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# JORDAN COMPETITIVENESS PROGRAM QUARTERLY REPORT

OCTOBER - DECEMBER 2014



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# ABBREVIATIONS

CDC	Career Development Center
CGO	Career Guidance Office
COR	Contracting Officers Representative
CT	Clean Technology
EE	Energy Efficiency
FDI	Foreign Direct Investment
FORUS	National Entrepreneurship and Employability Network
GBC	Green Building Council
GenderCLIR	Gender Climate Legal and Institutional Reform Assessment
GJU	German Jordanian University
GoJ	Government of Jordan
HCAH	Health Care Accreditation Council
HCST	Higher Council for Science and Technology
HLS	Healthcare and Life Sciences
HM	His Majesty King Abdullah II
HU	Hashemite University
ICT	Information and Communication Technology
IFC	International Financing Corporation
IP	Intellectual Property
IPCO	Intellectual Property Commercialization Office
IRDF	Industrial Research & Development Fund
JAPM	Jordan Association of Pharmaceutical Manufacturers
JCP	USAID Jordan Competitiveness Program
JEDCO	Jordan Enterprise Development Corporation
JES	Jordan Environmental Society
JFDA	Jordan Food and Drug Administration
JSF	Jordan Strategy Forum
JUST	Jordan University of Science and Technology
KAFD	King Abdullah Fund for Development
KPI	Key Performance Indicators
MDC	Ma'an Development Company
MEMR	Ministry of Energy and Mineral Resources
MENA	Middle East North Africa
MoITS	Ministry of Industry, Trade, and Supply
MoPIC	Ministry of Planning and International Cooperation
MOU	Memorandum of Understanding
MTC	Medical Tourism Council
NCIC	National Competitiveness and Innovation Council
NIS	National Innovation Strategy
PIA	Public Innovation Accelerator

PMEP	Performance Management and Evaluation Plan
PSUT	Princess Sumaya University for Technology
PV	Photovoltaic
R&D	Research and Development
RE	Renewable Energy
RFA	Request for Grant Application
RFP	Request for Proposals
SDC	Skills Development Center
SEE	Supportive Enabling Environment
SMEs	Small & Medium-sized Enterprises
SRTD	The Support to Research, Technological Development and Innovation
SSO	Sector Skills Organization
STTA	Short Term Technical Assistance
SWM	Solid Waste Management
TTN	Technology Transfer Network
TTU	Technology Transfer Unit
UJ	University of Jordan
USAID	United States Agency for International Development
WFD	Workforce Development
CI	Competitiveness Index
DoS	Department of Statistics



# EXECUTIVE SUMMARY

## THE JORDAN COMPETITIVENESS PROGRAM

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

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

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

- An average increase in exports in the targeted sectors by at least 25 percent;
- \$700 million in foreign investment attracted;
- A 3 percent increase in competitiveness as measured by the JCP Competitiveness Index;
- 40,000 new jobs created, with a focus on ensuring that at least 25 to 50 percent of the jobs generated are allocated to women and/or workers outside of Amman;
- A minimum of five new policies developed, adopted and implemented by the Jordanian government which will yield increases in competitiveness as measured by the Competitive Index, and;
- *A minimum of four additional reforms in government procedures which increase the flow of information to entrepreneurs and businesses in Jordan, improve service delivery, and result in measureable increases in the “ease of doing business” in Jordan as defined by prominent studies such as the World Bank’s “Doing Business” report.*

## RESULTS

The first quarter of Year 2 was the busiest period to date for USAID’s JCP with all program areas ramping up their activities in order to meet Program targets. Some of the highlights are captured here in the Executive Summary and greater detail is available in the main body of the report.

This quarter saw USAID JCP sponsor a dynamic Middle East and North Africa (MENA) Information and Communication Technology (ICT) Forum, with world-class speakers and conference leaders coming to Amman to really focus on Jordan’s opportunities in the broad ICT sector. The focus the forum brought raised the profile of the entire ICT sector in Jordan in the eyes of the business leaders present. Not only did USAID JCP sponsor and shape the MENA ICT, but the program used it as a springboard to launch new activities. The MENA ICT can be seen as a culmination of many meetings and initiatives that USAID JCP had been working on throughout Year 1. For example:

1. Prior San Francisco meeting with HM King Abdullah led directly to the launch of Connect.jo – an expatriate network of business professionals. A member of this network announced at the Forum the launch of a pilot of solar powered charging stations for electric cars in Amman.
2. Previous meetings presenting the opportunity to expand the electronic design sub-sector led directly to Senior Vice President of Intel, John Davis, attending the conference and soon after the conference finalizing a Public Private Partnership (PPP) with USAID JCP on their support for a full electronic design curriculum with hardware and software all created by Intel.
3. USAID JCP initiated a gathering of the world’s leading women ICT start-up investors, “angels,” to come to Jordan to focus on Jordan’s ICT investment “ecosystem.” USAID JCP was fortunate to have these thought leaders review their strategic plan to establish “angel investing” in Jordan. Incorporating their thoughts and the input from regional investors, USAID JCP was able to launch their “angel” network strategic plan for Jordan.

These were just some of the key outcomes. Significant progress was also made with Microsoft and Synopsis on PPPs relating to programming training on their software, and promising discussions were held with GE Health on e-health initiatives. In summary, the MENA ICT Forum was not just another conference, but a milestone for the kind of impact USAID JCP can have on ICT in Jordan as a sector and enabler for competitiveness in other sectors.

Another key theme for USAID Jordan in the past quarter was support for women’s empowerment. The first highlight was having six world-class women “angel” investors meet several times with young women and women leaders during the MENA ICT Forum to discover opportunities for women in business to shape a new strategy to capitalize on MENA women’s wealth investing in women’s businesses. The angels particularly highlighted the possible career opportunities that await Jordan’s many well-educated women engineers and scientists. An additional highlight was the USAID JCP’s sponsorship of the MENA Women Empowerment and Leadership Conference. It was the conference’s first time in Jordan, and USAID JCP’s Project Director, Anne Simmons-Benton, was an active speaker and advocate on women’s issues throughout the conference. Finally, the USAID JCP played a lead role in moderating a women’s lunch hosted by US Ambassador Wells. All of these events are part of a broader US Government strategy to promote women’s role in society and the workplace.

## **CLEAN TECHNOLOGY**

Based on the competitiveness initiatives identified in year one, USAID JCP formalized this quarter a number of strategic partnerships that will anchor pilot projects in the clean tech (CT) sector. Such pilots will showcase the key USAID JCP objectives, will contribute to pushing reforms for an improved enabling environment and could create up to 1,300 new jobs in the CT sector. Pilots initiated include:

1. King Hussein Business Park - the Letter of Understanding (LOU) between USAID JCP and the King Hussein Business Park (KHBP) will assist KHBP management to transform KHBP into a solar-enabled smart campus that will attract and enable innovation, technology and enhance competitiveness and create up to 25 jobs in the CT and ICT sectors. Ten Expression of Interest letters have been received and are under review.
2. Jordan Company for Development Zones – a LOU was signed and both parties will work together to design and implement an integrated clean energy and solid waste management solution in the Dead Sea Development Zone that could employ up to 200 people.

3. Irbid Clean Energy Pilot with an Industrial Focus at El Hassan Industrial Estate - USAID JCP kicked off this pilot on October 29 after the winning firm signed a subcontract in a meeting held at El-Hassan Industrial Estate. This pilot aims to support the Clean Energy Sector development in the North of Jordan through a market-based approach that has the potential to employ up to 500 people as it develops.
4. Pilot of Electric Vehicle Charging Stations in Amman - a Letter of Commitment was signed in November, during the MENA ICT Forum, by the Ministry of Environment, Greater Amman Municipality, All Cell consortium, and King Hussein Business Park Co. to demonstrate the use of electric vehicles in Amman. All Cell will be establishing ten charging stations in Amman, in addition to the one inaugurated at KHBP during the MENA ICT Forum as a demonstration project to raise awareness and test market demand and operational dynamics. This initial phase could produce up to 225 new jobs.

## HEALTHCARE AND LIFE SCIENCES

USAID JCP HLS team identified key activities for direct execution under the Year 2 work plan that will have a measurable impact on USAID JCP objectives including job creation, exports and foreign direct investments.

1. Nurse Bridging Program – cluster meeting was held with key stakeholders in October. As a follow on to that meeting, the Health team is evaluating potential training partners like Al Khalidi/Lahey and GE Health in preparation for large scale Nurse Bridging program that could produce up to 50 new jobs to start this Fall.
2. Pharmacy PhD Holders Database and Selection Assessment Criteria of Technical Experts - created for Jordan Food and Drug Association (JFDA) to use primarily for the generic drug approval process.
3. “Fast Track” Inspection of MS Pharma Factory – MS Pharma purchased a pharmaceutical factory in Jordan that the HLS team facilitated having inspected. Now assisting MS Pharma in work with JFDA to approve 60 generic drugs for production in that facility. The new plant could produce up to 890 new jobs.
4. Support for Medical Tourism Reviewed – a “stress test” was conducted on the establishment of a separate medical tourism body and it was determined that this concept is not viable at this time. Support for medical tourism is still needed, and USAID JCP is determining which approach is most appropriate: Developing a Jordan chapter of the Medical Tourism Agency International organization which hospitals would then work through, or directly building the capacity of individual leading hospitals by helping them work with leading customers like Sehteq from Iraq. Support for medical tourism has the potential to deliver up to 4,000 new jobs.

## ICT SECTOR

The ICT team was extremely busy launching several initiatives and laying the groundwork for future plans.

1. Export Development Program – Int@j formally agreed to manage this project on October 26<sup>th</sup> and the program was officially launched and announced during the MENA ICT Forum where a simple online tool was presented to increase the program’s visibility and outreach.

2. A MoU was Created Between Intel Corporation (UK) Ltd and USAID JCP - it was signed on Monday December 8, 2014 at USAID JCP's office in Amman. The MOU guarantees a framework of collaboration between Intel and USAID JCP aiming at achieving a public private partnership with government, academia, private sector and NGOs to support the delivery of programs to support an electronics design sub-sector.
3. The MENA ICT Forum was Sponsored by the USAID JCP - USAID JCP invited world class private sector companies and participants to the Forum, and took advantage of conference meetings to create several new opportunities with key decision makers from Intel, Cisco, GE Healthcare, and Microsoft. All of these leaders expressed interest in creating potential public private partnerships that could support USAID JCP activities.
4. Launch of an ICT Innovation Center in King Hussein Business Park – The Center was announced during the MENA ICT Forum, and it is a major building block in the entrepreneurship and startup ecosystem that aims to optimize collaboration among the various stakeholders.

## **SEE**

The Supportive Enabling Environment (SEE) team dedicated much of its efforts this quarter on capacity building for the new Investment Commission (IC). Significant USAID JCP efforts were dedicated to build the IC's capacity and to draft the new investment law regulations. In addition to work with the IC, work was completed in the following areas:

1. Blueprint Development - the SEE team worked closely with the Ministry of Planning and International Cooperation (MoPIC) to finalize on December 16<sup>th</sup> the first draft of the Government of Jordan's ten-year Blueprint. The Blueprint was highly dependent on USAID JCP resources and cluster strategies that MoPIC sited throughout the document. The first draft of the Blueprint was completed and a more final version will be released in January for USAID JCP's final input.
2. Packaging of Implementing Regulations under the 2014 Investment Law – the IBLAW law firm was selected to work with Ministry of Industry Trade and Supply on drafting of the needed regulations through a consultative process with the public and private sectors that will also tap into support from the World Bank Group.
3. Drug Registration Process Improvements – SEE team continues to expedite the generic drug approval process.
4. Support for US Trade Mission Concerning Clean Tech Industries – on December 10<sup>th</sup>, the SEE and Clean Tech teams made a presentation on the USAID JCP's CT initiatives in Jordan to a group of US business visiting Amman under the leadership of the US Commercial Services section.

## **WORKFORCE DEVELOPMENT**

During this quarter, the WFD team focused on three main areas to achieve component goals:

1. Ma'an Clean Tech Skills Development Center of Excellence - work being finalized on two tracks in partnership with the Vocational Training Corporation, Ma'an Development Company, and EDAMA on immediate photo-voltaic (PV) developers' training needs and longer term PV certification needs. There is the potential for up to 50 trainees to be permanently employed in the RE sector.
2. King Abdullah Fund for Development (KAFD) Agrees to Partner with USAID JCP to Upgrade Career Guidance Offices at Universities – initial studies and planning begun at three pilot universities: Jordan University of Science and Technology, German Jordan University, and Princess Sumaya University. Winning proposal for an Entrepreneurship course to be taught through the KAFD partner universities is also being finalized for rapid implementation. This initiative should produce up to 500 new jobs for Jordanian students.
3. Pilot Internship Program Graduates Eleven Interns - the program provided the students with real world experience and the chance to gain relevant knowledge and skills before entering the workforce. Two of the interns have been offered positions in their host institutions - EDAMA and the Jordan Chamber of Industry.

## **ACCESS TO FINANCE**

The ATF Component progressed activities in four core areas – clean technology financing awareness and product development, the SME investment readiness pilot, launch of Jordan's first online movable collateral registry and its angel investor initiatives.

1. Clean Tech (CT) Financing Training Causes Two Firms to Seek Financing for their CT Efforts – Firms in final negotiations with EU and Central Bank of Jordan. Five additional firms actively considering financing for CT opportunities.
2. Request for Proposal Issued for Small and Medium Enterprise Investment Readiness Program - Pilot to be launched in February 2015.
3. Moveable Collateral Online Registry - USAID JCP along with the International Finance Corporation agreed in principle with the Ministry of Industry and Trade Sectors on steps to launch the registry by June 2015.
4. Final Report Accepted on Establishing Angel Network – Regional crowd funding for investments first round begins in February 2015.

## **OPERATIONS**

During this quarter, the USAID JCP Operations team focused efforts on supporting the technical teams in several areas including both the Eco-Cities Forum and the MENA ICT Forum conducted in October and November 2014. A DAI internal operational audit also took place in November in which USAID JCP received high marks. Through a DAI STTA in November, USAID JCP also customized its TAMIS to create a Year 2 technical workflow that will help to expedite

implementation. The Competitive Partnership Fund also took off during this reporting period, with a number of grants signed, an RFA released, and a program wide APS released. Lastly, over the course of the reporting period, the HR team was busy with recruitment and interviews for several open technical and operational positions.

# I: CLUSTER DEVELOPMENT

## Clean Technology

Based on the competitiveness initiatives identified in year one, USAID JCP formalized this quarter a number of strategic partnerships that will anchor pilot projects in the clean tech sector. Such pilots will showcase the key USAID JCP objectives and will contribute to pushing reforms for improved enabling environment. In October 2014, USAID JCP co-sponsored the Eco-Cities of the Mediterranean Forum and participated in the various sessions and panels. In addition, the team organized and moderated the main panel as well as roundtable discussions during the MENA ICT Forum that were well received by stakeholders from ICT and CT sectors due to the huge potential for application across those sectors.

## USAID JCP Supported the Eco-Cities of the Mediterranean Forum and Exhibition 2014 and announced Strategic Partnership

USAID JCP signed an MoU with the Jordan Green Building Council (JGBC) on August 21, 2014 to co-sponsor and participate in the Eco-Cities of the Mediterranean Forum which was held at the Kempinski Ishtar Hotel – Dead Sea between 18 - 20 of October 2014 under the patronage of HRH Prince Hamzah bin Al Hussein. The Forum addressed issues related to green economy within the Cities context through more than 15 sessions that included around 50 Jordanian, regional and international speakers and panelists. The 350 participants came from private and public sectors, associations and international agencies.

USAID JCP brought in three key speakers. Dr. Julia Nesheiwat, from the US Department of State, Bureau of Energy Resources, discussed the need for a better regulatory environment for energy and the link between security and

green growth. Mr. Niels Nielsen, Chairman of SAVIVO and Board Member of several companies and startups, spoke about the return on investment from participating in the green economy. Mr. Pascal Frohlicher, a Partner at Impact Amplifier, discussed financing green technology. USAID JCP also pioneered the use of a mobile app for the conference, resulting in a green conference and better networking.

During the event, USAID JCP signed two Letters of Understanding (LOU) in the presence of the Minister of Environment, His Excellency, Taher El Shakhshour.

“Our goal is not to create green growth but competitiveness out of the green in Jordan as what USAID JCP is trying to do. I am seeing that many green urbanization projects are happening in this region where the urbanization is growing rapidly at high pace such as Dubai and Turkey. Jordan also has which is playing a major role in transforming the clean tech market..” *Niels Neilson- USAID JCP Speaker.*



Left to right: Ruba AlZubi/USAID JCP Clean Tech Director, Niels Nielsen, Dr. Julia Nesheiwat, Pascal Frohlicher, Anne Simmons-Benton/USAID ICP Project Director.

5. The LOU between USAID JCP and the King Hussein Business Park (KHBP) explains how KHBP management and the Clean Tech team will transform KHBP into a solar-enabled smart campus that will attract and enable innovation, technology and enhance competitiveness and job creation in the CT and ICT sectors.
6. A second LOU between USAID JCP and the Jordan Company for Development Zones (JDZ) was signed. Both parties will work together to design and implement an integrated clean energy and solid waste management solution in the Dead Sea Development Zone. This pilot project will demonstrate opportunities for the CT sector growth in the Zone and include the private sector as a key partner, with the intended outcome of attracting quality investment and jobs for the local community.



The LOU signing ceremony participants, left to right: Chris Adams/USAID, Wissam Rabadi/USAID JCP COP, HE Minister of Environment, Taha AlZboun/JDZ CEO, Moayad Samman/ KHBP

### **Activity C3.1: Support the implementation of strategic transformative pilot projects in the Clean Energy and Solid Waste Management sub-sectors that will boost sector development and unlock hurdles facing the private sector**

After the completion of the assessment studies and throughout the implementation phase in year one, USAID JCP has identified promising transformative strategic pilots. These include: Irbid Clean Energy Pilot with an industrial focus at El Hassan Industrial Estate, Smart Solar Campus Concept for King Hussein Business Park (KHBP), an integrated clean energy and solid waste management solution in the Dead Sea Development Zone, Irbid Municipality Renewable and Solid Waste Management pilot, and Supporting Ministry of Environment to install 10 Electric Vehicle Charging station in Amman. Below is an update on the progress made for each pilot during the quarter:

- **Irbid Clean Energy Pilot with an Industrial Focus at El Hassan Industrial Estate:** USAID JCP kicked off this pilot on October 29 after the winning firm signed a subcontract in a meeting held at El-Hassan Industrial Estate. This pilot aims to support the Clean Energy Sector development in the North of Jordan through a market based approach, alleviating pressure from energy prices on the selected industries and open new markets for energy companies, in addition to training and employing people in clean energy sector. Eventually this process and the results will be used to enhance knowledge of industrial energy performance and management.

The first deliverable was received and approved on Nov 20th, which included the: project work plan, selection criteria of the factories in EHIE, and development of the M&E Plan.

The impact for this pilot is expected to be around 3-30 MW which may create 50-500 job opportunities and \$5-40 million in investment (pending the energy audit results to identify the specific clean energy interventions). USAID JCP will provide Access to Finance

facilitation to the selected industries under the pilot, but will also work with others within the industrial estate to maximize impact. The follow-on would be expansion of the pilot to other industrial estates and/or industrial clusters based on the results from this project.

- **Smart Solar Campus Concept For King Hussein Business Park (KHBP)**

In line with the partnership announced at the Eco-Cities Forum between USAID JCP and KHBP, USAID JCP issued a call for Expression of Interest (EOI) in November 12, 2014 to invite interested firms/agencies from the US and Jordan to send concept notes on options to convert KHBP into a smart campus. Upon this call, 10 EOIs were received and a technical committee evaluated those and identified the short listed firms to be approached for detailed proposal. This project will introduce cutting-edge applications and technologies to link innovation to ICT and clean energy solutions. This pilot will promote Jordanian firms and entrepreneurs as it is the first smart campus in the MENA region.

- **Integrated Solid Waste Management Solution in the Dead Sea Development Zone and Irbid Municipality.**

After signing the LOU between USAID JCP and the JDZ, USAID JCP prepared a call for Expression of Interest to invite interested firms or agencies to assist JDZ and Irbid Municipality in preparing a roadmap and technical institutional specifications for an Integrated Solid Waste Management Project in the Dead Sea Development Zone. A similar request was received from Greater Irbid Municipality (GIM) and will also be included in the same Eol that USAID JCP is planning to issue early January.

- **Irbid Municipality Renewable Energy Pilot**

USAID JCP received a request from the Greater Irbid Municipality (GIM) in October 11, 2014 to provide technical assistance to establish the first municipal level renewable energy project in Jordan. The needed assistance would be to support preparing tender documents and technical specifications, as well as providing access to finance and legal advice to move efforts forward. USAID JCP has announced the Statement of Work for this activity and identified potential STTA to carry out the work.



The first meeting with Greater Irbid Municipality , left to right: Eng, Hussein Al Shiekh, Omar Asfour/USAID JCP Access to finance Director, Ruba AlZu'bi/USAID JCP Clean Tech Director, Jomana

It is expected that this project will generate 16 MW from solar energy, attract \$23M in investment, and generate around 170 jobs. Moreover, its impact on sector capacity building and alleviating pressure on the municipalities will be tremendous and there is potential to replicate this approach elsewhere in Jordan.

- **Supporting Ministry Of Environment (MoEnv) to Install Ten Electric Vehicle Charging Stations in Amman**

A LOC was signed in November, during the MENA ICT Forum by The Ministry of Environment, Greater Amman Municipality, All Cell consortium, and King Hussein Business Park Co. to demonstrate the use of electric vehicles (EV) in Amman. All Cell will be establishing ten charging stations in Amman, in addition to the one inaugurated at KHBP during the MENA ICT Forum as a demonstration project to raise awareness and test market demand and dynamics. Upon signing the LoC, Amman Mayor, HE Aqel Biltaji, announced that GAM will be purchasing 50 electric vehicles as part of its support to this pilot and to promote green transportation plans. The MoEnv formed a committee to follow-up on the implementation of this project and invited USAID JCP to be a member.. The first meeting was held on November 27 with members from GAM and the Ministry of Energy and Mineral Resources attending. USAID JCP is planning to conduct an awareness workshop for the key stakeholders from the private sector, government, and CT business associations next quarter, to raise awareness and build capacity within key institutions on best practices and potential models for EV.



The solar charging ribbon-cutting ceremony at the King Hussein Business Park. Picture from right to left: Moayad Samman (KHBP Chairman), Aqel Biltaji (GAM Mayor), Taher Shakhshsheer (Minister of Environment), Ahmad Qataneh (MoEnv SG), Fawzi Masaad (GAM City Manager), Said AlHallaj (AllCell consortium Chairman).

USAID JCP anticipates that the creation of this new cluster around electric vehicles and green infrastructure will attract USD \$600,000 in investment and generate more than 200 jobs for Jordanians.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
The selection criteria for USAID JCP to decide which strategic pilots to support and facilitate (e.g., impact potential, proof of concept, feasibility) by December 31, 2014. Approved.	Output: Number of existing companies assisted to become more innovative and competitive.  Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	<ul style="list-style-type: none"> <li>• 40-70 MW Clean Energy generation.</li> <li>• 900-1,300 job potential.</li> <li>• \$70-105 million investment.</li> <li>• Five to six pilots rolled out.</li> </ul>
At least one CT strategic pilot is designed to be rolled-out by March 31, 2015.		
At least two additional CT strategic pilots are designed to be rolled-out by July 30, 2015.		
At least two additional CT strategic pilots are designed to be rolled-out by September 30, 2015.		
Renewable Energy and Energy		

Efficiency Investor Toolkit published by September 30, 2015.		
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**Activity C3.6: Assist the Ministry of Environment's Green Economy Unit and other Departments in integrating Clean Tech initiatives and priorities and build capacity to follow-up on implementation**

Preliminary discussions with the MoEnv started to define the SoW for this assistance. The MoEnv requested the incorporation of additional intuitional review of several committees formed under different goals and USAID JCP is considering this expansion in the scope which would require additional resources and expertise. It is expected to define the scope during January and identify the required expertise.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Functions of Green Economy Unit are defined and developed by January 31, 2015.	Outcome: Strong, well-coordinated, strategic partnerships between GoJ and the private sector leading to an increase in FDI.  Output: Number of USAID JCP facilitated dialogue between the GoJ and the private sector.	<ul style="list-style-type: none"> <li>MoEnv integrating at least five clean tech projects and providing needed supports for their implementation.</li> <li>Enhancement of dialogue between the public and private sector.</li> </ul>
USAID JCP starts supporting Ministry in ensuring that they are understand, promote and implement at least 3 clean tech pilots by July 30, 2015.		
USAID JCP capability building covers at least 10 key people at Ministry of Environment and other ministries by July 30, 2015.		
USAID JCP starts supporting Ministry of Environment in ensuring that they understand, promote and implement at least 5 clean tech pilots by September 30, 2015.		

**Activity C3.7: Develop institutional and human capacity within the industrial chambers and business associations to address clean tech challenges and opportunities**

The CT team prepared a comprehensive SoW for this activity upon consulting with the JCI and identified a suitable candidate to carry out the work. Upon the completion of the approval process, the STTA will start in January.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Optimal organization design for IEEU at JCI developed by January 31, 2015.	Output: Number of existing companies assisted to become more innovative and competitive.	Energy saving target TBD during Year Two.
Needs assessment and capability building plan to be completed by February 28, 2015.	Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	
More than 30 people at JCI IEEU and also at relevant chambers are trained by July 30, 2015.		

### Activity C3.12: Organize Sector Meetings to sustain dialogue among public, private and research/academia players (in all CT sub-sectors)

The CT team was planning to conduct a cluster meeting in December, but it will be postponed until January to ensure that the meeting covers important topics and updates such as the year 2 activities which are still in the approval stage.

The team initiated a regular monthly meeting with the three key CT business associations in December; the first meeting will be held in January 5, 2015 upon the availability of the CEOs of these associations. This kind of meetings will be institutionalized and sustained in the coming years and beyond the life of USAID JCP. This is anticipated to enhance coordination and cooperation among business associations and sustain communication on sector updates and priorities. USAID JCP will utilize these meetings as a vehicle for institutional capacity development for the associations, for conveying important messages, and obtaining feedback from the private sector.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
The first sector meetings or advisory group meetings are to be conducted by December 31, 2014.	Output: Number of existing companies assisted to become more innovative and competitive.	<ul style="list-style-type: none"> <li>From activity initiated in Year One – Irbid Municipality Renewable Energy pilot – indirect creation of 170 new jobs and \$23 million in new investments.</li> <li>Increase in USAID JCP Competitiveness Index score.</li> </ul>
The second sector meetings or advisory group meetings are to be conducted by March 31, 2015.	Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	
The third sector meetings or advisory group meetings are to be conducted by June 30, 2015.		

The forth sector meetings or advisory group meetings are to be conducted by September 30, 2015.		
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## Healthcare and Life Sciences

USAID JCP HLS team identified key activities for direct execution under the Year 2 workplan that will have a measurable impact on USAID JCP objectives including job creation, exports and foreign direct investments. In the past quarter, the HLS team worked closely with stakeholders to follow-up on activities that were initiated in Year 1 and continued under the Year 2 workplan such as capacity building at JFDA and JAPM, in addition to mobilizing partners from the private sector and building momentum to achieve the newly added Year 2 milestones.



Participants in the HLS cluster meeting

On October 1<sup>st</sup>, the HLS team held the second series of cluster meeting. The meetings brought together over thirty participants and the purpose was three-fold: present the progress made since the last series of cluster meetings, gather input on key issues and possible solutions, and agree on tangible actions and responsibilities going forward. The Pharmaceuticals and R&D session focused mostly on the ongoing efforts to streamline drug registration processes and to implement the eCTD system, while the Medical Services discussion centered on ways to ensure quality of care for foreign patients, the role and responsibilities of a medical tourism body in Jordan, and ways to leverage Jordan's touristic assets for medical tourism. Lastly, the Healthcare Education meeting focused on existing education programs that USAID JCP initiatives could build on. The HLS team will hold the next wave of cluster meetings in February 2015.

### **Activity C3.13: Advance the development of the medical tourism sub-sector through engaging key stakeholders to expand their visibility and outreach.**

During the quarter, the HLS team engaged several key medical tourism providers and Centers of Excellence in discussions to identify growth barriers and potential areas for collaboration and support. In most cases, discussions revealed the need for assistance when developing medical tourism packages that could be promoted on a B2B and B2G levels.

Based on those findings, the HLS team identified a potential regional partner in the medical tourism industry with the expertise to work with selective providers and Centers of Excellence to develop price packages for 'common services' that could be promoted for direct referrals from regional Ministries of Health, health attaches at embassies, in addition to regional and international health insurance companies and third party intermediary firms. As a result of this exercise, the HLS team

will short-list medical tourism providers and Centers of Excellence who have demonstrated the willingness to cooperate by providing transparent and reliable information with the aim to attract a larger number of foreign patients to Jordan. The HLS team would then work with the selected group in coordination with the Jordan Tourism Board to develop a medical tourism promotional strategy at a national level. The HLS team has in-parallel, invited consortiums of parties from the medical tourism, hospitality, and tourism industries to apply for a grant and support the sustainability, growth, and competitiveness of the medical tourism sub-sector.



Picture TBD - Part of the opening of the Center of Excellence by Al Khalidi Hospital and Medical Center in affiliation with Lahey Hospital in

The HLS team also participated in the opening of a new Center of Excellence by Al Khalidi Hospital and Medical Center in affiliation with Lahey Hospital in Boston on November. The state of the art facility hosts an array of niche services including Executive Health program, Women Health & Breast Center, an Outpatient Diagnostic Center, and a Medical Training facility. The HLS team is in talks with the newly established entity to identify collaboration efforts under medical tourism and medical workforce development.

Throughout the quarter, the HLS team held sessions with USAID to explore the development of an eHealth pilot project under a GDA in coordination with USAID JCP ICT cluster with potential international ICT for Healthcare strategic partners. Once operational, the eHealth platform would allow a seamless delivery of care to foreign patients from an early stage prior to their arrival in Jordan. Given that the scale of this initiative, it is not in line with GDA requirements, thus USAID JCP is discussing with strategic partners how to build a working relationship and model that could be sustained.

The HLS team conducted meetings with health care technology startup companies as part of the MENA ICT Forum such as WebTeb; an Arabic content medical and healthcare portal with 50,000 registered users from across the MENA region and MediRevu; a mobile health application which allows chronic patients to track their treatment regimen in coordination with their doctors. The potential of expanding such tools and services to be utilized by foreign patients before and after their visit to Jordan will be discussed in depth as part of the promotional efforts.

Milestone/Deliverables	Output/Outcome	Estimated Impact Contribution
Engage a selective group of medical tourism service providers and COE as champions for sub-sector development by January 31, 2015.	Output: Number of existing businesses and business associations assisted to become more innovative and competitive.	<ul style="list-style-type: none"> <li>• Support the creation of 4,000 new jobs, 1,000 of which are in the hospitality industry.</li> <li>• Increase export of medical</li> </ul>

Engage MTA to explore the design and delivery of alternative initiatives for sub-sector development by March 31, 2015.	Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	services by 10% year-on-year. • Support the development of COE.
Explore the development of an eHealth pilot project under a GDA in coordination with USAID and JCP ICT cluster by March 31, 2015.		
Work with key stakeholders and partners to develop and introduce medical tourism packages to select target groups by May 31, 2015.		
Engage JTB to explore the development of a medical tourism promotional strategy at a national level by May 31, 2015.		
Publish quality report on select hospitals by June 30, 2015.		
Support the development of COE including niche specialized service providers (continuous) June 30, 2016.		

### Activity C3.14: Support Development of Nurse Bridging Programs (NBPs)

In December, the HLS team conducted an inventory of the supply of nursing programs currently available in Jordan and of the partnerships between local nursing faculties and international universities or teaching centers. In addition, the HLS team engaged with three stakeholders, Al Khalidi Hospital, the American Heart Foundation, and the Arab Medical Center, and provided them with feedback on submitted grant concept notes. The stakeholders were encouraged to design programs large enough to train more nursing students and professionals than needed by the stakeholders in order to help bridge the shortage of nurses in Jordan and abroad, thereby maximizing the impact of USAID JCP funding.

The HLS team will meet with the Nursing Council in the next quarter to jointly encourage additional stakeholders to design nursing programs that could start enrolment as early as September 2015.

Milestone/Deliverables	Output/Outcome	Estimated Impact Contribution
A demand and supply analysis for the NBP by March 30, 2015	Output: Number of existing business and businesses associations assisted to become more innovative and	• Support the training of minimum 300 additional nurses graduated and
Develop a practical nursing training program according to		

international standards by June 30, 2015	competitive.  Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	employed per year.
International accreditation of nursing training center by September 30, 2015		<ul style="list-style-type: none"> <li>• Support the creation of 50 additional faculty and staff jobs.</li> </ul>
Export of nursing training services to the MENA region by September 30, 2015		<ul style="list-style-type: none"> <li>• Increase exports of training services</li> </ul>

### Activity C3.15: Ramping-Up Home Healthcare Services in Jordan

The HLS team identified upgrading home healthcare services as a priority activity under the Year 2 workplan as it will have a direct impact on realizing USAID JCP objectives of job creation and Foreign Direct Investment.

As a result, in December, a comprehensive assessment of the home healthcare landscape in Jordan has been carried out with the objective of identifying key areas for improvement and support. The highly fragmented and under-regulated sub-sector could benefit from a multi-disciplinary effort to enhance the regulatory environment, support workforce development, address reimbursement challenges, and engage in capacity building and investment opportunities. In that light, the HLS team identified a potential partner with a successful track record tackling home healthcare related challenges in the region including regulatory, reimbursement, and operational ones. The potential partner will be able to draw subject matter expertise from a wide range of network support, including affiliates and advisory members at world renowned, U.S. based home care and rehabilitation centers. This partnership would facilitate knowledge transfer and implementation of quality assurance, development of policies and procedures in line with international standards for the delivery of quality home healthcare services, and the development of sustainable business models.

Moreover, in December the HLS team engaged King Abdullah University Hospital to develop a home healthcare pilot project in Irbid and surrounding rural areas. The pilot project aims to increase the communities' awareness of the benefits of home care services and to activate the interest of large university hospitals to consider home care services as an integral part of their health care delivery model. In addition, the HLS team has invited consortiums of healthcare stakeholders which may include providers, councils and associations to apply for a grant and develop home health care services and training programs in addition to playing a role in building awareness and educating the public on home care.

Milestone/Deliverables	Output/Outcome	Estimated Impact Contribution
Complete the pilot study and increase awareness on homecare services by June 30, 2015.	Output: Number of existing businesses and business associations assisted to become more innovative and competitive.	<ul style="list-style-type: none"> <li>• Create 2,000 jobs in the services sector</li> <li>• Attract local and foreign investments into the homecare market.</li> </ul>
Develop a proposed regulatory framework and guideline on homecare services in Jordan by June 30, 2015.	Output: Number of new companies formed  Outcome: At least a 10%	

Advocate for the establishment of a re-imbursement mechanism through private insurance companies by September 2015.	increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	
Upgrade the quality of services offered by existing homecare providers by September 30, 2015.		
Develop homecare training programs by healthcare providers and training centers according to international standards by September 30, 2015.		

**Activity C3.16: Support the expansion of Clinical Research Organizations (CROs) capacities, enhance the competitiveness of the pharmaceuticals industry, and support JFDA and JAPM with capability-building**

Increasing the number of new drugs approved by the JFDA in the coming years is a crucial enabler to ensure that Jordan’s pharmaceutical industry can produce and export more drugs, and ultimately create more jobs. In order to increase the number of drug application files reviewed by JFDA, JCP recommended extending the previously formed 2013 generic sub-committee for drug’s registration at the JFDA and/or increasing the number of committees reviewing the drug files. In order to enable JFDA to staff such Drug Registration committees, the HLS team created a comprehensive database in of Pharmacy Ph.D. holders, who are willing to join JFDA review committees, based on JFDA needs. The HLS team also prepared a “Selection and Assessment Criteria for evaluating technical experts’ competencies” that will be part of a Standard Operating Procedure at JFDA’s Quality Unit. Following USAID JCP’s suggestion, JFDA also formed in December, an internal committee composed of JFDA staff members dedicated to implementing the action plan.

During the quarter, the HLS team continued to collaborate with the Jordanian Association of Pharmaceutical Manufacturers (JAPM) in order to streamline interactions between pharmaceutical manufacturers and the JFDA. Such efforts could include training Regulatory Affairs staff (RA’s) on best practices linked to the registration of drugs and supporting the implementation of the electronic Common Technical Document (eCTD) system in Jordan, a drug registration software used in the U.S., E.U., and GCC region. For the eCTD system, USAID JCP will be supporting implementation at both the pharmaceutical manufacturers, through training and capability-building, and at JFDA, through the purchase and installation of the eCTD for the 1st year. In keeping with USAID JCP’s focus on self-sustainability, the JFDA committed to maintaining and renewing the system in the following years.

Additionally, the HLS team and JAPM are working together to enable Clinical Research Organizations (CROs) to grow their revenues and exports and to create jobs (e.g., capacity-building through clinical study agreements with regional hospitals, business development/ marketing, and software/ hardware capabilities). Discussions during the reporting period also revealed the need for legal and regulatory advocacy. JAPM will work with CROs in order to request support on behalf of all interested parties as a consortium, and USAID JCP will in parallel conduct one-on-one meetings

with the CROs to better understand the needs and share the insights gathered in USAID JCP's Year I analysis.

In December, the HLS team met also with the MS-Pharma to discuss the opening of a new injectable plant. MS Pharma currently operates four factories in Jordan and North Africa. The company took over an existing, but non-operating injectable plant in 2013 and is currently working towards its opening. The HLS team obtained a fast-track inspection of this factory by JFDA in October and an early submission of drug applications before January 2015. MS Pharma is now preparing to request approval from JFDA to produce 60 products. Registration of these products by JFDA could enable production to start in 2016, which would lead to the creation of an estimated 890 jobs.

Milestone/ Deliverables	Output/ Outcome	Estimated Impact Contribution
Creation of a comprehensive database of pharmaceutical Ph.D. holders willing and able to participate in JFDA's drug registration review committees by November 30, 2014	Output: Number of existing business and businesses associations assisted to become more innovative and competitive.	<ul style="list-style-type: none"> <li>• Support the creation of 900 new jobs</li> <li>• Increase exports of clinical study services</li> <li>• Expand Jordan's CRO sector to 10-20 times its current base.</li> <li>• Improve Jordan's status as a respected regional hub for clinical trials.</li> <li>• Enhance relations between stakeholders: JFDA, academia, CRO, and the private sectors.</li> <li>• Expand JFDA linkages with US FDA through an agreement.</li> </ul>
Developing a selection criteria for selecting the members of the JFDA's committees by November 30, 2014...	Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	
Supporting JFDA to streamline drug registration reviewing processes by March 31, 2015.	Outcome: Jordanian companies produce more differentiated & value-added products	
Support the registration of new drugs to be produced in a new injectable plant by March 31, 2015.		
Supporting JFDA to develop clinical study evaluation processes by August 31, 2015.		
Investment readiness tools for pharmaceutical sector by September 30, 2015.		
Implementation of eCTD system within JFDA by September 30, 2105.		

### Activity C3.17: Establish and support Innovation COE; cross-cutting CT, ICT and HLS

The HLS team met with Mr. Al-Jafari, leader of the HLS Innovation Center Task Force, in November to provide recommendations on the concept paper submitted on behalf of all task force members and to agree on next steps for the Innovation Center. Mr. Al-Jafari agreed to put together a deal flow of 10-20 potential innovations that could be supported by the Innovation Center, including the type of support that would be required to reach commercialization. The HLS team also encouraged the formation of a consortium of pharmaceutical companies in order to develop a business and

financial model for the Innovation Center and submit an official request for support from USAID JCP.

Additionally, USAID JCP is also work towards the creation of a medical device laboratory, in the spirit of the FabLab concept created by the Massachusetts Institute of Technology. The King Hussein Business Park committed to providing space and equipment (e.g., 3D printers) to the FabLab and USAID JCP will develop a business plan in January in order to ensure the lab's sustainability.

Milestone/Deliverables	Output/Outcome	Estimated Impact Contribution
Evaluation of R&D activities and IP commercialization potential by March 30, 2015.	Output: Number of Jordanian Innovation Centers established and/or strengthened	<ul style="list-style-type: none"> <li>• Increase FDI in the pharmaceutical sector.</li> </ul>
Development of a comprehensive R&D and innovation strategy by June 30, 2015.	Output: Number of existing business and businesses associations assisted to become more innovative and competitive.	<ul style="list-style-type: none"> <li>• Increase export of value-added products.</li> </ul>
Development of business and financial model for the Innovation COE by June 30, 2015.	Output: Number of deals brokered between academic researchers and the private sector	<ul style="list-style-type: none"> <li>• Export knowledge and expertise to the MENA region, and enhance cross-border knowledge transfer. Improve Jordan international brand for research "COE."</li> </ul>
Establish the HLS Innovation Center, as part of the Innovation COE by September 30, 2015.	<p>Outcome: Jordanian companies produce more differentiated &amp; value-added products</p> <p>Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.</p> <p>Universities and research center policies/regulations are more supportive of research R&amp;D commercialization, leading to more opportunities to bring market-driven products to the marketplace</p>	<ul style="list-style-type: none"> <li>• Increase venture and growth capital investment in technology innovation and enterprise start-ups.</li> <li>• Increase linkages between industry, academia and international players, as seen in universities of other countries.</li> <li>• Support the direct employment of 15- 20 employees</li> </ul>

## Windows of Opportunity<sup>1</sup>

### **Capacity Building and Investment Opportunity - Shami Eye Center**

During November and December, the HLS and ATF team held two discussions with Mr. Omar Shami, CEO of the Shami Eye Center, to discuss potential new Shami branches in Jordan and abroad. The Shami Eye Center, a specialized family-owned clinic in Amman, enjoys a strong brand image thanks to the presence of Shami Optics stores in Jordan since the 1960's and the Shami Eye Center has a strong quality track record. The management of the Shami Eye Center has already leveraged this strong brand to operate a center in Erbil, Iraq, and is now planning the opening of two centers in Irbid and Zarqa, Jordan. In addition, the CEO is contemplating a further extension to cover the South of Jordan and the GCC region. He has solicited USAID JCP's support to assess the different expansion options and investigate different financing sources. Since this could translate directly into increased jobs outside of Amman and enhanced investment, the HLS and ATF team have put together an approach to develop a comprehensive business plan and are now investigating further support – see Access to Finance section for further details.

### **Enhance Awareness of HLS Stakeholders on eHealth Related Solutions**

As a part of the MENA ICT Forum in November, the HLS team successfully hosted a panel session titled “e-Health: Leveraging Technology to Improve Healthcare Services” where three expert speakers representing GE Healthcare, Unumed and Dr. Bridge shared their experience in using technology to improve patient care at hospitals and clinics, decreasing costs and increasing revenues.

Two of the speakers also engaged in meetings with HLS stakeholders including the Arab Medical Center, Al Khalidi Medical Center, and Istishari Hospital to discuss ways in which the specific needs of healthcare institutions can be addressed by technology.

The MENA ICT Forum was a successful platform for initiating dialogue between HLS stakeholders and healthcare solution providers and contributed to building the awareness on the use of technology in health care related settings, an essential pre-requisite for developing any eHealth related initiative under USAID JCP.

## **ICT SECTOR**

Consistent with the country's sector strategy for 2013-2017 and based on USAID JCP's Year One ICT efforts, the ICT sector team planned a number of activities for the second year. These activities will complement the program's progress in Year One and build on them. The export development program will increase the sector exports regionally and internationally. The ICT team will support acceleration and bridging programs and support innovation through building solid platforms that will complement the entrepreneurship ecosystem, including the diffusion of ICT in Healthcare and CleanTech sectors, creating new jobs and new innovative companies.

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<sup>1</sup> “Windows of Opportunity” is a term used in this Workplan to identify possible opportunities that will be taken advantage of if conditions warrant by moving a potential Year Three activity into Year Two or if additional funding for Year Two is made available.

Furthermore, the second year will also include activities that will enable the establishment of a niche area focusing on “Electronics Design” to showcase Jordan as a center of excellence in this specialty. The ICT team was successful in gaining the interest of important international firms in the area of “Electronics Design,” that resulted in signing the first MoU with Intel to lead a full track from education and training to entrepreneurship. Other serious discussions with Synopsys Inc. are being concluded which will lead to another similar track with a focus on job placement for related services, supporting foreign investment, and enabling related outsourcing services.

Under enterprise readiness and similar to the export development program, we are introducing another program that will support readiness that focuses on corporate maturity for investment development. Overall, the ICT team is supporting several leading programs under other USAID JCP components— some aimed at enabling sustainable sector workforce development through the implementation of the ICT sector skills organization (SSO)—and others aimed at maintaining healthy public-private relations through productive dialogues in conferences like the MENA ICT Forum and through research projects that will facilitate more informed decisions for the coming year.

This quarter featured a number of highlights starting with the successful delivery of the 6<sup>th</sup> MENA ICT Forum that occurs every two years since 2002. The ICT team also supported the first public/private dialogue to design a unified position for the industry that will feed into a national dialogue to improve the enabling environment. Below is the detailed progress of each activity and the planned next steps.

### **Activity C3.20: Export Development Program (EDP)**

This key implementation lab/program is directly related to increasing ICT companies’ exports to enable their growth and expansion. The program aims to target close to 80 -100 SMEs over the 3-4 year period, and will be supported by USAID JCP through:

- Market Entry Services – direct and indirect support for different markets’ access and linkages with potential partners and clients, which will result in new leads, investments, and exports..
- Strategic Communications – create more visibility and strategic marketing techniques for the companies and their products, which will increase companies’ credibility and sales.

Part of the quarter was dedicated to finalizing the EDP financial model to validate its feasibility and determine the best implementation scenarios that will allow us achieve our goals. These scenarios were presented and endorsed by the int@j board on October 26<sup>th</sup>. As the main partner and lead organization for this program, they noted that this program would only last as long as USAID JCP supports it. The program was officially launched during the MENA ICT Forum, where a simple online tool was developed to increase the program’s visibility and outreach. The link for the tool is <https://www.surveymonkey.com/s/exportdevelopment> .

Since almost 70 percent of the program cost is on qualified human resources, USAID JCP took the lead in identifying potential staff through the support of the EDP STTA, Mustafa Mustafa. He assisted in interviewing and nominating potential candidates for the program’s key positions such as the Business Development Officer and the Strategic Communications Specialist.

Next steps planned are to internally identify the best financing mechanism for the program for the next 3-4 years and hold the final follow-up interviews with shortlisted candidates to hire and kick start the program.

This activity will contribute to export development in the ICT sector and is expected to increase direct and indirect export revenues by up to \$ 20.5 million during this year.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Program launch and initial announcement November 13, 2014.	<p>Output: Number of ICT firms receiving capacity building assistance to export</p> <p>Outcome: Increasing Jordan's ICT exports</p>	<ul style="list-style-type: none"> <li>• 1% increase in export revenue in ICT sector in 2015.</li> <li>• \$6.5 million in new sales (direct) and \$15 million in new sales (indirect)</li> <li>• 10-20 companies reached through EDP in Year Two.</li> <li>• Up to 6 new market linkages made (new "deals")</li> </ul>

### **OPTIONAL SUB-ACTIVITY 2: BUILD AN ICT INDUSTRY DATABASE OF PRODUCTS AND INTELLECTUAL PROPERTY AND IDENTIFY EXPORT READINESS FACTORS**

There is nothing to report against this sub-activity. USAID JCP will start the actual implementation of the EDP, and then decide on the main tools and supporting activities that will enable the delivery of the services and functions under the EDP. This may include building a comprehensive database to enable more informed linkages and business development for companies.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Consultancy and technical services procured by April 30, 2015.	Output: Number of ICT firms receiving capacity building assistance to export	n/a
Database built and populated with companies and their products by July 31, 2015.	Outcome: Increasing Jordan's ICT exports	
Manual and operational framework to maintain the database completed by August 31, 2015.		

### **Activity C3.21: Establish an Electronics Design Center of Excellence and Sub Sector**

As a result of the MENA ICT Forum, USAID JCP and Intel were able to accelerate discussions to articulate a cooperation framework that includes the design of a full program that will link academia and industry to train students on "Electronics Design" using Intel specialized equipment and tools to develop new innovations. This will result in the establishment of a number of new businesses that

will be linked to the existing entrepreneurship industry and stakeholders for further support. Accordingly, a MoU between Intel Corporation (UK) Ltd and USAID through the JCP was signed on Monday December 8, 2014 at USAID JCP's office in Amman. The MOU guarantees a framework of collaboration between Intel and USAID JCP aiming at achieving a public private partnership with (government, academia, private sector and NGOs) to support the delivery of relevant and supporting programs. These programs focus on the adoption, promotion and scaling of new Intel technologies through the use of embedded systems like Intel Galileo boards and Cloud.

The initial idea is to have this partnership run for over three years, and support at least ten universities with up to 500 boards distributed in total. Once these training programs are launched, USAID JCP will work with its partners to engage the students in regional and international design competitions. The program will be designed to engage with sector accelerators and the ICT team will identify funds that can help in creating startups based on these projects.

Building on the momentum created after the MoU was signed with Intel, other international firms including Synopsys and Mentor Graphics are in talks with the ICT team to launch their own programs and tracks that will enable the creation of Jordanian talent that is ready for jobs and empowered with tools to innovate and launch new ideas.

USAID JCP is coordinating with Synopsys to support their educational and entrepreneurial track that includes the opportunity for participants to compete on an international level in the Synopsys Olympiad whose 10th iteration is planned for next year. Pursuant to this effort, an expert from Synopsys intends to visit Jordan on Jan 7<sup>th</sup> to begin making necessary arrangements.

Next Steps are focused on developing the details of the Intel program in order to kick start it during Q1 2015, and to resume discussions with other internationals namely Synopsys and Mentor Graphics to support their engagement to establish this industry. Parallel to that an STTA is expected to be recruited and hired soon to support the initiative.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Agreement with Intel signed to run a special track for capacity building that will enable new businesses creation by December 31, 2014.	Output: Number of Jordanian Innovation Centers established and/or strengthened.  Outcome: Strengthen existing and establish new innovation centers in target sectors.	<ul style="list-style-type: none"> <li>• 20 jobs created.</li> <li>• \$240,000 revenue generated.</li> </ul>
Center business and operational models developed by February 28, 2015.		
Center established and operational by April 30, 2015 (lead initially by Princess Sumaya University for Technology).		
Engagement with Synopsys to expand locally to engage additional universities and grow the pool of trained resources by May 31, 2015.		

Tools and equipment procured, if required, - by June, 30 2015.		
Resources training initiated by the center by July 31, 2015.		

### Activity C3.22: Support the MENA ICT Forum 2014

The MENA ICT Forum was sponsored by the USAID JCP. It is one way the project is partnering with the public and private sectors to grow the economy and create good jobs for Jordanians. The Middle East & North Africa (MENA) Information & Communications Technology (ICT) Forum is the region's premier biennial ICT industry event, held in Jordan under the Royal Patronage of his Majesty King Abdullah II. The event provides a platform to showcase the MENA region's ICT successes and provides a forum to discuss the latest ICT trends, opportunities and future outlook. The ICT Forum is widely recognized as an excellent platform for leaders from the public and private sectors to network and forge partnerships.



MENA ICT session with women angel investors

USAID JCP took advantage of conference meetings to create several new opportunities in discussions with key decision makers from Intel, Cisco, GE Healthcare, and Microsoft. All of these leaders expressed interest in creating potential public private partnerships that could support USAID JCP activities and program targets.



Members of the new diaspora network, Connect.jo, with USAID JCP COP Dr. Wissam Rabadi (second from the left). Pictured here: Zaid Ayoub, Dr. Rabadi, Rami Rihani, Said Al-Hallaj.

Other announcements featured during the Forum included the launch of USAID JCP's ICT Exports Development Program in partnership with int@j, in addition to the launch of the new technology innovation center, GROW, at the King Hussein Business Park.

For more information and highlights from the MENA ICT Forum, please refer to Annex C.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
Forum conducted November 12–13, 2014.	Output: Number of existing companies assisted to become more innovative and	FDI increased (amount TBD based on follow-on tracking)

	competitive.  Outcome: At least a 10% increase in the competitiveness of target clusters as measured by the USAID JCP Competitiveness Index.	survey conducted by Int@j)
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### Activity C3.23: Support the Establishment of an Innovation Center

The cross cutting Innovation Center conceptualized by USAID JCP and led by the KHBP was launched during the MENA ICT Forum. It is a major building block in the entrepreneurship and startup ecosystem that aims to increase collaboration among the various stakeholders under a new brand called, GROW.

During the quarter, USAID JCP supported the center’s branding and design ideas and is still working with KHBP on the final deliverables related to the center brand and communications strategy. The center, still under construction by the KHBP, is finalizing how it will support critical stakeholders, such as the iPark. USAID JCP is looking into supporting iPark’s growth plans and maturing role in the industry, including their expansion at the innovation center to cater to more startups.

Furthermore, USAID JCP is working to support the establishment of a multipurpose facility including specialized labs. USAID JCP is coordinating with experts to set the roadmap for the creation of a FABLAB and a Media LAB at the Innovation center, and a major stakeholders meeting took place on December 10th to agree on the implementation roadmap. Key players in this task are KHBP who committed to provide the required space and undertake any construction requirements and KAFD who committed to support key staff and the majority of operational costs, while USAID JCP will provide in-kind support and the required technical guidance to see these facilities fully operational.

During the next quarter, USAID JCP will work with KHBP to build the capacity of the center’s management to optimize the value of the existing innovation ecosystem, and provide support in the identification of new functions similar to the establishment of a FABLAB.

The innovation center activity was also included within a wider context under the recently issued CPF APS (released in December) that will support a number of promising innovation centers that will build resource capacity for job creation and establish new companies.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
The Innovation Center launched and implementation commenced by February 28, 2015.	Output: Number of Jordanian Innovation Centers established and/or strengthened.  Outcome: Strengthen existing and establish new innovation centers in target sectors.	<ul style="list-style-type: none"> <li>• 130 new jobs.</li> <li>• \$800,000 revenue.</li> <li>• 20-30 companies directly supported.</li> </ul>

### Activity C3.24: Support Acceleration and Bridging Programs

This activity was addressed under the recently issued Annual Program Statement (APS) to facilitate the support of several existing programs lead by multiple stakeholders. These programs will greatly contribute to the exports and investments of the companies.

Under this activity special programs are being designed as well, and a potential PPP is materializing with Microsoft, where they are partnering with JCP ICT team to launch and design a capacity building program to train students on Microsoft platforms. Plans also include engaging students to launch new innovative ideas and get them ready for new jobs. A pilot might be designed for early next year targeting up to 50 students.

Next steps will include designing the program plan and operations with Microsoft. The ICT team will also continue similar discussions with other industry leaders.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
At least one acceleration/bridging initiative implemented per quarter (March, June, Sept.)	Outcome: Innovative partnerships and business support centers result in increased ability of startups, SMEs, and corporations to attract lenders and investors.	<ul style="list-style-type: none"> <li>• 50 companies supported.</li> <li>• \$3 million.</li> </ul>

### Activity C3.25: Support Design and Delivery of a Corporate Readiness Program (CRP)

(This is a joint activity between the ICT sector and the Access to Finance Component, reference ATF Activity C.4.2). 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 this issue was raised as a major need for ICT companies. Companies that enroll in this program should be ready to seek investments in the coming period of 6-18 months depending on their readiness status.

The ATF and ICT teams met some of the program's potential participants to verify their interest and eligibility to enroll in the pilot round of this program. Companies' initial responses were positive and they believe that this program will fast track their access to financing parties and receiving required investments.

The ICT team has around six potential participants and this will increase to around 8-10 before mid-January 2015. The expected outcome of this activity for its first year is around USD \$1 to 1.1 million in direct investment by participating companies.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
See Access to Finance chapter	See Access to Finance Chapter	See Access to Finance Chapter

### Activity C3.26: Support ICT in Healthcare Activities and Taskforce

This activity is slated to start later in FY15, but the MENA Forum accelerated discussions after meetings during the Forum with a number of key companies in the domain of e-Health such as Cisco and GE Healthcare. The focus of these discussions is to create an e-health pilot with the

engagement of both ICT companies and private hospitals to showcase how ICT can play a role in healthcare services support.

One of the key companies we are in touch with is GE Healthcare—they are exploring ways to expand their local presence and invest further in Jordan. Cisco is also committed to Jordan to showcase its latest technologies in the healthcare sector.

Discussions held over the last quarter with Cisco are focused on implementing a pilot including the following:

1. E-Health pilot that showcases interested hospitals the linkage of critical core IT solutions from local ICT companies supported by Cisco technologies to ensure credibility and standardized approach.
2. Identify main Health requirements and enable innovations in Health through the use of technology.
3. Medical Tourism support by building on the e-Health pilot and using relevant technologies that can facilitate medical tourism services for hospitals by lowering their costs.

During the next quarter, the pilots will be finalized. The interest and cooperation of more than one hospital is the biggest challenge for the pilot. Scaling these pilots might require validation of exact local needs for hospitals and ICT companies because it will entail running some capacity building programs, and might require building the policy framework to facilitate implementation. To help move the activity forward, the team will develop an SOW for an STTA to come and understand local health needs and current local ICT offerings, and build a roadmap on how our targets for job creation and exports in this area can be achieved.

Milestone/Deliverable	Output/Outcome	Estimated Impact Contribution
USAID JCP support by ICT in Healthcare task force formally endorsed by January 31, 2015.	Outcome: Innovative partnerships and business support centers result in increased ability of startups, SMEs, and corporations to attract lenders and investors.  15 companies assisted /trained.	<ul style="list-style-type: none"> <li>• \$1.5 million (?? In what? Revenue, FDI or exports?)</li> </ul>
Priority interventions agreed upon by March 31, 2015.		
At least one standards ToT conducted by July 31, 2015.		

### Activity C3.29: Support other ICT sector activities in alignment with sector strategy

Other major activities delivered throughout this quarter included the following:

- **Support to USAID JCP Sector Associations:** The SEE team along with the ICT Cluster Lead worked closely with int@j, to help them develop the ICT sector’s strategic direction as part of the 10 Year Economic Blue Print / Vision 2025. On October 29th JCP and int@j hosted a roundtable discussion with many important stakeholders. Please see section C1.2 under the SEE section for more details.
- **ICT sector skills organization (SSO):** Another major initiative under the Workforce and the ICT Components is aimed at creating jobs in the ICT sector in a sustainable manner through institutionalizing the techniques of bridging academia outcomes and market requirements. The SSO sets the framework to create some predictability in the demand and supply cycle that will ensure a more scalable approach and outreach for longer-term benefits and for HR forecasting requirements. The SSO will be the main job creation engine for the ICT industry; it is expected to train and support the hiring of around 300 new graduates during this year. USAID JCP is also

working with int@j and the WFD team to pilot a training program that will follow the SSO framework and requirements. The program will train and instantly match-make about 20-30 potential new graduates based on industry needs.

- **Launch of the Girls in Technology Chapter:** The USAID JCP ICT team is working with a new leading group of women who have initiated the establishment of a new chapter called Girls in Tech, which is part of an international NGO that aims at empowering women in Tech and through technology. USAID JCP will support this chapter in its development initiatives to train and enable more women for employment in Tech - especially from outside Amman. USAID JCP will provide technical support in developing their plans and officially launching the chapter in March 2015 (the aim is for March 8th which is the International Day for Women).
- **Participation at the Global Entrepreneurship Summit:** In November, USAID JCP supported USAID in coordinating the participation of stakeholders who work in the innovation and entrepreneurship space, as well as the participation of two female entrepreneurs to showcase Jordanian innovations and share their stories. They included: Eman Hylooz, from Abjjad and Nour Fadel, from Tasmeeem. The Global Entrepreneurship Summit was held in Morocco from November 19-21, 2014.

## II: SUPPORTIVE ENABLING ENVIRONMENT

### OVERVIEW

The Supportive Enabling Environment (SEE) team dedicated much of its efforts this quarter to capacity building for the new Investment Commission (IC). Significant USAID JCP efforts were dedicated to building the IC's capacity and drafting the new investment law regulations. USAID JCP worked with the IC, Ministry of Planning and International Corporation (MoPIC), and World Bank Jordan Competitiveness and Innovation Partnership (WBG), to ensure there was a consultative process where all parties had input into developing a more holistic view of the law.

During the past quarter the SEE team worked on the following strategic policy documents, laws, regulations and procedures:

- Ten Year Economic Blue Print – Delivered first draft to MoPIC December 16, 2014. Will be reviewing final draft mid January. Position Papers for the ICT and Renewable Energy/Energy Efficiency were developed as important input into Blue Print.
- 2014 Investment Law – Drafting Regulations required to execute the Investment Law - due Q1 2015. Also preparing sector specific Guides for privates sector to use when following the new law.
- Jordan-US Free Trade Agreement – Providing technical assistance to better implement Agreement.
- Improving Trademark and Patent Registration Process – Providing process improvement capacity building to the Industrial Property Directorate (part of MITS).

- Improving Trade Standards – Partnering with the Jordan Standards and Metrology organization to create standards and regulations that reduce barriers to trade.
- Renewable Energy/Energy Efficiency Law #13, Direct Proposal Regulation – Drafting new regulation for MEMR starting January, 2015.
- Technical Standard Review for Photo Voltaic Energy Sector – Reviewing national and international law to prepare recommended standards.
- Drug and Pharmacy Law – Proposing amendments to this law, and drafting necessary adjustments to the implementing regulations – focus is on generic drug registration.

During the quarter, the SEE team worked on the following targeted interventions:

**Activity C1.1: Provide technical assistance for the development of the Ten-Year Economic Blueprint**

Under this activity SEE team worked on the following interventions:

- **Development of a Blueprint Engagement Tool:** The SEE team worked with a local STTA to develop a tool/map that would facilitate JCP/SEE’s efforts in engaging with relevant parties on key issues of concern that will help push forward national reform efforts as reflected in the 10 Year Economic Blueprint. The SEE team and the STTA met with MoPIC and received their input regarding this tool—the tool will identify policies and best practices in their related laws which will then create an initial position for USAID JCP to identify their Stakeholders and categorize them based on: impact, interest, influence, etc.)
- **Blueprint Formalization:** The SEE team worked closely with MoPIC to finalize the first draft of the blueprint on December 16. The blueprint was highly dependent on USAID JCP resources and cluster strategies which MoPIC sited throughout the document. With the first draft of the blueprint completed, a more final version will be released in January for USAID JCP’s final input.

Milestone/Deliverable	Output/Outcome	Related Laws <sup>2</sup>	Estimated Impact/Contribution
Technical support to MOPIC and government agencies on the Blueprint by February 2015.	Output: Number of policies, laws and regulations drafted, approved and implemented	Bankruptcy Law Public Private Partnership (PPP)	Partnership between GoJ and private sector strengthened to support USAID JCP clusters and enhance jobs, exports and foreign direct

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<sup>2</sup> This refers to the law, regulation, policies and/or procedures needed to enhance implementation

Two reform initiatives on improving the business environment by September 2015.	Outcome: New policies and procedural reforms developed that yield increases in competitiveness.		investment
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### Activity CI.2: Support to USAID JCP Sector Associations

Under this activity SEE team worked on the following interventions:

**Public-Private Dialogue (PPD) Roundtable Session to discuss measures to stimulate the development of the telecommunications sector and information technology:** The SEE and the ICT Cluster Lead have been working closely with int@j, to help them develop the ICT sector’s strategic direction as part of the 10 Year Economic Blue Print / Vision 2025. On October 29th, USAID JCP and it@j hosted a roundtable discussion with public-and private sector representatives from the Ministry Information and Communication Technology (MoICT) , Ministry of Finance (MoF), Ministry of Higher Education (MoHE), Amman Chamber of Commerce, Social Security, int@j, Intel, Umniah, ISTD, Jordan Open Source Association, Optimiza, Arabia Cell, KINZ, Endeavor, Intrasoft, JEDCO, and USAID JCP. The dialogue was organized due to the recent revisions made to the income tax law (corporate and personal), the social security law, investment law, and the telecommunications law. The sessions discussed two critical areas impeding the development of the sector which are:

- The Doing Business and Investment Climate
- Human Resources Development in the ICT sector

The Minister of Information and Communications Technology, Dr. Azzam Sleit, was receptive to the concerns raised by the private sector. He, however, outlined that the ICT sector should only present concerns that are typical to the sector, and not those that cross-cut all sectors.

Subsequent to this session, USAID JCP along with int@j prepared a sector position paper that outlines the key impediments and recommendations identified during this session.

**Energy Sector Focus Group Meeting:** SEE with the help of the clean technology sector partnered with EDAMA to organize the first of many sessions that will take place in order to prepare the 10 Year Economic Blue Print for the energy sector with a focus on renewable energy and energy efficiency. The economic blue print initiative will be spearheaded by the EDAMA Association in cooperation with other representative private sector associations linked to this industry. Once the document is ready, a public/private dialogue will take place to present and discuss the paper with the concerned governmental bodies.

The session, held on December 7, reviewed the preliminary roadmap proposed by EDAMA for the sector. Several areas in the proposed roadmap need to be expanded to encompass a holistic approach to address the challenges facing this sector. Some of the new issues proposed were related to R&D, workforce development (training, certification and accreditation), as well technology adoption and integration.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Three position papers and/or presentations developed for ICT, HLS and CT. Such as advocacy for direct proposals, wheeling, home care licensing, etc.	Output: Number of existing companies assisted to become more innovative and competitive.  At least a 10% increase in the competitiveness of target clusters as measured by the JCP Competitiveness Index.	Bankruptcy legislation  Credit Registry	Focused USAID JCP cluster specific private sector advocacy strengthened and input into national policy
Three discussion forums to advocate for reforms ( ICT by January 2015, CT by February 2015 and HLS by April 2015)			

#### **Activity CI.4: Design and implement capacity building activities for the Investment Commission Design**

Under this activity, the SEE team worked on the following interventions:

##### **1) Packaging of Implementing Regulations under the 2014 Investment Law:**

- USAID JCP has been working with the Ministry of Industry, Trade and Supply (MITS) on providing TA for the drafting of the needed regulations through a consultative process with the public and private sectors that will also tap into support from the WBG.
- Through a competitive process IBLAW was selected for this task, which is to be completed in six months
- SEE will revisit the current regulations to ensure that they are aligned with the new legal and institutional framework.

##### **2) Support to the development for the Investment Window Guide(s):**

- USAID JCP staff prepared to work with JCO staff to develop the RFP and provide the experts needed to prepare the Guide for each investment sector.

##### **3) USAID JCP Capacity Building Support to JCI:**

- **Conducting an Assessment of the Merger of the Jordanian Free Zones with the Industrial Estates:** The Study was requested by MITS and the Jordan Investment Commission (JIC) as part of development of the national investment institutional capacity. During the quarter, the SEE team identified an International expert who will start in the first week of January 2015.
- **Design and implement capacity building activities for the Investment Commission:**  
This is a central task for the USAID JCP that will span the life of the program. As a first step, USAID JCP will undertake an “Institutional development and capacity building plan” early in 2015 and work to support building up capacities and capabilities at JIC to attract the needed investment specifically in JCP’s sectors. A mapping of the current organizational structure

commenced during December 2014 and will lead to the restructuring of the combined agencies falling under the JIC.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Package of Implementing Regulations for Investment Law drafted by June 2015	Output: Number of policies, laws and regulations drafted, approved and implemented	Investment Window Guide(s) per sectors	<ul style="list-style-type: none"> <li>• Clarity in investment regime for domestic and foreign investors</li> <li>• 5% increase in FDI</li> </ul>
Institutional development and capacity building plan developed by April 2015	<p>Output: Number of government procedural reforms adopted and implemented</p> <p>Outcome: New policies and procedural reforms developed that yield increases in competitiveness</p>	<p>Investment Window Regulation</p> <p>Investment Window Guide</p> <p>Investment Law Regulation</p>	<ul style="list-style-type: none"> <li>• Procedural and administrative burdens reduced</li> </ul>

### Activity CI.5: Improve IP for Innovation and Competitiveness in the Clusters

Under this activity, the SEE team worked on the following interventions:

**Conduct a Study on the Jordan-US FTA Agreement:** The USAID JCP SEE team hired a short-term international expert to provide technical assistance on preparing a study identifying GoJ needs to better implement the United States-Jordan Free Trade Agreement. In addition, the STTA will make recommendations for interventions that can support trade enhancement activities, specifically in the JCP's sectors. With the help of the SEE team, the expert will assess the implementing government's capacity, identify training and other capacity building and institutional enhancement needs, will examine the trade flow data, and will provide advice on trade development measures. The SEE team will have the expert present the report/study on the United States-Jordan Free Trade Agreement. The report will contain the following:

- Assessment of the GoJ measures (legislative, procedural, and any physical issues) hindering the proper and full implementation and present an actionable priorities recommendations to support the Government Agencies.
- Trade flow assessment and identification of competitive areas for Jordanian private sector expansion into the US market, specifically within the USAID JCP competitive Clusters/Sector and present specific private sector targeted trade development interventions.

**Assessing trademarks and patent registration processes:** The SEE team will help to enhance Intellectual Property Rights (IPR) for the Ministry of Industry, Trade and Supply. The goal is to encourage innovation and implementation of new ideas and products by upgrading and enhancing the

services provided by the Ministry. The SEE technical team has been working with the Industrial Property Directorate (IPD) section of MITS, to assess the current status of trademarks and patent registration. This work will be accomplished by reviewing the feedback reports from the customers, and conducting interviews with the many interested parties to get their feedback about the two processes. All of this feedback will help in developing better, more streamlined solutions to trademarks and patents. This work is in-line with achieving USAID JCP's overall output Indicator 8: number of government procedural reforms adopted and implemented.

To institutionalize these processes and to develop the capacity within MITS to be able to perform further registration processes upgrades themselves, starting in September, a USAID JCP expert has been training the Knowledge and Institutional Development Directorate staff at the Ministry on the registration process mapping and re-engineering of trademarks and patents. This will ensure that capacity will be developed within MITS and that the work will be institutionalized throughout the organization. During October, a USAID JCP expert trained 10 staff members (2 males and 8) females for 12 hours. This will be an ongoing and continuous process. This activity will aim to fulfill USAID JCP's output *Indicator 2: Person hours of training and development delivered in trade and investment capacity building.*

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Industrial Property Directorate (IPD) procedures reviewed and weaknesses identified by February 28, 2015.	Output: Number of government procedural reforms adopted and implemented.	Legal framework for IPR and innovation	<ul style="list-style-type: none"> <li>Increased FDI due to enhanced IPR protection</li> <li>Increased Innovation and ROI due to protection of IPR</li> </ul>
Industrial Property Directorate procedures strengthened.	Outcome: New policies and procedural reforms developed that yield increases in competitiveness	Patent regulation no. 97 for 2001	<ul style="list-style-type: none"> <li>5% increase in exports</li> <li>Increased market penetration in current and opening of new markets</li> </ul>
Private Sector capacity building on the role of IP in building a business, innovation, licensing and commercialization.		Trade mark – registration process	
Public private stakeholders IP training through US PTO conducted by May 2015.		Patents registration process	

#### **Activity CI.6: Strengthen the business environment for women in the cluster areas**

Under this activity, the SEE team worked on the following interventions:

**MENA Women Empowerment and Leadership Conference:** USAID JCP participated in the MENA Women's Empowerment and Leadership Conference from 26-27 November. USAID JCP sponsorship for this regional conference is part of the SEE Component's interventions to enhance the local work environment for women. The two-day conference is the first of its kind in Jordan, bringing together public and private stakeholders from Jordan and the region such as Lebanon, Egypt, and Turkey to discuss important issues and challenges facing women's economic engagement and empowerment.

On the first day, the USAID JCP Project Director, Anne Simmons-Benton, participated in a high level panel on empowering women to negotiate for change and on the second day, she presented the USAID JCP Gender Strategy that was developed in May 2014 to illustrate the real opportunities for women within JCP's sectors.

The Conference was well attended by women figures from all over Jordan, especially female municipality members, and USAID JCP gender committee members were able to engage with them. The Conference also presented a good opportunity to enhance USAID JCP's visibility, strengthen stakeholder linkages, and establish new ones. USAID JCP also used this opportunity to engage with other USAID Jordan's projects such as Takamul, LENS, and Workforce Development.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Four awareness raising activities conducted by July 2015.	Output: Importance of women participation in the job market to economic growth	Labor law SOHO Regulation	2000 work opportunities developed for women (flex-time, part-time, retention, new jobs)
Tools (guides, manuals) to increase women's participation in the workforce by March 2015.	Outcome: Increase in the number of working women		

### Activity CI.7: Trade Capacity Building

Under this activity, the SEE team worked on the following intervention:

**Analysis of trade and barriers that affect trade within the region:** The SEE team hired a local expert to analyze specific barriers to trade and support Jordanian businesses' efforts to determine the efficacy of exporting their specific products to neighboring countries. The expert, with the help of the SEE team, will prepare a trade barriers methodology for the USAID JCP, and will prepare a training for the private sector on how to better deal with trade barriers in order for private sector stakeholders to increase their exports to both domestic and regional markets.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Areas of cooperation with Standards Alliance established by January, 2015.	Output: Person hours of training and development delivered in trade	Standards regulations and procedures	<ul style="list-style-type: none"> <li>• 5% increase in cluster exports.</li> <li>• Better market access.</li> </ul>

Support to Jordan Standards and Metrology Organization and other cluster-related authorities to develop updated standards.	and investment capacity building  Outcome: Trade and investment increased		<ul style="list-style-type: none"> <li>Increased compliance and benefitting from trade agreements.</li> </ul>
Two training sessions for public and private sectors to enhance capacity building in trade conducted by June 2015.			

### Activity CI.8: Targeted support to the Sector Initiatives

Under this activity, the SEE team worked on the following interventions:

#### Clean Technology

**Drafting of the Direct Proposal Regulations:** The SEE team hired a local expert to provide legal support to the Ministry of Energy and Mineral Resources (MEMR) in the preparation of the proposed draft Direct Proposal Regulation under the Renewable Energy and Energy Efficiency Law No. 13 for the Year 2012 and its Amendments. The local expert will initiate work in first week of January 2015.

**PV Local Content:** The SEE team followed up on the PV local manufacturing suppliers of components study. The study aims to identify and evaluate industries that currently manufacture PV system components and to delineate the industries that are in need of technical assistance to enable them to manufacture products that are up to standards (national and international). The implementation of the interventions and various types of technical assistance will be provided by USAID JCP and is expected to enhance the technical and productive capacity of the industries given the increasing demand for PV system components, both locally and regionally. This should lead to expansion of PV industries either through manufacture of new products, or increasing productivity, efficiency, and competitiveness of existing firms.

**Support for US Trade Mission Concerning Clean Tech Industries:** The SEE and Clean Tech teams made a presentation on the USAID JCP's CT initiatives in Jordan to a group of US business visiting Amman under the leadership of the US Commercial Services section. The December 10<sup>th</sup> meeting was well received by all, and the USAID JCP looks forward to working with these firms in the future.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Local producers of PV components mapped by January 30, 2015.	Output: Number of policies, laws and regulations drafted, approved and implemented	RE/EE Law (Direct Proposal Regulation proposed)	5% increase in CT related DDI & FDI.
Draft regulations governing RE direct proposal introduced at MEMR by June, 2015.	Output: Number of USAID JCP		

Reform plan for EMRC prepared by September 30, 2015.	facilitated dialogue between the GoJ and the private sector		
Intergovernmental meetings supported between the Investment Commission and MEMR demonstrating best practices.	Outcome: New policies and procedural reforms developed that yield increases in competitiveness		

## Healthcare and Life Sciences

**Drug Registration Process Meeting:** The SEE team and the HLS team held two meetings with the Drug registration task force members in October and December to follow up on the implementation of the action plan. These meetings included the recently formed internal committee from the JFDA that USAID JCP initiated to maintain proper implementation and follow-up. The committee members discussed potential alternatives for a scenario where the generic sub-technical committee for drug registration can not be extended to expedite registrations at JFDA. The USAID JCP agreed to help prepare a RFP outlining the specifications for the hardware and software of an eCTD system.

**Meeting with Director General of JFDA.** The SEE and HLS teams with JCP Dr. Wissam Al-Rabadi met with the Director General of JFDA to discuss issues regarding the cooperation between JCP and JFDA. It was agreed to sign implementation letter between USAID and JFDA to ensure the sustainability and to institutionalize the cooperation between JCP and JFDA. JCP asked the DG to form a sub-technical committee for generic drug registration that will reduce the time it takes for drug registration at JFDA, and the DG promised to form the committee at the beginning of 2015. JFDA stressed the importance of installation of the eCTD system in streamlining the drug registration process, and shared with JCP the required infrastructure needed to install this system.

**Discussions with the JFDA to Highlight the Necessary Amendments in the Drug and Pharmacy Law:** The SEE and HLS team, along with JAPM, met with the Legal advisor at the JFDA to discuss the necessary amendments, with justifications for new regulations, that are needed to streamline the drug registration process. The regulations are: “Incentives & Rewards Regulation No. 72 for year 2003” to increase the limit of the technical committee rewards and “Drug & Pharmacy Law” to allow the JFDA staff to conduct technical assessment of the drug registration files, and the regulation of medicine testing to delink drug registration and registration sample testing. This was the first meeting with their legal advisor to highlight the aforementioned necessary amendments. The meeting was held on October 15, 2014.

Milestone/Deliverable	Output/Outcome	Related Laws	Estimated Impact/Contribution
Study conducted per the Economic Blueprint on identification of next steps on shifting sector	Output: Number of government procedural reforms adopted and	Regulations for Clinical Research Organizations	<ul style="list-style-type: none"> <li>• 5% increase in Pharma exports.</li> <li>• Greater market access for</li> </ul>

to R&D focus by March 30, 2015.	implemented	(CRO)	generics.
Study tour to a comparable country's Food and Drug Administration conducted by March 31st, 2015	Outcome: New reforms in government procedures	Streamlining Drug Registration Procedures at JFDA	<ul style="list-style-type: none"> <li>• Increase in new drugs developed and registered resulting in new jobs, exports and FDI.</li> <li>• New employment opportunities resulting from the development of a home care subsector.</li> </ul>
Workshop with pharmacopeia conducted by June 30, 2015.		Drug & Pharmacy law	
Workshop with US-FDA conducted by August 31, 2015.		Incentives & Rewards Regulation No. 72 for year 2003 at JFDA	

## III: WORKFORCE DEVELOPMENT

During this quarter, the WFD team focused on three main areas to achieve the Components' milestones. First, and in relation to Cluster Development, the team finalized the assessment of the Ma'an Skills Development Center and started working with the Vocational Training Corporation (VTC), Ma'an Development Company (MDC), and EDAMA on identifying/prioritizing the type of support to be provided to the center during Year 2 to transform it into a Center of

Excellence. Furthermore, the team started to work on the Labor Force Profile Study for the CT sector, which aims to identify the gaps between labor supply and demand and the interventions needed to bridge those gaps. Second, the team continued to work with key institutional partners (King Abdullah Fund for Development (KAFD) and its sponsored Career Guidance Offices at universities, to build their capacity and upgrade their service offerings. This was formalized through signing a Memorandum of Understanding between the USAID JCP and KAFD, which outlines a long-term partnership that aims to enhance competitiveness by creating labor market matching and skill building mechanisms that will create jobs for Jordanian youth. Finally, the team completed a pilot Internship program that provided eleven students from three partner universities with real world experience, and the chance to gain relevant knowledge and skills before entering the workforce.



Dr. Wissam Rabadi, USAID JCP Chief of Party, and Mr. Qais Qatamin, KAFD Director, during the signing ceremony

## Activity C2.1: Establish and/or upgrade Centers of Excellence (COEs) to match the skills of the Jordanian workforce with the skills demanded by the CT sector

USAID JCP identified 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 USAID 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 in September, covered training facilities, equipment, training material/curriculum, trainers, awareness and promotion efforts, and institutional capacity and strategic partnerships. The final version of the report was received. Furthermore, a presentation on the assessment's findings and recommendations took place on 27 November 2014. The presentation, which was attended by representatives from the VTC, MDC, EDAMA, and the USAID Jordan Workforce Development Project, aimed to identify/prioritize the type of support to be provided to the center during Year 2 to transform it into a Center of Excellence.

Representatives from the VTC, MDC, EDAMA, and the USAID WFD attending the presentation on the assessment's findings and recommendations



Following the presentation, the USAID JCP hosted a meeting on 9 December, 2014, which included representatives from the VTC, MDC, EDAMA, and a couple of the MDA renewable energy project developers. The purpose of the meeting was to enable the VTC and EDAMA to better understand developers' immediate and future training needs -- both while energy projects in Ma'an are under the construction and operation phases. By the end of the meeting, it was agreed that the developers would go through the VTC's renewable energy curriculum to identify which topics/units of the curriculum should be offered in future short training courses that help meet the developers' immediate employment needs. The USAID JCP is working with EDAMA, MDC, and the developers to estimate the immediate employment creation potential of these short courses. The longer term investment in upgrading Ma'an Skills Development Center into a Clean Technology Center of Excellence is expected to help create 450 new jobs over the next four years.

During the third quarter of Year I, the WFD team developed an RFP to conduct a Labor Force Profile Study for the CT sector. Members of the CT sector task forces identified the need for this study as a precondition for making decisions on where to focus future track specialization and skills development efforts. The study will identify the gaps between labor supply and demand, and the

results will assist the sector 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. A contract was signed with MMIS Management Consultants to start working on the study and the project's kick-off meeting took place on 25 November 2014. The project's first deliverable; Research Design and Methodology, was received on 21 December 2014, and is currently under review by the WFD and CT teams.

USAID JCP received a grant application from the Jordan Green Building Council (JGBC) in relation to the Solid Waste Management (SWM) sub-sector in December 2014. The application outlined a number of activities that would help move this sub-sector forward, including the provision of a Certified Waste Manager course, which is considered the first of its kind in Jordan and should help create job opportunities in the SWM field. The Technical Evaluation Committee reviewed the grant application and provided feedback to JGBC. A modified version of the application should be received early January 2015. Supporting this grant application should train and create new/better jobs for 150 professionals by the end of the grant duration.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Development of one upgrade strategy and/or funding model completed by December 31, 2014.	Output: COEs established/upgraded.	<ul style="list-style-type: none"> <li>• 50 students trained at Ma'an COE and employed by companies operating in the MDA.</li> <li>• 50 trainees completed the Solid Waste Manager program.</li> </ul>
One training center is established/upgraded and transformed into a Center of Excellence by September 30, 2015.	Outcome: COEs established to help Jordanians gain the skills they need to succeed in the private sector.	

### Activity C2.2: Develop and Implement a Nurse Bridging Program (NBP)

During December 2014, the USAID JCP invited non-governmental, non-profit and for profit organizations to submit concept papers under its Competitiveness Partnership Fund (CPF) to support activities aimed at achieving USAID JCP's main objectives of creating jobs, improving exports, and increasing foreign direct investment. One of the activities outlined in the invitation was the implementation of a Nurse Bridging Program (NBP) that would be available for all nursing students, graduates, and current practitioners. The program would offer training and multi-disciplinary certifications for nursing professionals in line with international standards. The program will increase the number of trained Jordanian nurses, helping to reduce the existing shortage of nurses. It will also welcome foreign nurses who would then practice their profession in foreign countries. Accepting foreign nurses to the program will ensure that it is financially stable, and will increase the exports of Jordanian services abroad, thereby increasing the competitiveness of Jordan.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Grantee identified by January 31, 2015.	Output: COEs	Nurse Bridging Program established.

NBP established by September 30, 2015.	<p>established/upgraded.</p> <p>Outcome: COEs established to help Jordanians gain the skills they need to succeed in the private sector.</p> <p>Impact indicator: Number of new jobs created.</p>	
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### Activity C2.3: Build the capacity of the ICT Sector Skills Organization (ICT SSO)

During this quarter, the assigned ICT SSO Start-up Advisor represented the ICT SSO in the MENA ICT Forum as part of the Education for Employment Session and presented the ICT SSO work plan to int@j's Board of Directors.

Unfortunately, the ICT SSO has suffered a setback. The SSO Director, who was contracted initially for three months as a Start-up Advisor and currently the SSO's only employee resigned in November 2014. Subsequently, USAID JCP and int@j met to discuss the situation and accordingly, int@j advertised four main positions for the ICT SSO including the position of the ICT SSO Director. The interviews for the short listed candidates took place at the end of December. It's expected that positions will be filled early next year. The expected result from this activity is the creation of 210 new or better jobs by the end of year two.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Three additional ICT SSO core staff hired by December 31, 2014.	Output: Number of participants in the ICT SSO	<ul style="list-style-type: none"> <li>• 300 students/professionals benefited from the SSO.</li> <li>• Creating new or better jobs for 210 people.</li> </ul>
ICT SSO public launch by March 31, 2015.	Outcome: Establish a national ICT SSO to increase workforce competitiveness in the field of ICT	
Fundraising (business development for sustainability) training completed by April 30, 2015.	Impact indicator: Number of new jobs created	
Signing MoUs with private sector training providers such as Microsoft, Oracle Cisco, among others by May, 2015.		
First SSO participants identified and enrolled by June 30, 2015.		

### Activity C2.4: Upgrade KAFD CGOs service offerings

During this quarter, the WFD team visited the three partner universities (Jordan University of Science and Technology, German Jordan University, and Princess Sumaya University) to present the developed road map for upgrading their King Abdullah Fund for Development (KAFD) Career Guidance Offices (CGOs). The roadmap was developed based on the recommended model that was developed by USAID JCP last year and an assessment visit to the KAFD CGOs at partner universities. The objective of the road map was to develop a plan including all envisioned activities needed to upgrade KAFD CGOs.

As part of implementing the recommended model and the road map for upgrading KAFD's CGOs, the Organizational Development Consultant developed the KAFD CGOs Framework in December 2014, using a participatory approach, which included the vision, mission, objectives, organizational structure, the associated functional statement, job descriptions and performance indicators. The activity will be concluded during the second quarter of FY15 after finalizing the recruitment plan and providing on the job training to ensure effective implementation for the selected KAFD CGOs. This activity is being coordinated closely with KAFD and will be implemented initially at three partner universities (JUST, GJU, and PSUT). USAID JCP estimates that better career guidance services at these universities have the potential to help nearly 300 graduates find employment by the end of year two.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Organizational structure, job descriptions, and key performance indicators developed by January 31, 2015.	<p>Output: Number of students completing CDC/KAFD training programs</p> <p>Outcome: Career development centers established to help Jordanians gain the skills they need to succeed in the private sector.</p> <p>Impact indicator: Number of new jobs created.</p>	<ul style="list-style-type: none"> <li>• Three-seven CDCs upgraded.</li> <li>• Creating 300 new/better jobs.</li> </ul>
Business Plans developed for three Year One partner KAFD CGOs by February, 2015.		
Three Awareness sessions for three Year One partner university female students about their employment rights and benefits delivered by April 30, 2015.		
Processes and procedures for service delivery manual completed for three Year One partner KAFD CGOs by May 31, 2015.		
On the job training for three Year One partner KAFD CGOs on the service delivery manual completed by May 31, 2015.		
Organizational capacity assessment and capacity building program completed for four new Year Two KAFD CGOs by June 30, 2015. Holding three career fairs covering the North, Middle and South regions of Jordan by September 30, 2015.		
Holding three career fairs covering the North, Middle and South regions of Jordan by September 30, 2015.		

**Activity C2.5: Support KAFD CGOs’ entrepreneurship training service offerings for students and recent graduates and introduce entrepreneurship program into curricula of Jordanian Universities**

USAID JCP finalized the evaluation of the revised proposals submitted by the four technically qualified companies (out of the 10 originally received proposals) to conduct specialized training for university students on “Entrepreneurship, Innovation, Competitiveness and Business Skills Development.” USAID JCP awarded the bid officially to a local consulting firm and held the kick of meeting for the project in December 2014. Also, the USAID JCP WFD team in cooperation with the KAFD CGOs at partner universities (JUST, GJU and PSUT), advertised for this training opportunity in order to select the participants and also hold three outreach sessions at partner universities to generate interest in the Entrepreneurship Training. Through this activity, USAID JCP will support at least three workshops at the selected partner universities to promote entrepreneurship training to approximately 75 university students and graduates, especially among women aiming to build entrepreneurship training service offerings of the KAFD CGOs.

In an effort to introduce entrepreneurship programs into university curricula, USAID JCP released this quarter an RFA to identify a grantee to introduce entrepreneurship programs into the curricula of Jordanian universities for the 2014 – 2015 academic year. Seven grant applications were received and evaluated by USAID JCP’s grant evaluation committee and a decision on the final award will be made in January 2015. Through the grant, at least 250 students will be reached this year and 15 faculty members will be trained to replicate the training in future years. The overall objective of this initiative is to increase the number of new business entrants into USAID JCP’s targeted sectors, especially among women.



Graduation ceremony of the pilot Internship program

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
First set of three entrepreneurship workshops delivered by KAFD career offices by January 31, 2015.	Output: Number of students completing CDC/ KAFD training programs	<ul style="list-style-type: none"> <li>• 225 students/graduates completed the CGO sponsored entrepreneurship training.</li> <li>• 250 students completed the entrepreneurship course at universities.</li> <li>• Creation of 95 better or new jobs.</li> </ul>
First set of three training-of-trainers program for faculty members on entrepreneurship training delivered by February 28, 2015.	Output: Number of universities/ colleges identifying and implementing entrepreneurship programs	
Second set of three entrepreneurship workshops delivered by KAFD career offices by May 31, 2015.	Impact indicator: Number of new jobs created.	
Second set of three training-of-		

trainers program for faculty members on entrepreneurship curricula delivered by May 31, 2015.		
Final set of three entrepreneurship workshops delivered by KAFD career offices and five universities add (or upgrade existing) entrepreneurship programs to their curricula by Sept. 30, 2015.		

**Activity C2.6: Incentivize and support collection and use of placement data, potentially through the establishment of M&E systems in Career Guidance Offices**

During this quarter, USAID JCP’s Monitoring and Evaluation Specialist, in cooperation with the WFD team, presented the initial design of the M&E system for the career guidance offices. The main purpose of the presentation was to get partners feedback on the initial design and to identify any special inquiries. The presentation was attended by 20 people representing KAFD, JUST, PSUT, GJU, World Bank, International Labor Organization, Japan International Cooperation Agency, USAID Jordan Work Force Development and USAID JCP. The feedback of the presentation helped USAID JCP’s team to draft an RFP which will be released early next quarter.

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. USAID JCP will work with KAFD to pilot this system at three to five university-based CGOs with an aim to expand and scale-up in future years.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Tracking placement data and M&E software developed by January 31, 2015.	Impact: Workforce development and opportunities for vulnerable groups increased.	Contributes to the job results detailed in Activity C2.4 above.
Tracking placement data software implemented in three to five pilot CGOs by April 30, 2015.	Impact indicator: Number of new jobs created.	

**Activity C2.7: Support KAFD to further develop and implement a National Entrepreneurship and Employment Network (ForUs)**

During this quarter, the WFD team finalized the preparation to contract an STTA and a local firm to support KAFD to establish a call center in cooperation with the National Call Center (NCC) which will serve as a virtual career guidance office providing career guidance services to job seekers, entrepreneurs, and students via phone and Skype. Two training workshops will be held during January to train the assigned call center employees on the portal’s career guidance and entrepreneurship content so that they are better able to respond to callers’ needs.

ForUs consists of six components: job matching; e-learning; entrepreneurship; career guidance; volunteerism; and, labor market information. The portal is designed to help entrepreneurs, graduates, and job seekers to access labor market information and provide links to resources that will help them improve their skills. ForUS is designed to make career counseling more widely available and to enable better access to information about job opportunities, especially for women job seekers. The overall expected result of this activity is to contribute to create better or new jobs for 500 Jordanian in Year 2.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
National Call Center officers trained on ForUs portal entrepreneurship content by December 31, 2014.	Impact: Workforce development and opportunities for vulnerable groups increased.  Impact indicator: Number of new jobs created.	Creating 500 better or new jobs (TBC).
Virtual career guidance office established by December 31, 2014.		
ForUs publically launched by January 31, 2015.		
ForUs business plan and sustainability plan completed by May 31, 2015.		
ICT biannual labor survey updated by June 30, 2015.		
HLS, CT, and ICT job profiles developed by September 30, 2015.		

**Activity C2.8: Support more effective internship programs that more closely meet the workforce needs of JCP’s target sectors**

During this quarter, the pilot internship program for the graduates and undergraduates concluded and a graduation ceremony, celebrating the graduation of 11 interns from the pilot internship program. The program provided the students with real world experience and the chance to gain relevant knowledge and skills before entering the workforce. Two of the interns have been offered positions in their host institutions - EDAMA and the Jordan Chamber of Industry.

The 11 interns (6 female, 5 male) among which eight were graduates from the three partner universities: JUST, GJU, and PSUT were hosted at six associations or other partners involved in USAID JCP's three targeted sectors (ICT, HLS and CT).

Furthermore, the WFD team received a concept paper from KAFD in November 2014, in order to implement the internship program in Year 2 through KAFD CGOs. The internship program will focus on monitoring the quality of applicants to minimize the number of dropouts, thus ensuring USAID JCP is providing a world-class experience to interns. The program will target 250 graduates and students from specialties related to USAID JCP sectors.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
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Final assessment of Year One pilot internship activity completed by November 30, 2014.	Output: Number of internships placed annually.  Outcome: Internship programs strengthened.	250 internships placed.
Comprehensive CGO-based internship program developed and launched by February 28, 2015.		
Year Two internship program completed by September 30, 2015.		

## IV: ACCESS TO FINANCE

The ATF Component moved forward activities in four core areas – clean technology financing awareness and product development, the SME investment readiness pilot, launch of Jordan’s first online movable collateral registry and its angel investor initiatives.

### Activity Update from USAID JCP Year One

USAID JCP followed up with two companies attending the June 2014 financing awareness event that decided after the event to procure an energy management system. The two companies completed energy audits and solicited offers from ESCOs to implement a photovoltaic (PV) system. As of December 31<sup>st</sup>, each management team is still discussing financing options via EU grants and local banks, and are in consultations with their Board of Directors on final decisions. USAID JCP made the two companies aware of the Central Bank of Jordan low cost credit facility and USAID JCP continues to assist them to clarify specific concerns relating to technical implementation and deal financing. USAID JCP is also continuing discussion with another five companies who have completed energy audits and are contemplating investment decisions. USAID JCP’s objective is to link them to appropriate ESCOs and financiers. USAID JCP estimates that by June 2015, these engagements will have stimulated at least USD 1.5 million in debt financing provided by at least two Jordanian banks in order to finance new PV systems for industrial SMEs.

### Activity C4.1: Conduct financing awareness, capacity-building and product development initiatives that increase financing available for Clean Technology projects

During this quarter, USAID JCP started preparations to conduct its second clean technology financing awareness session for plastic manufactures, in partnership with



USAID J

In the picture from left to right: Ruba Al-Zu'bi JCP Clean Tech Sector Director, Eng. Muhi Tawalbeh - NERC, Eng. Fadel Al Labadi- Amman Chamber of Industry, Eng. Nasim Nofal-Millennium Energy Industries, and Samer Zawaydeh Independent consultant/ JCP.

the East Amman Industrial Association. This event will happen in January 2015. USAID JCP will engage a Jordanian clean energy consultant on STTA to conduct manufacturing site visits, prior to the event, to help inform the technology and business rationale presentations to be given during the event. The ATF team anticipates over 50 company participants and at least five financiers attending the event. USAID JCP estimates that by September 2015, this event will have stimulated at least USD 2 million in debt financing provided by at least one Jordanian bank in order to finance new PV systems for plastic manufacturing SMEs.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
One CT financing event held by January 31, 2015.	Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.  Output: Number of companies assisted to be more “investment ready.”  Outcome: Increased access to debt financing for medium-term lending and working capital.	\$5 million in debt financing obtained by companies.  Eight companies investment ready.
One CT financing event held by April 30, 2015.		
One CT financing event held by July 31, 2015 (if demand warrants).		
One CT financing event held by September 30, 2015 (if demand warrants).		

**Sub Activity 3: Evaluate, design and initiate implementation of appropriate capacity-building initiatives for commercial banks and leasing companies in order to stimulate lending to Clean Technology companies.**

USAID JCP and Bank Al Etihad (BAE) signed a Letter of Understanding on December 17th to support BAE with the launch of a pilot Clean Energy financing solution, to be launched within six months. The partnership objective is for USAID JCP to provide BAE with technical assistance to introduce a Clean Energy financing solution to the market. USAID JCP is proposing an experienced clean technology, financing expert, with experience globally and in Jordan, to manage the pilot. Phase one is for the expert to assess the market potential and the bank’s operations for making clean energy loans. Phase two involves the expert advising the Bank on how to develop loan products, train staff and modify lending and risk management operations in order to scale-up clean energy lending. The expert would start Phase one in January. The entire engagement is estimated to be 6-8 weeks, and stimulate at least USD \$250,000 in debt financing provided by the Bank to Jordanian SMEs by August 2015. USAID JCP expects a successful initiative to stimulate engagements with other Jordanian financing institutions; accordingly, during Phase one of the STTA engagement, USAID JCP will have the expert meet with a microfinance institution and Islamic bank to explore potential collaboration.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
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Engage at least one partner bank and begin delivery of Clean Technology financing product and capacity building assistance by March 31, 2015.	<p>Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.</p> <p>Output: Number of companies assisted to be more “investment ready.”</p> <p>Outcome: Increased access to debt financing for medium-term lending and working capital.</p>	<p>\$1 million debt financing.</p> <p>Two companies investment ready.</p>
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#### Activity C4.2: Pilot SME Investment Readiness Program for pre-selected SMEs

USAID JCP finalized an RFP for issue in December targeting international business schools and consulting companies to help design and implement its Investment Readiness Program. USAID JCP anticipates bids from international educational institutions such as Thunderbird and American University of Beirut. The program will target SMEs from JCP’s three sectors that are scaling up and with need to raise external financing. It is anticipated that the pilot will start in late February. 12-15 SMEs will participate in the pilot, with at least three companies from each of JCP’s target sectors. The activity will start with a one-month diagnostic exercise, and followed by the training pilot starting in late March. USAID JCP expects at least two companies to raise financing directly as a result of completing the program.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Conduct first pilot by February 28, 2015.	<p>Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.</p> <p>Output: Number of companies assisted to be more “investment ready.”</p> <p>Outcome: Increased access to debt financing for medium-term lending and working capital.</p>	\$250,000 in equity financing.
Complete follow-up activities by April 30, 2015.		60 companies investment ready.
Conduct second pilot by September 30, 2015.		

**Activity C4.3: Start implementing an angel network strategy via investor readiness and investor training initiatives, and evaluating appropriate angel network structures**

USAID JCP received the final report of its STTA Angel Network Advisor, Rami Al-Karmi. The final report presented 1) an analysis of Jordan's ecosystem and global "best practices", and 2) recommended JCP second year angel network activity plan. The activity plan recommends interventions for the supply-side (investors), demand (SMEs) and the enabling environment.

The findings also presented a basis for the meeting of 30 angel investment stakeholders that JCP moderated at the MENA ICT Forum in November. The discussion focused on its planned angel network strategy, and there was consensus to launch a new Jordanian angel investment network, supported by key stakeholders such as Oasis500, regional crowdfunding platforms, and local venture capital funds. One related activity is to raise at least USD \$125,000 in debt or equity financing via a crowdfunding platform for up to three Jordanian SMEs by June 2015. To this end, USAID JCP initiated partnership discussions with three regional crowdfunding platforms. Prospective partnership involves exploring how to identify and prepare investment-ready Jordanian SMEs for raising funds via these platforms.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Facilitate one investment round with a regional crowdfunding company by February 28, 2015.	Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.  Output: Number of companies assisted to be more "investment ready."  Outcome: Increased access to debt financing for medium-term lending and working capital.	<ul style="list-style-type: none"> <li>• \$250,000 debt or equity financing.</li> <li>• Five companies investment ready.</li> </ul>
Facilitate a second investment round with a crowdfunding company by July 31, 2015.		

**Sub Activity 2: Launch an investment readiness training pilot for start-up companies and entrepreneurs to help them better prepare for attracting angel investment and small-size venture capital.**

USAID JCP is evaluating various business models to provide appropriate investment readiness for start-up and early stage entrepreneurs. This includes the multi-day workshop model of a successful U.S. serial entrepreneur recommended by Rami Al-Karmi, partnership with Oasis500 and their ongoing start-up boot camps, and online training courses from international educational institutes such as the American University of Beirut.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Conduct first pilot by April 30, 2015.	Output: Amount of credit facilities and working capital	<ul style="list-style-type: none"> <li>• \$250,000 debt or equity financing.</li> </ul>

	<p>provided by financial institutions to assist USAID JCP to supported firms annually.</p> <p>Output: Number of companies assisted to be more “investment ready.”</p> <p>Outcome: Increased access to debt financing for medium-term lending and working capital.</p>	<ul style="list-style-type: none"> <li>• 15 companies investment ready.</li> </ul>
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### Sub Activity 3: Implement training workshops and forums for existing and prospective new angel investors.

As part of the MENA ICT Forum, USAID JCP engaged four senior, international women angel investors on STTA to advise the ATF Component on how to implement angel investment best practices into its angel network strategy. This advice included an initial discussion with a Director from Golden Seeds, a U.S. based women-led early stage investment firm. USAID JCP is contemplating utilizing the Golden Seeds investment curriculum for training angel investors, and has also discussed this concept with regional representatives at Silatech and the Women’s Angel Investment Network.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Conduct first angel training forum for existing Jordanian investors by April 30, 2015.	<p>Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.</p> <p>Outcome: Increased access to debt financing for medium-term lending and working capital.</p>	\$250,000 debt or equity financing.
Conduct second angel training forum for existing Jordanian investors by August 31, 2015.		
Launch new angel investor "boot camp" by August 31, 2015.		

### Activity C4.4: Provide stakeholder support for launching the Movable Collateral Registry

USAID JCP along with the International Finance Corporation (IFC) agreed in principle with the MITS on steps to launch this online registry. The online registry at first would reference Jordan’s existing leasing law. Upon enactment, the registry would reference the new Secured Transaction Law. Next steps are to sign a bilateral “implementation letter” (between USAID and MITS), complete the software vendor selection process, and then start implementation. The IFC will take lead technical role on advising during pre and post-launch phases. USAID JCP anticipates registry launch by July 2015. JCP estimates increased lease financing provided by participant financial institutions to Jordan SMEs of at least \$250,000 by August 2015.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Funding provided to IFC/USAID JCP-selected software vendor to start implementation of online registry, by April 30, 2015.	Output: Amount of credit facilities and working capital provided by financial institutions to assist USAID JCP to supported firms annually.	<ul style="list-style-type: none"> <li>• \$500,000 debt financing.</li> <li>• One company investment ready.</li> </ul>
Complete at least one awareness event for banks, SMEs and other stakeholders, post registry launch, by August 31, 2015.	Outcome: Increased access to debt financing for medium-term lending and working capital.	

**Sub Activity 4: Respond to requests from the HLS sector team and relevant stakeholders regarding required financial and business advisory projects, which are considered instrumental for moving the HLS sector forward.**

Please see the background for Shami Eye Center in the HLS Section. The USAID JCP team is working closely with Shami and will engage an STTA for limited time to help complete their scale up plans. If Shami Eye Center's expansion is successful, USAID JCP estimates job creation outside of Amman and investment facilitation (equity and debt) in order to grow the business by up to USD 2 million through October 2015.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
Subject to request of the HLS team, complete at least one financial and/or business advisory assignment by September 30, 2015.	TBD	TBD

# V: GENERAL TASKS

## **ACTIVITY GT 2: Establish a Competitiveness Index to measure the impact of JCP activities on competitiveness.**

During Year 1, the USAID JCP team completed the design of the CI, identified the firms in the USAID JCP sectors, and developed the survey instrument. During the first quarter of year two, the work continued through awarding a local sub-contractor; interdisciplinary research consultants (id:rc) company, who has officially started the necessary preparation of the baseline survey by the end of November 2014. During this reporting period, the company has undertaken the following activities:

- **Cooperation meetings with DoS:** The id:rc team accompanied by USAID JCP representatives held an initial meeting with the Department of Statistics (DoS). The purpose of this initial meeting was to present the overall objectives of the survey, and the need to cooperate and coordinate with the DoS in terms of the sample frame and sampling, and any protocols that they have in terms of surveys that they would require the team to follow. DoS agreed to provide guidance on the sampling methodology they use for enterprise surveys once the study team is able to accumulate a sample frame. Id:rc followed up visits and discussions with DoS staff to discuss sampling methodologies.
- **Sample verification:** In order to enhance the sample universe and as part of the tasks agreed upon in the Id:rc proposal, the Id:rc team reviewed further companies databases and managed to identify an additional 68 firms to the sample frame of ICT making the total available sample frame for this sector 713. The HLS team identified another 60 companies that were also added to the sample frame making the total number of companies in the sector exceeds the 400. Another ongoing effort is to evaluate the labor in the ICT sector as part of the labor force profile study that is managed by the WFD team. They have confirmed the same sample identified in the first phase of the index, having around 280 companies in the CT sector.
- **Comments on the survey tool:** Id:rc team reviewed the final survey instrument shared with them by USAID JCP and they had some technical comments that will enhance the instrument. Id:rc has also started developing a sampling strategy for the sample frame so that once the survey tool is finalized, the survey sample will have been completed.

## **ACTIVITY GT 3: Establish the Competitiveness Partnership Fund**

The first quarter of FY15 was significant for the CPF team, as the grants making process was kicked into high gear. Two grant agreements were signed with int@j, valued at US\$ 958,248.00; four Grant Evaluation Committees (GECs) were held to review applications with a total combined cost of almost USD 1.2 million; remarks on seven concept papers were shared with applicants; and an RFA and an APS were launched.

USAID JCP's first grant agreement was signed on October 13, 2014, with the Information and Communication Technology Association of Jordan (itn@j) to support the implementation of the MENA ICT Forum, at a cost of USD 260,204. The Forum took place over a two-day period in November and received remarkable visibility and positive feedback, in part due to USAID JCP's inputs during the design of the Forum's activities. The grant will be closed following the submission of an impact assessment required by int@j, to measure the feasibility of USAID JCP support to such activities. The second grant, valued at USD 698,044, was also signed with int@j on November 16,

2014, to support the establishment of an ICT Sector Skills Organization (SSO). The agreement's period of implementation is three years, and funding is contingent on achieving specific targets instrumental for the SSO's institutional sustainability.

Three of the GECs were convened by the CPF to review non-competitive applications submitted by KAFC, JGBC, and iPark, for the implementation of a university internship program, a solid waste management certification program, and the expansion of incubation and intellectual property management services. Comments from the three committees were communicated by the CPF team to the relevant applicant, and resubmissions are expected to be received during the first half of January 2015. The fourth GEC was held to review the seven applications received in response to USAID JCP's first RFA, announced on October 27, 2014, for the design and implementation of entrepreneur curricula for university students that encompasses the concepts and applications of competitiveness and innovation. A winner was identified, and feedback from the committee was communicated to them for resubmission of their application.

Early in the second half of the quarter, the CPF team held six, extensive, meetings involving all of USAID JCP's technical teams to finalize the APS for the year 2014/2015. USAID JCP's first, program wide, APS was announced in early December 2014 and is open for one year to allow USAID JCP to gauge the interest of the ecosystem and the stakeholders' appetite to take on innovative approaches to resolving some of the issues faced by the industries in USAID JCP's three targeted sectors. The CPF team, alongside senior management, will be reviewing concept papers submitted under the APS on bi-monthly rolling basis, to guarantee optimum competition, while ensuring prompt response to partners' initiatives.

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

**USAID JCP Website:** The website witnessed a huge increase in the number of visitors during the last three months:

October: 1,580

November: 3,002

December: 4,234

Eighty percent of the website visitors are from Jordan. The most visited pages were Vacancies, News, and Clean Tech.

The website was used to promote USAID JCP activities, advertise job vacancies, and announce RFPs. Future plans for the website include a library for sector-related documents and a calendar of events.



Figure III: USAID JCP website interface

**Social Media:** The number of people who liked USAID JCP page on Facebook is increasing very fast, and by the end of December the number reached 1,760 people. The Communications team continued to update social media outlets (Facebook, Twitter, and YouTube) on all USAID JCP activities.

In addition, a new account for USAID JCP was created on LinkedIn.

**Newsletter:** During this quarter, the Communications team continued to distribute the monthly newsletter that includes latest project updates and news. The newsletter was uploaded on the USAID JCP's website and was shared through the social media channels.



Figure IV: USAID JCP Facebook page

**ACTIVITY GT 6: Conduct assessment to map opportunities to leverage Diaspora resources in Jordan and ACTIVITY GT 7: Develop a systematic and sustainable model for Diaspora engagement.**

Over the last quarter, USAID JCP continued working on identifying and implementing 50 engagements over five years. The diaspora mapping exercise of 100 Jordanians living abroad is still in progress and in compliance with the governance structure of the engagement strategy.

Importantly, a core group of leading technology expatriates came together in the US and at the Mena ICT Forum to establish the Network of Expatriate Jordanian Professionals (NEJP) that will support efforts in the ICT, Energy, Water and Environment (EWE), and Medical Sciences sectors. NEJP's support will be in the form of: student scholarships/internships, subject matter expertise sharing, market access – Jordanians to US, and US to Jordan, and Investment/donations. An initial pilot project, the All Cell electric vehicle charging station initiative, was announced at the Mena ICT Forum. NEJP's goals over the next six months are to review the insights from USAID JCP's mapping/research efforts and to expand the number of pilot programs they are engaged in.

**Activity GT 4: Complete and implement JCP Diaspora engagement strategy**

USAID JCP researched successful Diaspora Networks models such as, Palestinian Scientists and Technologists Abroad (PALESTA), South African Network of Skills Abroad (SANSA), Network of Colombian Technologists and Scientists abroad (Caldas), Association of Thai Professionals in American and Canada (ATPAC), Network of Lebanese-American Professionals (LebNet), and the Indian Entrepreneurs (TiE). USAID JCP also concluded the Communication strategy for the network and this will be implemented once the website of the network is fully operational in the first quarter of 2015. The Jordanian Diaspora Network has become a member of the International Diaspora Engagement Alliance (IdEA); a network funded by USAID and Calvert Foundation to support and engage global diaspora communities, private sector, civil society and public institutions aiming at socio economic development.

MILESTONE/DELIVERABLE	OUTPUT/OUTCOME	ESTIMATED IMPACT CONTRIBUTION
<p>The Diaspora network was officially launched during the MENA ICT Forum on November 12, 2014</p>	<p>Founding members of the Jordanian “Global Ambassador” Network identified by December 31<sup>st</sup>, 2014</p>	<p>The network to be fully operational by April 2015</p>
<p>Communication Strategy is finalized</p>	<p>Governance structure and membership criteria and Advisory Board are initially identified and in the finalization phase</p> <p>Website, social media, directory online platforms for mentorship, angel investment and other supporting network activities will be finalized between February and April 2015</p> <p>Diaspora led-projects include; Electronics Design, Solar Charging Station and eHealth</p>	

# VI: OPERATIONS

During this quarter, the USAID JCP Operations team focused efforts on supporting the technical teams in several areas including the EcoCities Forum which was held in October 2014 and the MENA ICT Forum conducted in November 2014. The team was heavily involved in arranging and maintaining transportation schedules, procurement of several services needed to support sessions under the two forums, as well as approvals and country clearances for several speakers.

Also, and as part of DAI's continuous due diligence and to ensure that field projects are following DAI and USAID rules and regulations, a DAI internal audit was conducted to look into USAID JCP core operational areas; namely, Finance, Procurement, Inventory, HR and IT systems. The audit was conducted from Nov 11-24, and included all records for the first implementation year through August 2014. The initial audit results were very good and a detailed report will be sent to USAID JCP Executive Team by end of December 2014.

Moreover, DAI provided Home Office support through Ms. Alia Afshar Gandhi, Senior Program Manager, from Nov 7 - 21 and she worked with the USAID JCP team on a number of operational and technical issues. She provided operational support to the DCOP and Director of Operations as DAI prepared for its internal audit. In addition, she worked with the Component Leads and grant team on grants management and implementation of the Year 2 workplan. Also, Mr. Diego Valencia, TAMIS Specialist, was working in country with the USAID JCP team to provide on-site support to DAI's program management tool (TAMIS).

During the last three months, the HR team was very busy with recruitment and interviews for several open technical and operational positions. Short listed candidates matching required expertise and qualifications were interviewed and candidates were contacted to provide the necessary documentation to proceed with their approval and hiring.

## **USAID JCP IRBID OFFICE**

The Operations team finalized the preparations for the Irbid office space to support future anticipated levels of program activity. On September 28<sup>th</sup>, USAID JCP assigned Mr. Weam Obeidat as Acting Director for the USAID JCP Irbid Office to work for two days a week supporting USAID JCP technical teams. Also a full time director was approved by USAID on December 21, 2014 and will officially commence work on January 4, 2015. To support the team, a local Administrative Assistant and a driver were hired for the Irbid Office.

## **PERSONNEL**

The USAID JCP team posted several announcements for technical and operational positions. The team conducted interviews, selected the suitable candidates, and gained USAID approval for the following:

**TABLE I: LONG-TERM STAFF HIRED**

<b>Name</b>	<b>Status</b>	<b>Position</b>	<b>Start date</b>
Noor Al-Mufleh	CCN	Healthcare Services Project Manager	12-Oct-14
Shadi Ismail	CCN	Driver	15-Oct-14
Suha Shouqar	CCN	Innovation Policy Specialist	9-Nov-14
Jessica Bastouni	CCN	Administrative Assistant - Irbid	9-Nov-14
Maen Telfah	CCN	Irbid Office Driver	18-Dec-14
Zeina Thneibat	CCN	Procurement Officer	18-Dec-14
Zien Wahbeh	CCN	Workforce Development Specialist	4-Jan-15
Marwan Tawaha	CCN	Irbid Office Director	4-Jan-15
Bader Alhasnawi	CCN	Access to Finance Associate	25-Jan-15

USAID JCP engaged several local and international short term consultants to support implementation of difference activities.

**TABLE II: SHORT TERM CONSULTANTS HIRED DURING THE QUARTER**

<b>Consultant Name</b>	<b>USN/CCN/TSN</b>	<b>Position</b>	<b>Activity / Component</b>	<b>Period of Performance</b>
Jansette Quandour	CCN	Local Investment Policy Specialist	SEE Team, JSF support	3 Aug 14 – 15 Dec 15
Noor Shammout	CCN	Research Analyst	SEE Team, MOPIC support	3 Aug 14 – 2 Feb 15
Mustafa Mustafa	CCN	ICT Specialist	ICT Sector, EDP support	5 May 14 – 30 Nov 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 – 17 Nov 14
Zaid Ayoub	USN	Expatriate Network Advisor	R&D, Diaspora	4 Sept 14 – 31 Dec 14
Yusuf Mansour	CCN	Trade Business Analysis	SEE Team	19 Oct 14 – 31 Dec 14
Mahmoud Abu Ali	CCN	Organizational	ICT Sector, WFD	19 Oct 14 – 31 Mar

		Development Consultant		15
Luis Abu Ghattas	TCN	International Expert to conduct a study on the Jordan-US Free Trade Agreement	SEE Team	30 Nov 14 - 28 Feb 15
William Thomas	USN	Communications Specialist	Multi-Sector, Communications	3 Nov 14 – 20 Nov 14
Naser Zeyadeh	USN/CCN	Enterprise Readiness and Portfolio Management Advisor	ATF	15 Dec 14 – 30 Mar 15
Rania Hendawi	CCN	Legal Expert in the area of Renewable Energy	SEE / CT	8 Dec 14 – 30 Apr 15
Rami Takrouri	CCN	Local Expert to develop blueprint engagement tool	SEE Team	16 Dec 14 – 28 Feb 15
Jamil Khateeb	CCN	FORUS Entrepreneurs Content Trainer	WFD Team	21 Dec 14 – 21 Jan 15
Greta Boye	USN	Expert in Free Zones and Industrial State Policies	SEE Team	4 Jan 15 – 30 Jan 15
Ahmad Al-Amra	CCN	Clean Energy Specialist	CT Team	4 Jan 15 – 30 Dec 15

## PROCUREMENT

USAID JCP procurement team provided support in finalizing contracts for different activities under JCP that will be implemented this year. Below is an updated status for the current RFPs under progress:

**TABLE III: RFP RELEASED IN THE QUARTER**

SR#	RFP/RFQ #	Activity Description	Status
1	JCP-Amman 2014-013	RFP, Development of Energy Management Strategy for Selected Industries in El Hassan Industrial Estate - Irbid	Contract effective on Oct 22, 2014. 1st deliverable received. 2nd deliverable by Jan, 05, 2015
3	JCP-Amman 2014-019	RFP, Training on Entrepreneurship	Contract effective Dec 23, 2014. 1st deliverable within one month
6	JCP-Amman-2014-021	RFP, Competitiveness Index Survey	Contract effective Nov 18. 1st deliverable within 6 weeks from the date of contract's signature.

7	JCP-Amman 2014-022	RFP, Mapping and assessment the local contents/ Components suppliers for the Photovoltaic (PV) Systems	Contract effective Nov 02.  1st deliverable received. Minor amendments required. Under the process of Payment requisition
8	JCP-Amman- 2014- 024	RFP, Labor Force Profile Study for the CT	Contract effective Nov 23.  1st deliverable received. Under the process of Payment requisition
9	JCP-Amman- 2014- 029	RFP, Branding of the Jordanian Expat Network	Completed
10	JCP-Amman- 2014- 033	RFP, Preparing the package of Draft Regulations Under the “new” Investment Law	Contract effective December 14, 2014. Under the process for receiving the 1st deliverable.
11	CALL FOR EXPRESSION OF INTEREST	EOI, SOLAR ENABLED SMART CAMPUS AT KING HUSSEIN BUSINESS PARK	EOIs Received on December 03, 2014. Technical committee formed by the DCOP. 1st technical meeting was conducted on December 10, 2014.  Short listed firms and SOW to be ready by the 1st week of 2015
12	JCP-Amman- 2014-035	RFQ, JCP Medical Insurance	Quotations were received. Technical committee formed by DCOP. Technical evaluation meeting to be held on Dec 30, 2014
13	JCP-Amman 2015-001	RFP, Establishment of the Diaspora network web site.	Draft RFP prepared, to be reviewed by the home office
14	No. JCP- Amman 2014-037	RFP, Investment Readiness Advisory Services for JCP’s Pilot “Small & Medium Enterprises (SME) Investment Readiness Program”	RFP issued on December 22, 2014. Deadline for receiving proposals is Jan 19, 2015

# SUCCESS STORIES

## The USAID Jordan Competitiveness Program Drives Business Growth by Fostering Innovation in the Use of Solar Energy



### The vision

It is commonly accepted that innovation is critical to a country's economic growth. But actually achieving real innovation is complicated and rarely happens in a vacuum. The recent announcement by the All Cell consortium from the United States to establish a pilot solar powered electric vehicle recharging station in Amman is a good case study of how many parties must come together to achieve the successful introduction of a new product or service.

This story really starts with Dr. Said Al-Hallaj, a Jordanian engineer working in the U.S. who co-founded the Chicago-based energy storage and battery company All Cell. Back in 2000, he met with Jordan's Minister of the Environment and they discussed the opportunity to have electric vehicles in Jordan. The Minister at the time followed up on this discussion, and, with the help of Said, created and tested a charging station at the Royal Scientific Society with Nissan (and their Leaf vehicle). The test went well, but there was a change in government and Said was distracted with work back in the US so the project went dormant - that is until the USAID Jordan Competitiveness Program (USAID JCP) went to Said proposing he reconsider the initiative. These preliminary discussions became a concrete action plan when he and other business leaders of the Jordan diaspora met with HM King Abdullah in San Francisco at a USAID JCP arranged conference. During these meetings, the USAID JCP offered to provide Said the "on the ground" assistance he needed to get work started, and so together Said's All Cell firm and the USAID JCP re-launched the initiative

### Project comes to life

Important meetings were set up between All Cell, the current Ministry of Environment (MoE), and the Greater Amman Municipality (GAM). The USAID JCP also brought in experts from RSS, the Ministry of Energy and Mineral Resources, and other leading universities to consult on the start up plan. This work lead directly to the signing of a Letter of Commitment (LoC) to establish a pilot charging station by MoE, GAM, All Cell, and the King Hussein Business Park Co. (KHBP). In the LoC, All Cell committed themselves to establishing ten charging stations in Amman in addition to the one inaugurated at KHBP, and the Amman Mayor, HE Aqel Biltaji, announced that GAM will be purchasing 50 electric vehicles as part of its support to this pilot and to green transportation plans. It is estimated that this initial work will bring in an additional US\$ 600,000 in investments and create over 200 new jobs for Jordanians over the next four years.

### Looking to the future – with the USAID JCP's guidance

Dr. Al-Hallaj has a vision of charging stations in Jordan far greater than the ten start-ups. He sees an entire charging infrastructure of thousands of stations throughout Jordan. Of course to make this vision a reality there is much work to be done, and the USAID JCP is committed to bringing this vision to reality by assisting All Cell in:

1. Establishing a local company, Net Energy, to manage the business in Jordan
2. Overcoming technical hurdles of connecting to the electricity grid for consistent energy flow at the stations
3. Developing the legal and regulatory environment that supports this new business sector
4. Encouraging the establishment of on-going R+D and technical training at universities, vocational training centers, and societies that support this new business sector
5. Assisting with access to financing as required

In short, the USAID JCP is driving the growth of private businesses like All Cell and creating good jobs for Jordanians by providing the “full service” support outlined above. With USAID JCP’s support, All Cell (Net Energy) can focus their efforts on making and selling quality products and services – enabling the firm to create a new and profitable business to drive the Jordanian economy!

### **Intel Partners with the USAID Jordan Competitiveness Program to Expand Electronics Design Businesses in Jordan**



#### Opportunity recognized

World-class analyses by USAID’s Jordan Competitiveness Program (USAID JCP) of the country’s Information and Communication Technology (ICT) sector clearly indicate the potential to grow the sector by creating high value electronic design businesses.

Creating entirely new businesses is hard, but the analyses showed that Jordan has a large pool of talented, well-educated engineers and programmers to draw on. The challenge for the USAID JCP is

to take this potential talent and turn it into profitable businesses. Best practice examples in this field indicate to the USAID JCP that they have to follow a three phase model: Learn > Innovate > Create. In this model, talented students are not only trained, but an entire supporting network is put in place to enable the student designers to actually apply their new skills and create new businesses.

#### Learn

The first part of the solution was announced recently in a Letter of Intent for a Public-Private Partnership (PPP) between the USAID JCP and Intel. In this letter, Intel makes clear its intention to provide to Jordan: specific courses on electronic design it has developed under its “Intel Innovation Initiative”, Intel software and hardware to do the design work on, and associates to lead the electronic design training effort. The USAID JCP will work with leading local universities to find the appropriate programs and students for the Intel effort. Intel’s Senior Vice President, Mr. John Davis, will return to Jordan in March to fully launch this initiative. This part of USAID JCP’s plan is very similar to several other PPPs that Intel has done with USAID projects, and Intel is one of USAID’s Global Development Alliance members.

#### Innovate

What is different about this effort is the broader support USAID JCP has garnered for not just the training, but the creation of the entire electronic design sub-sector in Jordan. Again, after completing the analyses of the ICT sector, USAID JCP brought together a large group of related university and private sector leaders to explain the potential electronic design opportunity. In fact,

the local Intel representative, based on this meeting, ensured that Vice President Davis met with HM King Abdullah and other business ex-patriots at a USAID JCP conference in San Francisco.

While the Intel work was in progress, USAID JCP was working on the second part of the challenge – what will students do when they graduate with their electronic design training, and how can private businesses engage to keep the sub-sector sustainable. One way a PPP will help is by entering these students in international competitions or challenges. These bring attention to the students’ capabilities and provide a good foundation for new business. Further meetings with firms like Synopsis, and Mentor Graphics, and engaging local universities like Princess Sumaya University will result in Electronics Design centers of excellence. The USAID JCP will assist these centers that will be filled with newly trained graduates from the Intel courses and other trainings from firms like Synopsis and Mentor Graphics. Additional firms, local and international, will follow the lead of Synopsis and Intel and contract out electronic design work to the center – providing needed technical deliverables to the firms and real-world design experience to the recent graduates.

### Create

As the center matures and the recent graduate students gain practical experience, the expectation is that private business “start-ups” will be created with the assistance of USAID JCP business/finance/legal/regulatory/communication experts – creating high paying, sustainable work for Jordanians. Creating a PPP to train students, supporting the development of a design center, and helping new private businesses to get started are all important ways that USAID JCP creates good jobs for Jordanians and drives private sector growth.

# UPCOMING EVENTS

Event	Date	Sector(s)
Training. FORUS Portal entrepreneurship content training	January 5	WFD
Stakeholders Meeting - ICT, second stakeholders meeting to share actions from first meetings and next steps as well as agreeing on joint objectives for the coming year based on each stakeholder's plans	January	ICT
Meeting ICT Minister and SG	January 12	ICT
Ceremonial Grant Signing. Entrepreneurship Curriculum Activity Launch Event (note that grant award is still in progress)	January 18	WFD
Open House. Clean Tech Program Recruitment / Awareness Day (to help recruit participants from Ma'an and surrounding municipalities for 2015 / 2016 classes)	January 25	WFD
CT financing awareness event - industrial plastics and food manufacturers (over 50 SME / ESCO participants and over 10 financier participants). Also includes pre-session SME site visits to inform presentation of key issues and gaps for event participants	January 26	CT
Activity Completion. KAFD FORUS Employment and Entrepreneurship Portal launch.	February 1	WFD
Ceremonial Grant Signing. Certified Solid Waste Management training launch event held at a demonstration site that illustrates the problem of solid waste management (e.g. landfill, construction site or industrial estate).	February 3	WFD
Activity Launch. First Entrepreneurship Innovation training at GJU, JUST or PSUT, depending on which is scheduled first.	February 8	WFD
Tri-Party "Implementation Letter" Signing - USAID JCP-IFC-Ministry of Industry and Trade re: implementation plan to launch the online movable collateral registry	February 12	ATF
Stakeholders Meeting -HLS stakeholders meeting to review year on actions and and next steps as well as agreeing on joint objectives for the coming year based on each stakeholder's plans	February 25	HLS
Launch of JCP Microsoft Acceleration and Development	February 28	ICT

Program		
The Launch of the JCP-Intel initiative (Make it wearable)	February 28	ICT
Stakeholders Meeting. Progress presentation / feedback solicitation on JCP/WFD team work to date.	March 2	WFD
Crowdfunding partnership RFP launch	March	ATF
CT financing awareness event for Irbid - targeting hospitals, industrial and shopping malls, with over 100 participants	March 12	ATF
eCTD Training of Jordan Association of Pharmaceutical Manufacturers (JAPM)	February - April	HLS
Opening of new branches for Shami Eye Clinic	February - April	HLS & ATF



# ANNEX A: INDICATOR TABLE

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values					Activity in Progress	
			Baseline	Y2*		Y2 To Date	Project		Project
Target	Overall Target	Overall Achieved							
IR 1	<b>Impact Indicator 1</b> - 25% increase in exports in target sectors	USAID	0	2%	0		25%	0%	<p><b>Export Development Program:</b></p> <ul style="list-style-type: none"> <li>- The program was officially launched and announced.</li> <li>- The financial modelling of the program is on its way.</li> </ul> <p>Most of Y2 activities will lead to this impact indicator as well.</p>
IR 1	<b>Impact Indicator 2</b> - \$700 million in foreign direct investment attracted	USAID	0	\$50m	0		\$700m	0	<p>This is a long-term impact. JCP, however, through year two activities, is putting assumptions on the contribution of its activities on FDI.</p>
IR 1	<b>Impact indicator 3</b> - Number of policies, laws and regulations drafted, approved, and implemented	USAID	0	1	0		5	0	<p><b>Blueprint policies:</b></p> <ul style="list-style-type: none"> <li>- Blueprint Analyzed and tool developed to identify relevant policies and practices.</li> <li>- Identified policies drafted and presented for public/stakeholder consultation</li> <li>- Tool presented to MoPIC</li> </ul> <p><b>Drafting of the Direct Proposal Regulations</b></p>

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values					Activity in Progress	
			Baseline	Y2*		Y2 To Date	Project		Project
				Target	Overall Target		Overall Achieved		
								<ul style="list-style-type: none"> <li>- Regulation under analysis stage through hiring of a local expert to provide legal support to the MEMR.</li> <li>- Consultant to draft the proposed regulation</li> </ul> <p><b><u>Amendments in the Drug and Pharmacy Law</u></b></p> <ul style="list-style-type: none"> <li>- Analysis stage completed as part of Drug registration process</li> <li>- The necessary amendments with justifications for some regulations discussed with JFDA.</li> </ul>	
IR I	<b>Impact Indicator 4</b> - 4 new reforms in government procedures	USAID	0	0	0		4	0	<p><b><u>Drug Registration Process:</u></b></p> <ul style="list-style-type: none"> <li>- Process discussed and weaknesses addressed during the Drug registration task force</li> <li>- Proposed action plan designed and presented to stakeholders and to JFDA.</li> <li>- Internal committee formed as short-term solution.</li> </ul> <p><b><u>Trademarks and patent registration processes:</u></b></p> <p>Process at MITS assessed through reviewing the IPD feedback reports from the customers and through interviews with interested parties,</p>

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
				Target			Overall Target	Overall Achieved	
									agents and staff.
IR 1	<b>Impact Indicator 5</b> - 3% increase in competitiveness score in targeted clusters	USAID	0	0.25%	0		3%	0%	<p><b><u>Competitiveness Index:</u></b></p> <ul style="list-style-type: none"> <li>- A company was awarded and started refining the survey instrument to create baseline numbers.</li> </ul>
IR 2	<b>Impact Indicator 6</b> - 40,000 new jobs	USAID	0	2,000	0		40,000	0	This is a long-term impact. JCP, however, through year two activities, is putting assumptions on the contribution of its activities towards job creation.
Sub IR 1.1	<b>Output Indicator 1</b> - Number of drafted investment law regulations developed	USAID	0	2	0		8	0	<p><b><u>Packaging of Implementing Regulations under the 2014 Investment Law:</u></b></p> <ul style="list-style-type: none"> <li>- IBLAW was awarded to provide TA to MITS for the revisiting and drafting of the needed regulations</li> <li>- A consultative process with the public and private sectors is followed.</li> </ul>
Sub IR 1.1	<b>Output Indicator 2</b> - Person hours of training and development delivered in trade and investment capacity building	USAID	0	50	12		300	12	<p><b><u>Trademarks and patent registration processes training:</u></b></p> <ul style="list-style-type: none"> <li>- 10 MITS staff members (2 males and 8) females trained for 12 hours</li> </ul>

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
				Target	Overall Target		Overall Achieved		
Sub IR 1.1	<b>Output Indicator 3</b> - Number of ICT firms receiving capacity building assistance to export	USAID	0	10	0		60	0	<u><b>Export Development Program:</b></u> - The program was officially launched and announced. - Training and coaching to start in the coming quarters.
Sub IR 1.2	<b>Output Indicator 4</b> - Amount invested in JCP assisted firms annually	USAID	0	2 M	0		\$14m	0	-
Sub IR 1.2	<b>Output Indicator 5</b> - Amount of credit facilities and working capital provided by financial institutions to assist JCP supported firms annually	USAID	0	2 M	0		\$17m	0	Component 4 activities in process.
Sub IR 1.2	<b>Output Indicator 6</b> - Number of companies assisted to be more "Investment Ready"	Custom	0	5	0		50	0	15 companies were provided contacts of business associations and EBRD for energy audit
Sub IR 1.3	<b>Output Indicator 7</b> - Number of policies, laws and regulations drafted, approved, and implemented	USAID	0	1	0		5	0	See <b>impact indicator # 3</b> above
Sub IR 1.3	<b>Output Indicator 8</b> - Number of government procedural reforms adopted and implemented	USAID	0	0	0		4	0	See <b>impact indicator # 4</b> above
Sub IR 1.3	<b>Output Indicator 9</b> - Number of JCP facilitated dialogue between the GoJ and the private sector	Custom	0	6	1		22	2	<u><b>ICT Public-Private Dialogue (PPD) Roundtable Session:</b></u> On October 29th, USAID JCP and it@j hosted a roundtable discussion

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
				Target	Overall Target		Overall Achieved		
									with public-and private sector representatives: The sessions discussed: <ul style="list-style-type: none"> <li>- The Doing Business and Investment Climate</li> <li>- Human Resources Development in the ICT sector</li> </ul>
Sub IR 1.3	<b>Output Indicator 10</b> - Level of private sector awareness of current government incentives	Custom	TB assessed	0	0		TBD	0	-
Sub IR 1.4	<b>Output Indicator 11</b> - Number of existing companies assisted to become more innovative and competitive	USAID	0	15	0		185	0	<p><b><u>Industries manufacturing PV system components:</u></b> Study under implementation and industries that currently manufacture PV system components are in need of technical assistance will be identified.</p> <p><b><u>Irbid Clean Energy Pilot with an Industrial Focus at El Hassan Industrial Estate:</u></b> Energy management strategy of 5 companies is under development.</p>
Sub IR 1.4	<b>Output Indicator 12</b> – Number of new companies formed	USAID	0	6	0		71	0	<p><b><u>Possible grant to iPark:</u></b> An application form was received from iPark to support their activities including incubation that might lead to forming of new companies. Application was reviewed and comments sent back</p>

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
				Target	Overall Target		Overall Achieved		
									to iPark.  <b><u>Potential support to acceleration and Bridging Programs</u></b> This support was addressed under the recently issued Annual Program Statement (APS) that was launched in December 2014.
Sub IR 1.4	<b>Output Indicator 13</b> – Number of Jordanian Innovation Centers Established or Strengthened	USAID	0	3	0		12	0	The cross cutting Innovation Center was launched during the MENA ICT Forum.
Sub IR 1.4	<b>Output Indicator 14</b> – Number of deals brokered between academic researchers and the private sector	USAID	0	4	0		22	0	-
Sub IR 1.4	<b>Output Indicator 15</b> - University regulations reformed and implemented allowing for academic staff to benefit from innovation and research activities	USAID	0	0	0		7	0	-
Sub IR 1.4	<b>Output Indicator 16</b> - Number of Diaspora members engaged in diaspora-led projects identified by JCP	Custom	0	2	0		11	0	<ul style="list-style-type: none"> <li>- The Diaspora network was officially launched</li> <li>- Founding members of the Jordanian “Global Ambassador” Network identified</li> <li>- Governance structure and membership criteria and Advisory Board in the finalization phase</li> </ul>

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
				Target	Overall Target		Overall Achieved		
Sub IR 2.1	<b>Output Indicator 17</b> - Number of internships placed annually	USAID	0	250	11		2500	11	A concept paper to implement the internship program in Year 2 through KAFD CGOs received and evaluated internally. Comments shared with KAFD.
Sub IR 2.1	<b>Output Indicator 18</b> - Number of participants in ICT SSO	Custom	0	300	0		6000	0	-
Sub IR 2.1	<b>Output Indicator 19</b> - Number of students completing CDC training programs	Custom	0	75	0		TBD	TBD	An Organizational Development Consultant has developed the KAFD CGOs Framework that includes training as one of its offerings.
Sub IR 2.1	<b>Output Indicator 20</b> - Number of track specialization programs identified per sector and cluster	Custom	0	2	0		6	0	Seven grant applications were received under an RFA to introduce entrepreneurship programs into the curricula of Jordanian universities and under final evaluation process.
Sub IR 2.1	<b>Output Indicator 21</b> - Number of universities/community colleges identified and implementing track specialization programs	Custom	0	2	0		5	0	
Sub IR 2.2	<b>Output Indicator 22</b> - Number of universities adding or upgrading programs to their curriculum	USAID	0	5	0		11	0	- Awarded a local consulting firm to conduct specialized training for university students on "Entrepreneurship, Innovation, Competitiveness and Business Skills Development".
Sub IR 2.2	<b>Output Indicator 23</b> – Number of students completing programs	USAID	0	500	0		3200	0	- This training opportunity advertised and three outreach sessions held.

IR / Sub-IR	PMP Indicators	Type of Indicator	Performance Indicator Values						Activity in Progress
			Baseline	Y2*		Y2 To Date	Project	Project	
Target	Overall Target	Overall Achieved							
IR 1.3	Number of MWs of Cleaner Energy generation transactions supported by USG which have achieved financial closure	USAID	0	0.5MW	0		3.75	0	JCP, through year two activities, is putting assumptions on the contribution of its activities to these indicators.
IR 1.3	Amount of investment leveraged (in USD), from public and private sources, for climate change as a result of USAID assistance	USAID	0	\$ 1 Million	0		7M	0	
IR 1.3	Number of Cleaner Energy transactions supported as a result of USG assistance	USAID	0	5	0		26	0	

# ANNEX B: ENVIRONMENTAL COMPLIANCE REPORT

Confirmation Date	Activity Type	Activity Description	Recommended Action
01/06/2015	Procurement	Kitchen Supplies for the month of January 2015	Low Risk
30/12/2014	Procurement	JCP Vehicle (Dodge Caliber 2007 , plate no. 8-11303) Maintenance by Advanced Automotive Trading Co. (Dodge)	Low Risk
15/12/2014	Procurement	New Office renovation items	Low Risk
15/12/2014	Procurement	Laptops for new staff	Low Risk
14/12/2014	Procurement	Change the JCP Disposed Cars tires	Low Risk
12/09/2014	Procurement	Buying a Microphone to be used in recording interviews with JCP camera	Low Risk
12/03/2014	Procurement	Office and Kitchen Supplies for the month of December 2014	Low Risk
12/01/2014	Technical Assistance	Renewable Energy Specialist	Low Risk
26/11/2014	Procurement	Stationery for the month of December	Low Risk
25/11/2014	Procurement	1- Nespresso Coffee Maker 2- Coffee Maker	Low Risk
25/11/2014	Procurement	workshop about licensing, commercialization and patent in Jordan in presence of Mr. Arnaud Michel the President of LESI International and H.E Dr. Talal Abu Ghazaleh LES – AC President to discuss the issues related to workshop title on December 4, 2014	Low Risk
24/11/2014	Procurement	Floor safety strips for building entryway	Low Risk
23/11/2014	Procurement	Promotting Lahey-Alkhalidi Womens' Diagnostic Center of Excellence	Low Risk
17/11/2014	Procurement	Stationary for the envisioning session which will be held on November 17, 2014 from 9:00 am - 4:00pm	Low Risk

16/11/2014	Event	MENA – Women Empowerment & Leadership Conference	Low Risk
		Printing the conference book	Low Risk
11/10/2014	Procurement	15 copies	
11/10/2014	Procurement	Kitchen Supplies for the month of November	Low Risk
11/09/2014	Procurement	Printing the conference book 15 copies	Low Risk
11/05/2014	Procurement	Giveaways for the MENA ICT Forum	Low Risk
11/05/2014	Procurement	9U Switching Cabinet	Low Risk
11/04/2014	Procurement	Payment of Milestone # 4 - MENA ICT Forum	Low Risk
11/04/2014	Procurement	Payment of Milestone # 3 - MENA ICT Forum	Low Risk
11/04/2014	Procurement	Payment of Milestone # 2 - MENA ICT Forum	Low Risk
11/04/2014	Procurement	Fuel Coupons for the JCP Cars	Low Risk
11/04/2014	Procurement	14-Inch HD LED display panel for HP 9470m Folio EliteBook Notebook	Low Risk
11/03/2014	Procurement	Umbrella's Giveaways for the MENA ICT Forum	Low Risk
11/03/2014	Procurement	Payment request for milestone # 1	Low Risk
11/03/2014	Procurement	Business Cards for JCP Staff	Low Risk
11/03/2014	Procurement	3 Flip Charts Stands for USAID JCP Meeting Rooms	Low Risk
30/10/2014	Procurement	Printing JCP factsheets	Low Risk
28/10/2014	Procurement	JCP Color printer spare part	Low Risk
27/10/2014	Procurement	Toner for HP LJ 700 M725 and HP LJ 500 M525 JCP Photocopying Machines	Low Risk
23/10/2014	Technical Assistance	Investment Readiness Advisor #2, JCP pilot Investment Readiness Program	Low Risk
23/10/2014	Technical Assistance	Investment Readiness Advisor #1, JCP pilot Investment Readiness Program	Low Risk
21/10/2014	Procurement	Meeting Room Furniture for Amman Office (Portable tables with chairs) to accommodate 50 people	Low Risk
20/10/2014	Procurement	Kitchen Supplies	Low Risk
15/10/2014	Procurement	Printing JCP flyer for the Eco-cities	Low Risk
13/10/2014	Procurement	Three JCP Disposed Vehicles Maintenance by Advanced Automotive Trading Co. (Dodge)	Low Risk

10/12/2014	Procurement	JCP's Stationery for one year (BPA)	Low Risk
30/09/2014	Procurement	Support Innovation Center Branding and Communication Services	Low Risk
30/09/2014	Procurement	Stationery for the month of October , 2014	Low Risk
23/09/2014	Procurement	Painting folder for JCP	Low Risk
22/09/2014	Procurement	Kitchen supplies for the month of September 2014	Low Risk
09/09/2014	Procurement	Audio Recorder to be used for meetings	Low Risk
09/04/2014	Procurement	Metal 4 drawers hanging file cabinet	Low Risk

# ANNEX C: OVERVIEW OF USAID JCP SPONSORED MENA ICT

## MEETING HIGHLIGHTS

This year's Forum may have been the best to date, attended by 2,000+ invitees. USAID JCP was proactive in finding an 'all-star' group of speakers and discussion leaders that covered important topics like start up design/financing and the latest in electronic, semiconductor, and embedded systems technology. These leaders all have knowledge of where the ICT sector is going in the region and how to engage in this growth. New to the Forum were a group of established women leaders with a wealth of entrepreneurial experience, and, more importantly, the ability to harness wealth from the Middle East to sponsor ICT endeavors of women entrepreneurs in Jordan.

The U.S. Ambassador Wells attended the opening of the MENA ICT Forum to show support for the growing ICT industry. In addition, the Ambassador held a reception before the Forum on November 11th that hosted a number of the key speakers attracted by USAID JCP to feature the diaspora and their role in developing the local economy.

Some of the most disruptive ideas for growing the entire ICT sector at the conference included unleashing the talent of Jordan's women scientists/engineers and engaging in new dynamic forms of investing in ICT related companies. These ideas were brought to life at the conference by a powerful group of women investors specializing in Angel investing that USAID JCP brought together from the US, Europe, and the region. These investors shared their personal business experiences with women at the forum, and provided expert financial advice to Jordanian tech investors, firms and start-ups. One of the investors, Ms. Shelley Porges, highlighted how important women investors could be, noting that "Women control \$14 trillion in assets worldwide." Ms. Halla Tomasdottir added that, "Engaging women in the workplace was not an altruistic endeavor. Studies show that business leadership that is balanced, men and women, make better business decisions and are more successful." The best news for Jordan was summed up by Dubai investor Ms. Heather Henyon when she said that her investment fund found that Jordan has the best ICT start-ups and most creative ideas in the region.

Another approach with the potential to be equally disruptive was the work JCP did to organize and engage Jordan's ICT-related expatriate community in the U.S. following the visit to Silicon Valley by King Abdullah II last summer. During the conference Connect.jo, a network of expatriate Jordanian professionals, was launched by USAID JCP under the leadership of several US expatriate ICT business leaders. As one of the group's leaders, Mr. Zaid Ayoub, noted, "We want to invest in the people of Jordan, not cement." This influential group clearly stated their intention to make a difference in Jordan, and the announcement of a pilot project to build ten innovative solar powered recharging stations for electric cars as a first start by Connect.jo member Said Al-Hallaj was the perfect demonstration of this group's commitment to the betterment of the economy and people of Jordan.

USAID JCP views "disruptive" events like these as an important part of realizing its objective of partnering with the public and private sectors to grow the economy and create good jobs for

Jordanians. The ICT sector is an important focus area for the project, and the JCP team will continue to assist the sector to grow exports, encourage investment, and hire talented Jordanians.

## **CONFERENCE AGENDA**

### **MEETING WOMEN ANGEL INVESTORS – LUNCH**

#### **DESCRIPTION**

Meeting over lunch with a group of Women Angel Investors that was conducted to understand more about their paths to success in their current role as leaders in their respective fields and how they have helped to empower other women.

### **ELECTRONIC DESIGNS FOR THE INTERNET OF THINGS: TRENDS & OPPORTUNITIES**

#### **DESCRIPTION**

A distinguished panel of international experts in the field of electronics, semiconductors and embedded systems shared their insight of the current status of this industry and the future trends. The speakers also discussed current activities in Jordan and the available opportunities for Jordanian research institutions and startup companies and the advanced skills and actions required to capitalize on these opportunities

### **PLENARY: WOMEN ANGEL INVESTORS: THE CHANGING FACE OF EARLY STAGE FUNDING**

#### **DESCRIPTION**

Women control \$14 trillion of wealth assets, and this is estimated to grow to \$22 trillion by 2020.

In 2013, accredited “angel” investors (investors that focus on small start-ups) directly invested \$24.8 billion into nearly 71,000 early-stage companies, according to estimates by the Center for Venture Research at the University of New Hampshire. Only 13% of all angel investors in the US are women but this is changing. There were fewer than 20,000 female angel investors in 2005, but that number increased to nearly 58,000 by last year.

### **PLENARY: CITIES OF THE FUTURE: UNEARTHING NEW URBAN OPPORTUNITIES**

#### **DESCRIPTION**

The concept of ‘smart city’ has no globally agreed upon definition, however many initiatives, studies and approaches are being undertaken worldwide to expand on the concept. In its broadest definition, the main goal is the implementation of technological knowledge to improve urban services and management efficiency, thereby reducing costs and environmental impact while also improving the quality of life of the citizens. Rapid development in ICT, data analysis and sensor devices, urban labs, pervasive connectivity, and mobile and online applications, are opening the door for city interventions that were never considered before. Questions to be addressed at the Forum include: How is the MENA region reacting to this? How could the private and public sectors lead the way towards the Cities of the Future?

## **ENGAGING JORDANIAN DIASPORA: DEVELOPING THE KNOWLEDGE ECONOMY**

### **DESCRIPTION**

This session brought influential Jordanian entrepreneurs and executives in the US whose current engagement in Jordan is a testimony of the impactful role they can play in Jordan's future growth. The purpose of this session was to organize the Jordanian professional expats into a "Network" so they can actively participate in the economic development of Jordan.

## **E-HEALTH SESSION**

### **DESCRIPTION**

Expert panelists from GE Healthcare, Unumed and Doctor Bridge discussed how they see technology impacting the way hospitals are managed and sharing their views about the ways healthcare providers can improve patient care and drive costs down through innovation in e-healthcare.

## **CLEAN TECH DISCUSSION: MEET THE EXPERTS**

### **DESCRIPTION**

Technology innovations and smart applications are a major factor in the future expansion of the clean technology sector in Jordan and the region. As part of USAID JCP's sector development efforts, the linkages between Clean Tech and ICT need to be strengthened through establishing a competitive private sector work group or "cluster" around such services and technologies. This session inspired efforts from relevant business associations and JCP to put forward an action plan for such objective. Relevant topics: smart grids, smart metering, energy efficient buildings, control and monitoring, heating/cooling, energy efficiency, renewable energy, mobile applications, green transport, infrastructure etc.

## **ANGEL AND VC INVESTING IN JORDAN: A CRITICAL LOOK AT THE ECOSYSTEM AND SCALING EARLY STAGE FUNDING**

### **ROUNDTABLE DESCRIPTION**

The session brought together key senior stakeholders from Jordan's investment and business community to critically assess the state of its angel and venture capital ecosystem, as well as had an in-depth discussion on concrete initiatives that will achieve further improvements. As a valued member of this community, JCP viewed the insights and participation as integral to the success of the roundtable.

### **Website References**

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