Meeting with the Minister of MoPIC	16 (WFD)- Sign MoU with KAFD	17
18 (CT)- Eco-Cities	19 (CT)- Eco-Cities	20 (CT)- Eco-Cities	21 (SEE)- Meeting the MITS	22	23 (WFD)- Launch the Developing Organizational framework	24
25	26	27 (CT)- Planned public-private roundtable	28 (WFD)-Present the recommendations included in MDC assessment to the stakeholders	29	30	31