

Chemonics International Inc.

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AMIR 2.0 - Second Quarter 2003 Report: April 1 - June 30, 2003

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COVER STORY

A National Strategy to Put Jordan's Tourism Industry on the Map



U.S. Secretary of State Colin Powell (in red), accompanied by several U.S. Congress members and the U.S. Ambassador in Jordan Edward Gnehm (far left), toured the ancient city of Petra during his visit to Jordan.

While paying a quick visit to Jordan for June's special session of the World Economic Forum, U.S. Secretary General Colin Powell took a few hours out of his hectic schedule to visit Petra. For any ordinary tourist, a trip to Petra would be expected. But for the chief diplomat who almost never goes sightseeing during official trips, the visit made a point: Jordan has some tourism destinations that cannot be missed.

Jordan not only features unrivalled tourist sites, its tourism industry holds enormous potential for the Kingdom's economic development. The sector is the single largest employer and the second highest producer of foreign exchange, contributing nearly half a billion JD in revenue, or an average of 10 percent of Jordan's GDP annually. Global tourism trends are also encouraging: despite political instability that have affected the industry, tourism is still the largest economic sector worldwide and is set for exponential growth in the 21st century.

Recognizing the promise of Jordan's tourism industry and how it can act as a springboard for investment, innovation and economic growth, the AMIR Program's Business Management Initiative (BMI) spearheaded the development of a comprehensive National Tourism Strategy. Private and public sector stakeholders joined forces during the last year to craft the National Tourism Strategy, igniting the industry with a common vision and ambitious goals.

This strategy development began last summer when industry leaders from the public and private sectors met, appropriately, in Petra. It was an unlikely group, one that had never acted in unison before. The Ministry of Tourism and Antiquities was represented by the Minister, the secretary general and other officials, while the Jordan Tourism Board was represented by its managing director. On the private sector side were tourism associations, tour companies and business owners of major tourism interests. Working together, the group agreed on a vision for the strategy – how it would be developed and what elements would be included. A team of Irish consultants headed by Matt McNulty, the former director of the Irish Tourist Board, facilitated this ambitious process.



Participants from the public and private sector, along with consultants and AMIR Program staff, start work on developing a national tourism strategy. During this three-day retreat, held in Petra in June 2002, the group produced the "Tactical Bridge Strategy - Returning Jordan to Growth."

An 11-member Strategy Steering Committee (SSC) was formed to guide the strategy development process after the

Petra retreat. Four working groups with SSC members and other stakeholders met to assess the current situation and determine a structure for moving forward in four areas: marketing, product development, human resources, and legal and regulatory issues. Again, McNulty provided technical assistance and expertise over the following ten months.

The Ministry of Tourism and Antiquities took another positive step forward in January 2003 by developing a public-private sector task force, the National Tourism Council. This was a promising move – the government was taking a keen interest in this burgeoning strategy and took initiative to create a body of governmental, semi-governmental organizations, and private sector representatives, some of which were already represented on the SSC. The plan was for the council to advise on legal, policy and strategy issues and eventually assume ownership of the National Tourism Strategy. The final milestone was realized in May when the National Tourism Council and the SSC met and reached final consensus on the strategy. They agreed to a vision, goals and an implementation plan.

The strategy's guiding principle: tourism should deliver the optimum benefit to the economy, people and communities of Jordan. The strategy also included agreements regarding the targeted growth rate for the industry (10% annual growth target in revenue by 2010), the roles and responsibilities of the main governmental and semi-governmental organizations, and how tourism associations would be involved. Perhaps most importantly, the National Tourism Council took complete ownership of the National Tourism Strategy, taking over responsibility for guiding the strategy's implementation.

Working with partners to facilitate the development of a National Tourism Strategy was one of the key goals of the BMI. This development process is strengthening public-private partnerships and enabling Jordan's private sector to more effectively compete in the global economy by improving its business management skills and advocacy capacities. With a strong national vision and vital organizations to see this vision become a reality, tourism in Jordan can increase economic activity and opportunity, and expand employment throughout the Kingdom.

General Administrative

A. Key Accomplishments

- **Successful Management of Evacuation.**

Eighteen AMIR Program staff and their families were required to evacuate Jordan due to the increasing tensions with Iraq. The group started departing from Jordan on February 9 and returned in mid May. During the evacuation, fifteen staff worked from an interim office in Washington, D.C. and three, third-country nationals worked from New Zealand, Holland, and England. The exodus and return were handled with minimal disruption to the project's ongoing activities and with minimal cost to the contract given the urgency of the situation and the need to maintain project activity levels.

- **Upgraded AMIR Program Monitoring, Management and Evaluation (MM&E2) System.**

Beta testing of phase I of the new AMIR MM&E2 System, upgraded to enhance security response, greater focus on technical assistance and integrated USAID reporting, was commenced during the evacuation period and continued through the period. Implementation and training continued in Jordan after the evacuation.

- **Introduction and Implementation of New Monitoring and Evaluation Software.**

Introduced a monitoring and evaluation software developed by Chemonics, based on USAID standards and linked to AMIR MM&E2, to automate and web-enable the tracking of the AMIR Program's Results and Indicators. To implement the new system, the AMIR Program initiatives reviewed and revised the Results and Indicators, which were submitted to and approved by USAID Jordan in April 2003.

B. Tasks Completed During the Reporting Period

107 General AMIR Office Procurements.

In anticipation of evacuation and due to other problems delivering technical assistance and training, procured and installed video conferencing. The equipment was used to deliver technical assistance and trainings between foreign consultants and Jordanian audiences. In addition, this system facilitated communication between the AMIR Program field and home offices.

125.2.2 MM&E2 - Application Design and Development.

In coordination with subcontractor devIS, Phase I of the MM&E2 System was formally launched. The program director conducted a series of instructional presentations to train staff and the senior management team. Weekly working group meetings were held with representatives from the entire field team to discuss progress and obstacles to provide feedback to devIS. Work plans and other data from the first MM&E System were transferred to the new program and then each initiative populated the work plans with future activities. Phase II, the final phase, will bring enhanced work plans and financial management to Mission personnel via the Internet.

125.2.3 User Form Module.

Discussions continued on the design of an electronic arrival/closeout module. The prototype for the module was revised and enhanced to include an automated inventory module. These modules will be incorporated into the new MM&E2 System to facilitate electronic consultant tracking to improve, among other things, security and the ability to respond to situations.

130. Grant Software and Training.

Acquired new software to manage all program grants. The software monitors each grant, including financial information, and is loosely coupled to the new AMIR MM&E2 System.

C. Tasks Scheduled for Completion During the Next Reporting Period

105.5 Internal Audit for Grants and MM&E2 Business Processing.

Daniel Brown, AMIR Program project manager in the Chemonics home office, will be visiting Jordan in July to perform an interim audit of the grants files and ensure integration of home and field office needs in the MM&E2 System.

105.5.1 HO PMU Transition Support.

Assistant Project Administrator Kristen Totino will accompany Brown to Jordan in July. Totino will investigate the field use of the MM&E2 System and evaluate the most efficient process for integrating our teams in Washington, D.C. and Amman electronically.

120.2 Year Two Work Plan.

Development of the 2004 work plan will begin in coordination with USAID.

125.2.2 MM&E2 Application Design and Development.

Phase II, the final phase of the MM&E2 upgrade, will be completed for real-time presentation of project work plan and financial data via the Internet to further automate program systems.

125.2.3 User Form Module.

The evaluation function of this electronic consultant arrival/closeout module is scheduled to go online during this quarter. The prototype for the closeout and inventory functions will be further refined for implementation later in the year. The technical aspects of incorporating this module into the new MM&E2 System will be explored.

AMIR Helping Hands Program.

Will continue AMIR Helping Hands Program, which enables interns to work with the program to assist in administrative tasks to gain exposure to the working environment. Consistent with the U.S. Embassy, students younger than 16 are not employed.

D. Problems Encountered and Proposed Remedial Action

No administrative problems were encountered during this quarter and, therefore, no remedial action is proposed.

E. Staff Mobilization

- All expatriate staff returned to Jordan after evacuation.
- Daniel Brown, program manager at Chemonics home office since the beginning of the project, will be leaving Chemonics in the fall.

F. Training and Events

Please see Training and Events Annex.

G. Public Awareness and Communications

140.2 Outreach Program.

- **Press Releases.**
Issued 12 press releases in English and Arabic on behalf of initiative activities (see Annex). Releases generated news articles in all Jordanian media outlets, as well as online news portals including Jordan DevNet.
- **International Organizations.**
Distributed all press releases by email to more than 70 contacts in the Jordan international community.
- **Photographers Training.**
Worked with Training and Events to design a training program for all photographers who cover AMIR Program events, to ensure higher quality photos appropriate for follow-up use. Training will take place next quarter.
- **Development Gateway.**
Development Gateway is an interactive site for sharing information on sustainable development and poverty reduction. Linked the AMIR Program Web site and posted completed REACH 3.0 and Jordan's e-Readiness Assessment Reports on Web site.

140.2.1 Program Materials.

- **AMIR 2.0 Web Site Development.**
Worked with CNS to continue to refine the functionality of the site.

- **Photo Assets Library.**

Completed master online database of all AMIR Program photo assets. All photos are catalogued by initiative, activity and date on central files.

- **AMIR Publications Database.**

Completed master online database of all AMIR Program materials, brochures, and other communications materials created in support of initiative activities. All materials are catalogued in PDF format on central files for easy reference and access.

Please see Public Awareness and Communications Annex.

H. Results and Indicators

The general administrative team provides support to all of the technical initiatives of the AMIR Program to help them achieve and exceed their targeted results and indicators. Therefore, no specific results and indicators are reported on in this section.

Business Management Initiative



Participants from Jordanian business associations share experiences during a training session on developing strategies and techniques for managing events.

A. Key Accomplishments

Business Association Development.

- **Crisis Management.**
Twenty executives representing 12 business associations were trained on crisis management, building the associations' capacities in managing their organizations during critical times of change.
- **Events Management Series.**
CEOs and public relations and events staff from 12 associations were trained on developing strategies and techniques for managing events to maximize income, increase membership and enhance their image among stakeholders.

TIJARA—Jordan-U.S. Free Trade Agreement Implementation.

- **Jordan-U.S. Free Trade Agreement (JUSFTA) Trade Officer Training.**
Eight executives from the TIJARA Coalition received six training sessions on how to implement the JUSFTA.
- **Creation of the TIJARA Coordinating Team.**
As a subset of the TIJARA Coalition, a coordinating team was created to act as a catalyst for implementing the TIJARA strategy. The team is comprised of private sector associations who are primarily involved in trade development.
- **TIJARA Seminar Series.**
The Jordan Exporters Association (JEA) successfully organized the third TIJARA seminar that focused on exporting food products to the United States. The program, attended by more than 50 Jordanian business people, featured speakers from the U.S. Food and Drug Administration and the U.S. Department of Agriculture, along with experts on food distribution and marketing.



The Jordan Exporters Association (JEA) organized the third TIJARA seminar series to inform Jordanian business people on the requirement for exporting food to the U.S. market. More than 50 Jordanian business people heard from Patrick Wilson, the associate director of U.S. Food and Drug Administration, through digital video conferencing.

Tourism Development.

- **National Tourism Strategy.**

The Minister of Tourism, along with members of the National Tourism Council (NTC) and the Strategy Steering Committee, met to discuss the AMIR Program's proposed version of the National Tourism Strategy. The group agreed to an annual growth of 10 percent between 2004 and 2010, as well as to a road map of implementation.

- **Jordan Tourism Board: Organizational Development.**

The Jordan Tourism Board (JTB) board of directors approved and adopted a new organizational structure, new salary and grading systems, and new human resource regulations that were developed by consultant Dr. Arwa Muthaffar.

- **Ammon Tourism and Hospitality College.**

Ammon board of directors approved the college development plan that was presented by consultants Dr. Nicholas Ruddy and Dr. Denis Harrington. This plan will be the basis for development of the college and help determine the AMIR Program's support.

B. Tasks Completed During the Reporting Period

211 Training Needs Assessment.

211.1 Executive Training Needs Assessment.

Consultant Ramez Habash conducted quantitative executive training needs assessment of business executives by completing 144 questionnaires from companies in Amman and governorates such as Zarqa, Irbid and Aqaba. This assessment covers a number of sectors such as food, financial services, IT, textile, hotels, and pharmaceuticals. A similar questionnaire about the needs of the medical sector is being developed, as this sector is a potential area for contribution to the Jordanian economy under Jordan Vision 2020 (JV2020). The medical sector questionnaire will focus on the capacity of the sector to absorb additional patients, and current and potential utilization by foreign clients of medical services in Jordan.

220 Business School.

220.1 Revise and Amend Higher Education Laws.

Successfully amended the higher education law governing the establishment of an autonomous graduate school of business. Private Universities Law No. 43 was approved by the Minister of Higher Education and proposed to the Bureau of Legislation which passed it in early June.

220.2 Develop Work Plan for Starting Graduate Business School.

A draft of the Request for Application for selecting a Jordanian partner was proposed to USAID and awaits USAID direction. A meeting between AMIR Program representatives and George Washington University's co-chair for development was held to discuss the graduate school of business program. The university expressed interest in being considered on the list of bidders. Similar meetings took place with Georgetown's McDonough School of Business and the University of Michigan-Dearborn's School of Business. Both universities expressed interest in the project.

230 Business Association Development.

230.1 Subcomponent Support.

Grant applications, including mini, small and PDG, were reviewed for the Jordan American Business Association (JABA), the Young Entrepreneurs Association (YEA), the Jordan Exporters Association (JEA), Ammon College, Jordan Hotels Association (JHA), Jordan Tourist Guides Association (JTGA), and the Jordan Restaurants Association (JRA). (Please see "290 Grants.")

232.2 Update Associations Strategic and Work Plans.

Consultant Rasim Abderrahim completed a two-week technical assistance program to the JEA to assist it in developing a strategic plan with a focus on opening new markets for Jordanian companies.

233.1 Conduct Association Management Training in Jordan.

The AMIR Program's Training and Events Department conducted a series of three workshops focused on managing events. The department developed a detailed manual for the associations to help them better plan and manage their events. As part of the training, the participants selected a planned event from their associations, applied what they learned during the training session and received AMIR Program feedback on their work.

234 Strengthen Associations' Institutional Development.

234.3 Strengthen Associations' Information Technology Infrastructure.

The IT assessment for 10 associations and JTB was completed, focusing on hardware and software needs, level of utilization, and associations' procurement and training needs. The results will determine the appropriate technical support and training programs needed, as well as computer equipment required.

250 Jordan Vision 2020.

252 Achieve Economic Consensus Strategy Via JV2020.

252.1 Update JV2020 Document.

A questionnaire was developed to be administered to a sample of companies within key Jordanian economic sectors. The questionnaire aims to assess the economic attractiveness of sectors relative to overall growth demands. A matrix resulting from analysis of questionnaire results will prioritize sectors in terms of their likelihood to contribute to the economy of Jordan and then engage in sector-specific planning.

260 Jordan Tourism Board (JTB).

261 Enhance JTB's Organizational Development.

261.1 Strengthen JTB's Operational Effectiveness.

Consultant Dr. Arwa Muthaffar developed new personnel regulations and an employee grading system for the JTB. A detailed evaluation was completed of all JTB employees and recommendations were made to adjust various employees' positions. The regulations and systems were approved by the board of directors and are the basis for additional work to upgrade the JTB administrative systems and procedures.

262 Develop 2010 National Tourism Strategy.

Please see "290 Grants."

263 Enhance Industry Capacity and Support Key JTB Stakeholders.

263.1 Enhance Industry Capacity and Support Key JTB Stakeholders.

In cooperation with AMIR Program IT Department, an IT needs assessment was conducted of the JTB, the JTGA, the JRA and the JHA. The assessment was carried out using a checklist developed by both teams. Final reports are being produced.

263.4 Strengthen Ammon College.

Consultants Dr. Nicholas Ruddy and Dr. Denis Harrington returned to Jordan to present their findings on the Ammon College Diagnostic Assessment. The findings were presented to members of Ammon's board of directors, as well as industry stakeholders who were interviewed during the assessment. During the presentation, the consultants recommended strategic decisions that need to be made by the board of directors and college management and proposed a scheme for further development.

265 TIJARA- Implementation Jordan - U.S. FTA.

265.3.2 Support TIJARA Implementation.

Supported the development and execution of the third TIJARA Seminar Series "Requirements for Jordanian Food Sector in the U.S. Market." AMIR Program staff worked with the JEA on planning, public relations and program design. Also supported the JEA in securing speakers for the event from the U.S. Food and Drug Administration and the U.S. Department of Agriculture. Consultant and trade expert Rasim Abderrahim delivered a presentation on identifying and developing relationships with prospective U.S. buyers.

265.3.5 JUSFTA Trade Officers Training.

Conducted six training sessions for the JUSFTA Trade Officer Training Program. The training focused on how Jordanian firms can access the U.S. market. Thirteen trade officers from eight TIJARA Coalition organizations attended this biweekly training program.

273 BMI M&E.

BMI indicators and results were finalized and approved.

290 BMI Grants.

Mini Grants.

JTB Small Grant 1: "From Crisis to Growth" Workshop.

JTB successfully completed two workshops on crisis management.

- The first workshop was aimed at the private sector to assist it in overcoming the crisis situation resulting from instability in the region. The workshop featured two Irish consultants who were in Jordan, Matt McNulty, tourism expert and Sean Carberry, a media and communications expert. Two other consultants, Mark Mortell, chairman of the Irish Tourism Public-Private Partnership Initiative, and David Collins, a hospitality marketing expert, were connected via digital video conference (DVC) in Dublin. The workshop, which was opened by H.E. Dr. Nader Dahabi, Minister of Transport and Minister of Tourism and Antiquities, gathered 65 participants from a variety of organizations, including tour operators (members and non-members of JTB), 3, 4 and 5 star hotel-owners (all JTB members), as well as members of the National Tourism Council, Ministry of Tourism and Antiquities and JTB staff.
- The second workshop targeted business association staff and featured Jerry Tapley, marketing expert with specific experience in business associations, via DVC from the United States. McNulty and Carberry spoke to workshop participants from Jordan. The event focused on teaching the business associations on how to build and implement their crisis plans.

JTB Small Grant 2: Organizational Development.

- JTB finalized the first part of this grant, which will support the National Tourism Strategy process. The thrust of the strategy was agreed upon and national growth targets were set at an annual rate of 10% between 2004 and 2010.
- A Web site development plan is also underway under this grant. Ian Beckett, a leading expert in the area with specific experience in tourism, conducted several meetings with various parties and agreed on a Web site plan outline with JTB management.
- Under the administrative and financial development areas, the JTB is preparing to recruit new core staff. Consultants will be used for screening and interviewing to assure the hiring process is transparent.
- Development of marketing sub-strategies is also included in this grant. These strategies are for the National Tourism Strategy process and the JTB.

Ammon College Mini Grant.

Ammon College received a mini grant to establish the infrastructure for a network that links various areas of the college with the training hotel. The network will improve in-class training, the new computer lab and the widely-used Fidelio system (a specialized hotel reservation and management system). The grant also included the procurement of software for student registration and follow up.

YEA Mini Grant.

Difficulty was faced getting sector representatives to complete the questionnaire to assess the economic attractiveness of sectors relative to overall growth, despite intensive efforts by YEA (see Task 252.1). It was decided to hire a local consultant to act as counterpart for McNulty, who will collect the data from national and international sources. Once

completed, McNulty will present the results to each sector separately, encouraging sector representatives to participate in this self-evaluation exercise. These results will lead to the selection of four to five sectors to be supported in developing their sectoral strategy to contribute to JV2020.

JEA Mini Grant.

The JEA successfully organized the third TIJARA seminar that focused on exporting food products to the United States titled, "Requirements for the Jordanian Food Sector in the U.S. Market." The program, attended by more than 50 Jordanian business people, featured speakers from the U.S. Food and Drug Administration and the U.S. Department of Agriculture, along with experts on food distribution and marketing.

Small Grants.

Jordan Association of Pharmaceutical Manufacturers (JAPM) Small Grant.

- A multimedia presentation and Web site development were subcontracted and work was initiated. In addition, a laptop and data show were procured.
- A committee of three board members was formed to develop an RFP to select a firm to develop a public awareness campaign. The committee established the criteria for selecting a firm and the desired deliverables for the RFP. Four bids were received and are being evaluated.
- Consultant Mihir Disai presented his first draft report of the business/marketing plan. The final presentation of the plan will be delivered next quarter.

JABA Small Grant.

- Capacity building continues for the association's five departments.
- In the FTA Unit, the criteria for hiring a consultant to update the list of free and fee based inquires were developed. The unit is awaiting offers.
- In the Business Development Component, bids for material design for AJEX were reviewed and a firm was selected.
- Laptop was ordered and equipment will be delivered next quarter.
- Due to circumstances that prohibited the full execution of the small grant within the time frame, most of which were outside the control of JABA, the grant was amended. Items were included that were achievable within the extension period, while other critical items were moved to their PDG.

Jordan Intellectual Property Association (JIPA) Small Grant.

This grant supports holding the first major intellectual property conference in Jordan, IP Week, scheduled for August 11 – 14.

- Equipment, such as computers and laptop, was procured and partial delivery was received.
- A PR campaign for the event is progressing according to plan with the support of the AMIR Program Public Awareness and Communications Department. The Web site was completed and is updated daily. An advertising schedule was developed. Media interviews are scheduled and spokespersons have been briefed with talking points and key messages. Printed material for the event is being developed according to schedule.
- Pre-launch event was successfully carried out. This event attracted sponsors and exhibitors, and highlighted the importance of the issue to potential attendees.
- JIPA hired two subcontractors to support the implementation of this event, one will act as overall project manager of the event and the other seeks corporate sponsorships.

Program Development Grants.

JABA PDG.

After reviewing the initial grant, AMIR Program staff requested clarification on various issues. JABA re-submitted grant and assessment is underway. To facilitate finalizing the grant and not be delayed by technicalities, a new approach has been adopted where JABA and the AMIR Program will agree in principle on the budget and then JABA team will work on the updating of business plan and other necessary documents.

YEA PDG.

YEA re-submitted grant following AMIR Program-recommended amendments. The grant is under review.

C. Tasks Scheduled for Completion During the Next Reporting Period

233.1 Conduct Association Management Training in Jordan.

- A two-day workshop management training will be conducted by consultant Larry Milner on strategic planning and other topics critical to the success of business associations. Milner will be joined by Ra'ed Bilbessi, CEO of the Information Technology Association – Jordan (int@J), who will cover how to develop and implement business plans.
- Consultant Jeremy Condor will conduct workshop on good governance for newly established business associations. Condor previously conducted a similar, highly successful workshop for the Microenterprise Initiative's microfinance institutions.

233.5 Strengthen Associations' Public Policy Advocacy Skills.

Edward Priola will conduct an advocacy training workshop. This training will be followed by technical assistance to satisfy the specific needs of partner associations.

234.2 Develop Associations' Research Capacity.

Will continue to provide business associations with commodities that facilitate servicing their members and developing their institutional, organizational and financial well being and sustainability.

234.3 Strengthen Associations' Information Technology Infrastructure and Use.

Will assess business associations needs for a portal and the financial viability of such a component.

237 Strengthen Communication Capacity.

Will provide ongoing technical assistance to associations in the area of communications and public relations.

260 Jordan Tourism Board.

261 Enhance JTB's Organizational Development.

261.3 Staff Training.

Consultant Dr. Arwa Muthaffar will conduct training needs assessment for all JTB employees, including the new recruits, and will suggest a training plan following the assessment results.

262 Develop 2010 National Tourism Strategy.

262.1 Lead Development of the National Tourism Strategy.

Will continue working with our leading tourism consultant, Matt McNulty, to launch the National Tourism Strategy and begin implementation.

263 Enhance Industry Capacity and Support Key JTB Stakeholders.

263.3 Support Development of Jordan Incoming Tour Operators Association (JITOA).

Will assist a group of industry leaders in creating the JITOA by providing technical assistance to the founding board. As soon as the association is registered, will conduct a strategic planning retreat.

263.5 Jordan Restaurants Association.

Will support JRA through on-site technical assistance for association management.

263.6 Jordan Tourist Guides Association (JTGA).

Will support JTGA through providing on-site technical assistance for association management.

265 TIJARA- JUSFTA Implementation.

265.3.5 FTA Trade Officers' Training.

Will continue the JUSFTA Trade Officers' Training program.

265.5.5 Support the Implementation of AJEX.

Will provide capacity building and support through a series of meetings with JABA to support the planning and execution of a successful AJEX. Assistance will include areas such as event planning, final program agenda, promotion, and a speaker's list.

271 U.S. Based Training and Study Tour.

Will organize a study tour to leaders of associations and partners to participate in the U.S.-Arab Economic Forum scheduled for the end of September in Detroit, Michigan.

290 Grants.

We are expecting the following to be submitted in the next quarter:

- PDGs from the Amman World Trade Center (AWTC), JIPA, and the JEA.
- Small grants from the JITOA, YEA, JTB, and Ammon College.
- Mini grants from JEA, AWTC, the Institute of Management Consultants, and the Jordan Producers and Exporters of Fruits and Vegetables.

D. Problems Encountered and Proposed Remedial Action

Due to the regional conflict, many of the planned training activities were postponed. These are being rescheduled as appropriate.

260 Jordan Tourism Board.

263 Enhance Industry Capacity & Support Key JTB Stakeholders.

263.1 Enhance Industry Capacity & Support Key JTB Stakeholders.

A diagnostic assessment of four tourism associations was postponed until 2004 due to the delay from the associations in submitting their grant applications and presenting clear plans for the year 2003.

263.2 Strengthen the Jordan Hotels Association (JHA).

The position of CEO was filled by an existing staff member and therefore, assistance in recruiting a CEO is no longer needed.

263.4 Strengthen Ammon College.

Will delay the survey of a U.S. partner for Ammon College until 2004 due to the proposed development plan by consultants Dr. Nicholas Ruddy and Dr. Denis Harrington mentioned above in Section B.

263.5 Jordan Restaurants Association (JRA).

The strategic planning support to JRA will be redesigned and will be combined with other topics in two, two-day workshops for business associations.

263.6 Jordan Tourist Guides Association (JTGA).

Recruitment of key personnel for JTGA will be replaced with other institutional development activities.

E. Staff Mobilization

Expatriate staff returned to Jordan after evacuation.

F. Training and Events

Please see Training and Events Annex.

G. Public Awareness and Communications

Please see Public Awareness and Communications Annex.

H. Results and Indicators

Please see Results and Indicators Annex.

Microenterprise Initiative



AMIR Program International Education & Training Manager Sameera Qadoura (standing) answers a question from Nadal Jweihan (the veiled woman at the head of the table), office manager of Jordan Exporters and Producers Association for Fruits & Vegetables, during a workshop on event management. The workshop was designed to build the event management abilities of microfinance institutions and business development services providers and facilitators.

A. Key Accomplishments

Credit Bureau Law Approved.

Following two years of persistence, the Legislative Council approved the Credit Bureau Law. Originally drafted to mirror the U.S. Fair Credit Reporting Act, the draft law underwent minor changes from the council, none of which should prohibit a private sector concern from entering into the credit bureau business and providing an essential service to credit providers.

Vital Voices Global Partnership Awards Ceremony.

Jordanian microfinance pioneer Arije Al-Amad of Microfund for Women, was honored by the Vital Voices Global Partnership as a “Voice of Hope in a Time of Global Challenge” for her work to provide economic opportunities to Jordanian women. Al-Amad was one of only three women from around the world recognized for advancing the status of women at a ceremony before 500 dignitaries in Washington, D.C., which included a taped address by Her Majesty Queen Rania Al Abdullah and remarks by former U.S. first lady Senator Hillary Clinton. The AMIR Program communications team wrote the acceptance speech for Al-Amad and coached her on how to deal with the media. Additionally, prepared a press release and worked with Microfund for Women to release story and stayed in contact with Vital Voices for after-event coverage opportunities.

Event Management Workshop.

The institutional capacity building of microfinance institutions (MFIs) and business development services providers/facilitators (BDS P/F) is a key goal of the MEI. As part of the MFI and BDS P/F skills enhancement program, two event management workshops were conducted. A total of 44 participants from MFIs and BDS providers attended the two workshops. The workshops were designed and delivered by the AMIR Program Training and Events Department. The feedback from the majority of the participants was excellent.

“Becoming a Successful Grantee” Workshop.

To provide potential grantees with the skills required to create a successful grant proposal for any donor, the AMIR Program conducted a half-day workshop titled “Becoming a Successful Grantee.” The workshop was designed and delivered by the AMIR Program grant manager. Additionally, Hanan Zaidah, formerly of DFID, joined in for the Q & A session and was able to share other donor perspectives in the grant process. Twenty-seven participants from NGOs and the private sector attended the workshop. The feedback from the majority of the participants was excellent.



Natalie Ramadan, project coordinator at United Business Development (in white), asks AMIR Program Grants Manager Rebecca Sherwood (standing) a question during a workshop on how to write effective grant proposals.

B. Tasks Completed During the Reporting Period

310.1.2 MFI Management Development and Retention Review Workshop.

Final report was delivered to USAID.

310.3 MIS Support.

Jordan Access to Credit Program/Community.Habitat.Finance (JACP/CHF) and Ahli Microfinancing Company (AMC) gave final acceptance of the MIS. All four MFIs have now accepted and are using a common MIS.

310.3.2 MIS System Assessment.

Due to the unexpected delay for MFIs to accept the system and based on our review of this task, the MEI has cancelled this task. At a later date, each MFI can assess their own system needs and apply for a mini grant to fund any future MIS developmental needs.

315.2.1 Small Business Loan Product.

This task has been deleted because only one MFI is implementing this product.

315.2.2 Micro-Insurance Loan Product.

A grant request is in process to complete this activity. Therefore, this line item has been deleted.

315.2.3 Taxi Loan Product.

This activity has been deleted. If an MFI is interested in specific technical assistance for product development, a grant is a more appropriate vehicle.

316.1.2 Annual Indicator Review.

The final report of the Annual Indicator Review 2002 has been delivered. The results indicated that the initial indicators were not going to provide an accurate reflection of the program impacts. As such, the indicators have been revised and the Annual Indicator Review 2003 has been cancelled.

316.1.3 Web-based Reporting System.

Final report of the user's manual was delivered. System assessment has been postponed until the first quarter of 2004 to allow the system to run for at least one year before the assessment.

317.9 Lebanon Study Tour 2003.

Preparations are underway for this study tour, designed to expose participants to a mature MFI (Al Majmoua) in the region with many similarities to Jordan and explore its systems regarding sustainable microfinance best practices. Twelve participants from the four AMIR Program-supported MFIs and AMIR Program technical and training staff will participate in this study tour in July.

318.1 Sustainable Microfinance Training Program Basic Course.

Fifteen participants successfully completed the basic course.

318.2 Sustainable Microfinance Training Program Advanced Course.

The advanced course was completed. Ten local participants from commercial banks and MFIs participated.

318.3.1 Development of Case Studies.

- Basic and advanced case studies: The final report of the new case studies development was delivered and tested. Feedback from the trainers on the case studies was excellent.
- Exam case studies: The final report addressing the newly-created final exam for the basic course was delivered and tested. Again, the feedback from the trainers was excellent.

318.3.2 Specialty Training Modules Needs Assessment.

The Consultative Group to Assist the Poorest (CGAP) modules for specialty training in microfinance are being delivered in the region and in Jordan by the Arab Microfinance Network-trained trainers. The first course in financial analysis is scheduled to be delivered in Jordan in the fall. A myriad of other courses will follow. As these specialty courses complements the basic and advanced SMTP modules, it was decided not to create specialty modules at this time and the activity was cancelled.

318.3.3 Specialty Training Modules Development.

Canceled due to the same reason mentioned in 318.3.2.

318.3.4 TOT Refresher Course.

Canceled due to the same reason mentioned in 318.3.2.

318. 6 SMTP Marketing Brochure Review.

Canceled due to the same reason mentioned in 318.3.2.

319.1 MFI Policy Constraint Review.

Consultant submitted a draft report summarizing the current state of microfinance institutions' operating constraints. The assessment addressed both legal and operational constraints as seen by the MFIs, legislators and other leaders in the field. A round table discussion will take place next quarter to introduce the recommendations to the microfinance practitioners.

332.3 Microenterprise Enabling Environment.

This activity was cancelled as the initiative is focusing on achieving tangible institutional strengthening within BDS providers, thereby improving the operating environment for entrepreneurs.

335.1.2 Business Information Services Web Site.

The Web site is in the final stages. An MOU between YEA and the AMIR Program was signed, making YEA responsible for managing the site. The MOU includes provisions to govern the relationship and ensures that the target market of MSE is maintained. A promotional campaign within the country was discussed with YEA. A local firm was hired, Arab Multimedia, to complete the final editing of the material of the site.

335.1.3 GIS MFI Application Development Phase II.

As recommended by MEI, the U.S.-based consultant revised the application. The new version was sent to Jordan. Currently, the GIS application is being reviewed and options are being considered to make it more user-friendly. Options being reviewed include incorporating additional data to map the BDS providers/facilitators, the Ministry of Planning's Enhanced Productivity Centers (EPCs) and Knowledge Centers.

362.7 Sustainable Microfinance Brochure Copywriting.

Continued developing copy for brochure; reviewed and edited text.

362.11 Regional Conference.

Lengthy discussions with the Arab Microfinance Network took place to rough out an agenda and to identify paper presentations and speakers. Her Majesty Queen Rania Al Abdullah has agreed to participate in this event now scheduled for December.

365.1 AMIR Program Support to the MOP.

SOW for an Enhanced Productivity Program (EPP) advisor was approved. The final report will be received next quarter.

380.1 Event Management Workshops.

Two training sessions were conducted for 44 participants from MFIs and BDS providers. The feedback from both workshops was excellent. The objective of the workshop is to sharpen the MFI and BDS participants' managerial and supervisory skills in hosting significant events such as trainings, meetings, product launching, retreats, and marketing presentations.

380.2 "Becoming a Successful Grantee" Workshop.

To provide potential grantees with the skills required to create a successful grant proposal for any donor, the AMIR

Program conducted a half-day workshop titled, "Becoming a Successful Grantee." The workshop was designed and delivered by the AMIR grant manager. Additionally, Hanan Zaidah, formerly of DFID, joined in for the Q & A session and was able to share other donor perspectives in grant processes. Twenty-seven participants from NGOs and the private sector attended the workshop. The feedback from the majority of the participants was excellent. Topics, targeted at leveraging the grant funds of the worldwide donor community, included:

- Targeting the right audience.
- Monitoring the success of your activity.
- Tackling the art of writing.
- Identifying the steps to follow in grant writing.

390 MFI Grants.

390.1 JMCC Grants.

Two grant requests were received from JMCC: a Web site request and a business to business linkage project (please see 391.2 JMCC Business to Business Linkage). Both will be reviewed in July.

390.1.2 Update Internal Manuals.

Completion report received.

390.2 MFW Grants.

Intra – Company Network application mini grant request is under review and will be submitted to the grants committee in July.

390.2.1 MFW Drop Out Survey Grant.

The grant completion report was delivered.

390.3 MEMCC (formerly CHF).

Business plan development application mini grant request is under review and will be submitted to the grants committee in July.

391 BDS Grants.

391.1 Sector-based Training.

AMIR Program grants manager and MEI staff reviewed JOHUD grant request. A number of clarifying questions were sent to JOHUD. Unfortunately, JOHUD decided to retract their grant request.

391.2 JMCC Business to Business Linkage.

JMCC submitted a grant request on the business to business (B: B) linkage program. The grant will be presented to the grants committee in July.

Other.

MEI received and reviewed five concept papers during this quarter. Three were approved for further consideration and the organizations were asked to submit formal grant proposals.

C. Tasks Scheduled for Completion During the Next Reporting Period

310.1.1 Board Governance Workshops Impact Review.

SOW will be prepared and finalized.

311.2 MFW Business Plan Review 2003.

SOW will be prepared and finalized.

312.2 JMCC Business Plan Review 2003.

SOW will be prepared and finalized.

313.2 AMC Business Plan Review 2003.

SOW will be prepared and finalized.

317.8 Morocco Study Tour.

A study tour to Al Amana in Morocco will be conducted.

318.1 SMTP Basic Course (Regional).

Regional basic course will be conducted.

319.1 MFI Policy Constraint Review.

A round table discussion will take place to introduce the recommendations to the microfinance practitioners.

D. Problems Encountered and Proposed Remedial Action

On June 16, the Law of the National Microfinance Bank was passed. This law allows for the government of Jordan (GOJ) and the Arab Gulf Program for Supporting the United Nations Development Programs (AGFUND) to establish a new microfinance institution (MFI).

The passage of this law and pending establishment of yet another government-owned MFI may have negative impacts on Jordan's microfinance industry.

- This institution is exempt from taxes, fees, and licenses of any kind, including income tax, sales tax, revenue stamps, custom duties and import duties, giving this institution an unfair advantage over the sustainable MFIs who do not have the same privileges.
- The assets and interests of the bank will have the same status as the government. This means the bank is not required to go through the judicial system to collect its payments, giving the bank the power to collect on any asset directly through the Execution Department, a benefit not available to the MFIs.
- This new MFI, which may not employ best practice procedures, will add to an already saturated microfinance supply and may exacerbate the existing market distortion.
- AGFUND has not been successful in other regional ventures and another failure could damage the image of microfinance in Jordan.

Having noted these potential negative consequences, it is also possible this law may have positive side effects: it may prompt a microfinance forum meeting with the government. With the proper advocacy, the GOJ may be willing to approve similar operating rights for the existing MFIs, specifically a tax free status, or at least begin to review government funded finance institutions.

The following actions have been taken to create a consensus within the industry on how to develop a response to this new law:

- The USAID-supported MFIs have been asked to read the law and provide comments, along with any information regarding the AGFUND bank impact and success in other regional ventures.
- The AMIR Program consultant who prepared the policy review on the existing constraints to the development of the microfinance industry has been asked to expand the report and draft a comprehensive overview of the impacts of this new law on the industry, noting economic impacts.
- A round table is planned for July 30 to discuss this and other policy constraints with the USAID-funded MFIs.
- A legal opinion of the law has been requested.

The above should provide a solid overview of the danger this law poses to the industry and help develop a strategy to mitigate risks.

E. Staff Mobilization

Expatriate staff returned to Jordan after evacuation.

F. Training and Events

318 Sustainable Microfinance Training Program (SMTP).

Prepared a plan for the Institute for Banking Studies suggesting a new approach for pricing the Sustainable Microfinance Training Program courses.

317.9 Lebanon Study Tour.

Prepared for the second study tour to Al-Majmoua in Lebanon by finalizing study tour contract and agenda.

380.1 MFI and BDS Provider Event Management Training.

Training and Events Department delivered the first workshop on Event Management for the MEI partner organizations and business development services providers. A total of 44 people were trained.

Please see Training and Events Annex.

G. Public Awareness and Communications

335.1.2 Entrepreneur Web Site.

Continued to develop Web site with MEI and CNS. Finalized layout and design. Began working with YEA on a grant proposal for a promotional plan.

362.2 Successful Entrepreneur Campaign.

After releasing an RFP and receiving submittals, selected graphic design firm to develop campaign identity and logo. Worked with firm on development of concept and logo. Conducted two-phase focus group testing on submitted designs—first informally with randomly selected business owners and second during three sessions with MFI borrowers and one group at a Ministry of Planning Enhanced Productivity Center. Submitted draft campaign to MEI and Public Awareness and Communications teams for review.

362.4 Media Outreach.

- **Vital Voices Global Partnership Awards Ceremony.**

Jordanian microfinance pioneer Arije Al-Amad, of Microfund for Women (MFW), was honored by the Vital Voices Global Partnership for her work to provide economic opportunities to Jordanian women. Al-Amad was one of only three women from around the world recognized for advancing the status of women at a ceremony before 500 dignitaries in Washington, D.C. Wrote acceptance speech for Al-Amad and coached her on how to deal with the media. Wrote press release and worked with MFW communications staff to release story. Also worked with MFW to develop plan to capitalize on this media opportunity and create comprehensive media outreach plan.

- **Syndicated News Columnist Information Request.**

Provided AMIR Program news releases, general as well as program-related press clippings, and AMIR Program microfinance information to Cokie Roberts, syndicated news columnist in the United States.

362.7 Sustainable Microfinance Brochure.

Continued developing copy for brochure; reviewed and edited text.

362.10, 362.11 Fourth Annual Microentrepreneur Awards and Regional Conference.

Discussed planning of conference and awards ceremony.

Please see Public Awareness and Communications Annex.

H. Results and Indicators

Please see Results and Indicators Annex.

Information & Communications Technology Initiative



Representatives from USAID, the Ministry of Information and Communications Technology, the Information Technology Association – Jordan (int@j), and the AMIR Program experience the NetCorps Jordan Program.

A. Key Accomplishments

e-Government.

- International Computer Drivers License (ICDL) Training Management System software requirements document was completed.
- ICDL Phase II evaluation was completed and distributed to Ministry of Information and Communications Technology (MOICT) and other ministries.
- Revisions were made to the translation of the e-Transactions Law.
- National Information Technology Center (NTC) Law amendment was completed.
- MOICT furniture procurement and installation were successfully completed.
- Microsoft Certified System Administrator Training was completed for 12 administrators from the six ministries who are part of the Secure Government Network (SGN) and e-Mail project.
- SGN and e-Mail System Phase 1 project sign-off was completed.
- SGN and e-Mail System Phase 2 scoping was completed.
- Operation Center Phase 1 project sign-off was completed.
- MOICT Web site (www.moict.gov.jo) was completed and launched.
- MOICT network cabling was completed.
- MOICT IT procurement was delivered.
- Assisted MOICT in reviewing the e-government security assessment RFP.
- Assisted MOICT in reviewing the e-government Operations Center outsource contract.
- Assisted the MOICT in reviewing the SGN and e-mail architecture and design for Phase 2.

Access and Connectivity.

- NetCorps Program interns were deployed in Knowledge Stations and schools in northern Jordan. The first phase of training in the south was completed.
- The Connecting Jordanians Initiative was approved by Cabinet of Ministers.

Industry Development.

int@j successfully managed several major events, including:

- Co-sponsoring “Doing Business in Iraq”.
- Monthly Power Breakfast with H.E. Dr. Fawaz Zu’bi.
- Human Resource Development Committee.
- In cooperation with Cisco Systems, held a seminar to discuss Cisco’s AVVID Network Infrastructure Awareness Campaign for software companies.



Inas Jihad, NetCorps Jordan Program intern, shares her experience of working on NetCorps with representatives from USAID, the Ministry of Information and Communications Technology, and the AMIR Program.

Telecommunications Regulatory Commission.

- Provided recommendations to Telecommunications Regulatory Commission (TRC) leadership on several high-profile regulatory issues including planning for new fixed line authorizations; creating a strategy for improving international communications; postal reform; spectrum management system development, and interconnection.
- Internal strategy for TRC internal information technology systems is being developed by IT consulting firm.
- Supervised ongoing work of consultant Mark Webster on network security and emergency preparedness activities.

- Facilitated work of consultant Pierre Kacha and visit of U.S. Postal Rate Commissioner Ruth Goldway to develop recommendations to establish postal regulatory unit at the TRC.
- Conducted detailed review of regulatory approach to the use of voice over internet protocol in Jordan.
- AMIR Program IT consultants developed detailed recommendations on refurbishing the TRC's e-mail system.
- Held successful "Telecom Day" event under the patronage of His Majesty King Abdullah II, with the assistance of AMIR Program Public Awareness and Communications Department.

Policy

- Consultant drafted National ICT Policy.
- Fixed Line liberalization study resumed after evacuation. Contractor SPR submitted preliminary reports for Tasks 1 and 2.

B. Tasks Completed During the Reporting Period

411.4.1 ICT Advisory Council.

SOWs for the four strategies were finalized:

- Competitive Positioning Strategy.
- IT Export Development Strategy.
- e-Commerce Strategy.
- e-Learning Strategy.

412.7 Connecting Jordanians: Digital Inclusion.

SOWs are being finalized for consultants who will be working on the Knowledge Stations Sustainability Plan. NIC is working on collecting a snap shot on communities where Knowledge Stations exist.

Connecting Jordanians Forward Agenda, including a 10 year vision, was approved by Minister of ICT which included:

- Jordan broadband learning and access network.
- Supporting national e-initiatives.
- Ensuring widespread public access.
- Ensuring greatly expanded youth engagement.
- Building foundations of lifelong learning through distance education.
- Encouraging development of online community content.
- Driving public awareness of the benefits of ICT for development .

420 ICT Policy and Regulation.

The formal relationship between the AMIR Program and the MOICT, where the program provided temporary ministry

staff, ended on June 30, 2003. The MOICT made significant progress in staffing the organization with qualified Jordanians, hired on one-year renewable contracts.

421.1 MoICT Transition Team Advisors.

Transition team contracts ended on June 30, 2003.

422.4.1 Hardware and Software Procurements.

The MOICT IT procurement was completed, which included workstations, servers, printers and network equipment. Network cabling for the basement, first, second and fourth floors at the MOICT was also completed.

422.4.2 Internal Business Applications.

ITG, an IQC firm, completed the MOICT Web site, www.moict.gov.jo.

423.4.1 Strengthening Legal Capabilities of TRC.

Provided ongoing legal support to the TRC regarding various day-to-day legal issues. Also developed a detailed review of international best practices on regulatory procedures for the TRC to develop into formal regulations. Procedures included rulemaking, public outreach and consumer participation, treatment of confidential information, right of appeal and ethics.

423.4.3 Regulatory Assistance.

Developed a detailed economic review of the existing market for mobile telecommunications services to better equip the TRC for the likely issuance of additional licenses for mobile services.

431.3.1 Program Management Office Refurbishment.

OFFTEC was awarded the contract for installing the PMO furniture on the second floor of the MOICT. The furniture was installed.

431.4.9 e-Government Operations Center.

Final sign-off on the project was completed and project is closed.

431.4.12 SGN and e-Mail Implementation.

Final sign-off on the project was completed. The SGN and e-Mail System have been implemented. Six ministries are connected to the e-Government Operations Center at the NIC, 600 users are trained on Microsoft Outlook and Internet Explorer, and 12 administrators from the six ministries have also been trained on Microsoft Windows 2000 administration.

431.7 Capacity Building in e-Government Training.

After a challenging and long process, Allied Soft completed the Software Design Document for the e-Government Training Management System. The system is in the final development stages and expected to be released in July. A user manual is also under development. CDG collected data for 14 training centers and 672 trainees on the standard of ICDL performance and began analysis.

431.8 e- Government Legal Strengthening.

The NITC Law amendment was completed. The new law assigns clear lines of authority for managing, operating, regulating, and maintaining the e-Government Operations Center. Some challenges were faced from the NIC and TRC who had reservations on the power the amendments give to the MOICT.

433.2 Expand SGN and e-Mail.

Therese Keenan from EDS scoped and defined the technical and business requirements for any ministry to join the Phase 2 of the SGN and e-Mail project. These deliverables were submitted and will be reviewed by AMIR and MOICT. MOICT will use the output of this consultancy to develop an RFP to hire a company to manage, implement and handover the Phase 2 project which will include joining about 20 entities to the SGN and e-Mail System.

432.2.1 e-Government Portal Personnel and Organizational Directory.

Data collection, analysis, entry and information architecture were completed and templates were designed. Final testing for the content management system (FileNet) showed insurmountable problems with Arabic language support and performance. Following negotiations with FileNet, they agreed to refund all payments and the refund has been received by Chemonics. MOICT will purchase a new content management system and the RFP was released in May. Bids were received in June 2003 and are being evaluated. Discussions are underway regarding IQC funding and scoping issues with MOICT in order to engage the IQC into Phase 1 of the portal development.

450.1 National Study on Access and Connectivity.

SOW for the National Connectivity and Access Survey was finalized. Consultants are being selected.

455.3 IT Business Incubators.

SOW development began for legalities and business plan for the i-Lab.

490.1 Grants to int@j.

int@j finalized re-launch proposal of it.jo.

490.2 Grants to ZENID.

NetCorps Jordan theme-based training is being developed. The focus is on three themes: sustainable livelihood, cultural expressions, small and medium sized businesses.

NetCorps Jordan Web site is being developed. The Web site features promotional and intern information.

C. Tasks Scheduled for Completion During the Next Reporting Period

412.7 Connecting Jordanians: Digital Inclusion.

Consultants for the Knowledge Stations Sustainability Plan will be fielded in September.

422.4.1 Hardware and Software Procurements.

Implementation of MOICT's IT procurement will be completed.

423.4.1 Strengthening Legal Capabilities of TRC.

Projects on developing procedural tools, enforcement and dispute resolution mechanisms, as well as local implementation will be completed.

423.4.2 Spectrum Management.

Advice on the tender for the automated spectrum management system will be completed.

423.4.3 Regulatory Assistance.

Several projects focused on developing the TRC's ability to issue authorization to new providers of mobile phone service will be completed.

423.5 TRC Automation.

The needs assessment for the TRC's IT systems will be completed, as will the first phase of developing the TRC's Web site.

431.7 Capacity Building in e-Government Training.

e-Government Training Management System will be implemented.

431.8 e- Government Legal Strengthening.

e-Government legal amendment and drafting of an e-government by-law legislation will begin.

432.2.1 e-Government Portal, Personnel and Organizational Directory.

The IQC firms will continue development after a content management system (CMS) is identified. MOICT will gain support by contracting directly with the five IQC firms to complete development on the portal. MOICT released an RFP to procure a CMS to replace FileNet. Bids were received by MOICT and are being evaluated.

490.2 Grants to ZENID.

One theme based training curriculum to be developed.

D. Problems Encountered and Proposed Remedial Action

423.4.1 Strengthening Legal Capabilities of TRC.

Procedural reform project has been delayed due to staff changes at the TRC and desire for TRC approval on local legal staffing. Project is being reworked to rely less on Jordanian and more on U.S. lawyers.

423.5 TRC Automation.

TRC IT needs assessment was delayed slightly due to lack of communication between TRC staff and management regarding the goals of the project. The problem was exacerbated by the absence of TRC advisor Bob McDonald. Contractor has reworked its charter document to better clarify objectives.

432.2.1 e-Government Portal, Personnel and Organizational Directory.

The ICTI budget is in a critical stage and discussions are underway within the AMIR Program and with USAID to find a solution for the budget in order to continue funding the phase 1 of the Portal project. One proposed solution is a combination of eliminating or delaying major initiatives in the ICTI which will affect the Portal Phase 1 project.

E. Staff Mobilization

- Expatriate staff returned to Jordan after evacuation.
- Razan Fasheh will join the team in July as an e-Initiative Coordinator.
- The following staff resigned:
 - Oraib Toukan, MIS Specialist/e-Government.
 - Sherry Youssef, ICT Market Linkages Specialist.
 - John Mack, Team Leader.

F. Training and Events

Please see Training and Events Annex.

G. Public Awareness and Communications

Initiative Strategy.

Discussed communication needs with each subcomponent leader. Compiled master document from all subcomponents with tasks and potential communications support.

Development Gateway.

Posted completed REACH 3.0 and Jordan's e-Readiness Assessment Reports on Development Gateway Web site, an interactive site for sharing information on sustainable development and poverty reduction.

Telecommunications Regulatory Commission.

Worked with multimedia firm and TRC to create multimedia presentation for May event. Contributed to development by conceptualizing presentation, writing script, conducting interviews and editing/consulting during post production. Supported TRC staff in slogan development and brochure conceptualization.

Jordan ICT Forum.

Worked with int@j and MOICT to write mail to forum participants announcing completed update of forum Web site. Also worked with int@j and MOICT to write a letter announcing the re-designed REACH 3.0 and Jordan's e-Readiness Assessment Reports for both U.S. and Jordanian audiences.

MOICT Web Site.

Reviewed press release written by MOICT announcing MOICT Web site. Began developing Web site promotion plan with MOICT staff.



The Ministry of Information and Communications Technology's new Web site (www.moict.gov.jo) was launched in May 2003 giving visitors the opportunity to interact with government and contribute to the process of building a knowledge-based economy

ICT Media Awards.

Working with MOICT staff, discussed plan for either establishing a new award, or embedding the award in the existing Al Hussein Prize for Journalistic Excellence.

Please see Public Awareness and Communications Annex.

H. Results and Indicators

Please see Results and Indicators Annex.

Private Sector Policy Initiative

A. Key Accomplishments

The Private Sector Policy Initiative (PSP) achieved significant progress towards meeting its year two objectives during the second quarter. The team, located on four continents during the evacuation, successfully maintained close contact with each other and with partner organizations through email, online chat, and telephone conversations. As a result, work progress resumed quickly with relationships intact upon return to Amman.

Investment Promotion (IVP).

- In mid-June, the government of Jordan (GOJ) passed the package of five draft laws supporting the Jordan Authority for Economic Development (JAED) reform package and published them in the Official Gazette. These laws established JAED, re-created the Jordan Enterprise Development Corporation (JEDCO) and the Jordan Investment Board (JIB), modified the Jordan Industrial Estates Corporation (JIEC), and lay down the framework for investment incentives and licensing. The laws came into effect on their date of publication, thus making it imperative that full support and technical assistance be allocated to this major and nationally-significant project.
- IVP staff has been involved in intensive rounds of planning with the Minister of Industry and Trade, his colleagues, USAID, and personnel at JIB, JEDCO and JIEC to prepare for the implementation of the reform program.

Trade Policy and Market Access (TMA).

- Finalized and distributed consultant John Dodds' final draft report reviewing Jordan's new agriculture strategy, law and draft regulations.
- Worked with the Ministry of Agriculture to print its strategy and recently enacted law. Also initiated a contract with a local lawyer to assist in the preparation of agricultural instructions.
- TSG expanded World Trade Organization (WTO) compliance manuals for 33 government departments outlining their obligations. Reviewed material for technical details and revised WTO briefing material for Foreign Trade Policy Department (FTPD) Web site.
- Drafted a strategy for AMIR Program assistance to simplify business licensing in Jordan.
- Based on subcomponent recommendations, FTPD implemented a public inquiry feedback questionnaire.
- Agreed to assist the GOJ with the National Procurement Committee to support the drafting and passage of revised government procurement legislation compliant with the WTO Government Procurement Agreement (GPA).
- Initiated discussions and wrote a report outlining U.S. Department of Agriculture requirements for Jordan to export meat products to the United States.
- Contributed to policy briefing on trade with Iraq.

Customs Reform and Modernization (CRM).

- CRM staff in Amman remained in contact with the Jordan National Customs Agency to position the program to resume with maximum impact as soon as operations resumed normally. Also continued to deliver elements of the CRM program, despite the absence of expatriate staff in Jordan.
- Senior consultant John Knott assisted the PSP team leader in mapping out a plan to jump-start CRM Subcomponent activities when the expatriate team returned to Amman.

- Local CRM staff continued to work with Jordan Customs on a risk management methodology.
- Jordan Customs introduced an Intelligence Section with the assistance of CRM staff.
- The Customs Strategic Planning Framework with the COE Program continued.

General Policy Initiative (GPI), Centers of Excellence (COE).

- Consultant Sandra Chesrown finalized her report outlining an initial physical planning strategy for the Jordan Valley.
- Delivered draft benchmark assessments in process, human resources, and knowledge criteria to seven of the eight COE trendsetter programs, and published the COE Guidebook.
- Held inaugural COE forums in the above-mentioned criteria, bringing together counterparts from partner institutions.
- Supported the Royal Court Economic Development Division's (EDD) King Abdullah Awards for Government Performance and Transparency by assisting to conceptualize this initiative. This strategy, done effectively, will be key to the COE Program exit strategy.
- Also in support of the EDD's King Abdullah Awards for Government Performance and Transparency, COE Program team advised on the agenda, invitation list, and presentation to be given by the EDD at an upcoming donor's forum.
- Launched an effort to turn the COE Program into a center of excellence itself, which included revising the COE vision and mission statements.

B. Tasks Completed During the Reporting Period

510 Investment Promotion (IVP) Subcomponent.

The Legislative Bureau and Cabinet passed the five draft laws supporting the JAED reform, His Majesty King Abdullah II endorsed them, thus allowing the laws to come into force on June 16.

511 JAED.

- Along with the four other laws related to the JAED reform package, the law establishing the Jordan Authority for Economic Development (previously named Jordan Authority for Enterprise Development) came into force on June 16. JAED will be chaired by the Minister of Industry and Trade, with representatives from the Ministries of Finance and Planning on the board, in addition to the chief executives of JIB, JEDCO and JIEC. A provision exists to allow the number of private sector members of the boards of directors of JAED, JIB, JEDCO and JIEC to equal or exceed the number of public sector members. In addition, the vice-chairman of each board will be appointed from among the private sector members.
- A consultant from Ireland, who was previously secretary to the board of Forfás in Ireland (the institution upon which JAED is modeled), reviewed the laws and expressed his opinion that they represent major improvements to the old system. They also show the genuine effort of the GOJ to modernize the legal regime and bring the legislation up to date, especially in the critical areas of investment and enterprise development. This legislation will greatly improve the new agencies and thereby lead to enhanced economic development.
- Staff, along with a consultant, were involved in extensive discussions with the Minister of Industry and Trade and his colleagues regarding the implementation of the JAED reform package, which included providing technical assistance and advice in the following areas:
 - Appointment of board members
 - Appointment of chief executive officers
 - Detailed review of the laws
 - Production of a comprehensive flow chart/action plan for implementation

- Proposed organizational structures
- Updated estimated budgets
- Capacity building schedule for JAED, JIB and JEDCO
- Preparation of a presentation to His Majesty

512 Investment and Export Development Research and Policy.

Finalized the report that reviewed private property for enterprise in Jordan, which provides a detailed guide to industrial estates that are being operated by private sector development companies in the Kingdom. This report supplements the information on industrial estates and property for enterprise being provided by the JIEC and the Free Zones Corporation, and forms an essential part of the package of comprehensive information necessary to guide foreign and local investors.

513.1 JIB.

- Finalized the comprehensive and detailed Investor Targeting Strategy (ITS) report that suggests those sectors in which Jordan might compete successfully for investment over the next three years. Building upon the ITS, began to develop a program of detailed sectoral marketing strategies for JIB in eight key target sectors. The garments sector is the first one to use this new methodology, since it seems to offer Jordan a strong and unique (although limited) window of opportunity in which to attract significant additional investment and job-creating projects.
- Continued dialogue with JIB senior management, providing technical assistance on JIB's direct promotional activities, clarification of the implications of the new JAED reform package, discussions on new personnel regulations, and participation in the COE Program with JIB.
- Designed a promotional material, "Facts about Jordan."

513.2 JEDCO.

- Completed a detailed report on export opportunities for Jordanian products to European markets.
- A working group of staff from JEDCO and PSPI began research into additional export marketing opportunities with a focus on the United States, Arab and African markets.
- Continued dialogue with JEDCO senior management, providing technical assistance on their market research activities, clarification of the implications of the new JAED reform package, discussions on new personnel regulations, and participation in the COE Program.

513.3 JIEC.

Numerous meetings were held with senior management and several board members to discuss and clarify the Organizational Review of the JIEC report. In addition to clarifying the recommendations regarding the proposed new organizational structure, much debate centered on the proposed personnel instructions for JIEC, which were finalized.

514 Backward Linkages.

The report on the industrial databases in Jordan was finalized and will be particularly useful in developing the next stage in the program of establishing a pilot linkages program, leading eventually to a National Linkages Program.

530 Trade Policy and Market Access (TMA) Subcomponent.

531.2 Foreign Trade Policy Directorate.

- At the request of the FTPD manager, TSG expanded the WTO Compliance Manuals for 33 government departments outlining their obligations. TSG originally provided the manuals as part of its review of the GOJ's compliance with WTO obligations and the subcomponent manager reviewed them for technical details.
- Revised the WTO briefing material for the FTPD Web site that TSG prepared after receiving comments from IBLAW. Revision of Jordan-U.S. Free Trade Agreement and European Union Association Agreement material will follow.
- Drafted and reviewed the strategy for AMIR Program assistance to simplify business licensing in Jordan. The document examines licensing issues nationally and in ASEZA and recommends a possible course to simplify

licensing. Ministry of Industry and Trade (MIT) staff will review the document.

- Based on subcomponent recommendations, the FTPD implemented an inquiry feedback questionnaire to track public inquiries on trade matters to the department. The department has opened a trade agreement documentation center for the public.
- Agreed to assist the National Procurement Committee in drafting and passing revised government procurement legislation compliant with the WTO GPA. By October, IBLAW will prepare an Arabic version of the regulation based on the existing English draft of the United Nations Commission on International Trade Law (UNCITRAL) model and existing legislation. Technical issues will be discussed with the committee.
- Contributed to the component's policy brief on Jordan's trade with Iraq.

532 Ministry of Agriculture.

- Distributed consultant John Dodds' final draft report reviewing the agriculture strategy, law and draft regulations. TMA is awaiting comment from the ministry on the type of assistance that the ministry will likely request from AMIR to draft and support the passage of more than ten regulations required by the new Agriculture Law.
- Worked with the Ministry of Agriculture to print its Agriculture Strategy and recently enacted Agriculture Law, which will be ready for distribution soon.
- Held discussions with the Ministry of Agriculture on possible assistance to meet USFDA standards on meat exports to that country. The ministry has requested that the AMIR Program contract a local lawyer to assist in the preparation of agricultural instructions in order to complete 25-30 instructions by end of September, as required by new Agriculture Law.

555 Customs Reform and Modernization (CRM) Subcomponent.

- Staff supervised the printing, translation and delivery of the valuation training and World Customs Organization (WCO) Kyoto Convention documents that were requested as a matter of priority by Jordan Customs.
- Senior Customs personnel attended the first in a series of workshops conducted by the COE Program.
- Senior consultant John Knott, with CRM staff and PSPI team leader, mapped out a plan for assistance for the remainder of this fiscal year.
- Knott continued to develop the risk management capability within Jordan Customs and facilitated the appointment of Customs intelligence analysts. As a precursor to these activities, Knott created action plans to gain Customs' buy-in and commitments to the project in the areas of risk management and intelligence.

560 Customs IT Solutions.

No activities were undertaken.

580 General Policy Initiative (GPI).

- GPI manager and PSPI team leader finalized the report by consultant Sandra Chesrown outlining a physical planning strategy for the Jordan Valley.
- Subcontractor CNS initiated design of a database in the Ministry of Planning to monitor donor projects throughout Jordan.
- GPI manager visited the ASEZA Investor Licensing Department. Based on this visit, wrote a draft document outlining AMIR Program assistance to simplify business licensing in Jordan. PSPI and MEI staff discussed this report.

587 General Center of Excellence.

- Held regular team meetings at partner institutions, first to carry out benchmarking assessments and then to analyze results and launch reform initiatives. At the same time, the team continued with strategic planning framework facilitation, involving organizational leadership and COE teams in each partner institution.
- The team added monitoring and evaluation to the strategic planning framework as the final phase. JISM initially made this request and it will now be used by all partner institutions.

C. Tasks Scheduled for Completion During the Next Reporting Period

510 Investment Promotion (IVP) Subcomponent.

511 JAED.

Technical assistance will be provided to the Minister of Industry and Trade's Industrial Development Directorate regarding implementing the JAED reform package. Much of this assistance, to be provided directly by IVP staff, with occasional consultancy expertise, will include the following areas:

- Presentation to His Majesty.
- Regulations, instructions, decisions.
- Assistance with the appointment of board members.
- Appointment of chief executive officers.
- Strategic planning assistance to JAED, JIB, JEDCO and JIEC.
- Action planning for implementation.
- Review of proposed organizational structures.
- Exploring financing (budget) options.
- Capacity-building.

512 Investment and Export Development Research and Policy.

- Following the completion of the JIB ITS, up to eight feasibility studies will be completed. The clothing/garments study that is currently underway is included among those studies.
- Further export opportunity studies will be carried out in collaboration with staff from JEDCO, aimed at identifying the most promising markets and products for Jordanian exports.

513 Investment and Export Promotion.

513.1 JIB.

- Will inform JIB staff on the JAED reform program and its implications.
- Will provide guidance and technical assistance to JIB regarding a new Web site, 'clothing summit,' promotional video, training for Jordanian diplomats, new promotional literature, and other promotional initiatives.

- Practical assistance will be provided to JIB staff in relation to the setting up and implementing direct marketing programs to targeted clients, internationally, in the clothing/garments, generic pharmaceuticals, electronics assembly and food processing sectors.
- Will coordinate with COE staff on work involving the JIB.

513.2 JEDCO.

- Will inform JEDCO staff on the JAED reform program and its implications.
- Will provide technical assistance to JEDCO management regarding the process of change management.
- Will work closely with the Ministry of Industry and Trade's Industrial Development Directorate regarding the new JUMP Program (a new development program that will become part of JEDCO's activities).
- Will coordinate with COE staff on work involving JEDCO.
- Further research and analysis work will be carried out regarding the identification of export marketing opportunities in the United States, Arab and African markets.

513.3 JIEC.

Will support JIEC's management in the implementation of the new organizational structure and the application of new personnel instructions.

514 Backward Linkages.

Working with an expert from Enterprise Ireland, will update the original design and implementation plan for a national linkage program. The update will be based on new developments related to investment in Jordan and international best practice related to linkage programs, as well as the lessons learned from the Enterprising Connections experience in Zarqa.

530 Trade Policy and Market Access (TMA) Subcomponent.

531.2 Foreign Trade Policy Directorate.

- Will support the drafting and passage of revised government procurement legislation compliant with the WTO GPA, which is likely to include drafting and translation assistance by IBLAW to the Government Procurement Committee.
- Will complete an overview of current trade policy issues, which is intended to highlight areas of future AMIR Program trade policy support.
- Will support the drafting of regulation on the new agriculture strategy and law, once requested from the Ministry of Agriculture, and will also likely commence assistance for U.S. FDA certification requirements.
- Consultant Julian Arkell will complete assistance in preparing the initial offer to WTO General Agreement on Trade in Services Committee.

550 Customs Reform and Modernization (CRM) Subcomponent.

550.1 Customs Institutional Development.

- Will continue training in corporate planning, intelligence, and border management, all provided by the consortium of Australian consultants who have worked previously in these areas with National and ASEZA Customs.
- Will continue to provide daily technical support to National Customs and ASEZA Customs and will respond to technical queries from the private sector.

560 Customs IT Solutions.

Australia-based consultants will return to prepare an information technology (IT) strategy, following up on the assessment undertaken last year.

580 General Policy Implementation (GPI) Subcomponent.

586 Jordan Valley Authority.

Developing a regional master plan for the Jordan Valley Authority will begin.

586 General COE.

- Will complete surveys, conduct focus groups, deliver final benchmark assessment results to all partner institutions, continue holding regular COE forums for the process, knowledge, and human resources criteria, and launch COE forums for the outcomes and leadership criteria.
- Will develop MOUs for reform initiatives with partner institutions and continue the strategic planning process with them, finalizing at least five strategic plans.
- Throughout the quarter, the COE team will meet regularly with its counterpart groups to move the COE process forward. The focus will be on assisting COE teams to devise and launch targeted programs within their respective institutions through which they will address organizational opportunities and constraints as identified during the initial assessments.
- The COE team will assist the Royal Court's EDD by:
 - Continuing developing, packaging, and promoting the King Abdullah Award Initiative.
 - Devising King Abdullah Award assessment methodology.
 - Training assessors.
 - Developing approach and PowerPoint presentations for the King Abdullah Award donor's forum.
 - Finally, providing ongoing support aimed at developing complementary incentive programs, seeking to better develop the COE Program exit strategy, and continuing efforts to turn the COE Program into a COE.

D. Problems Encountered and Proposed Remedial Action

- The return of expatriate staff to Amman went smoothly, however it did affect work progress. Reallocation of budget priorities kept staff from working as closely with partner institutions as would otherwise be desired.
- COE strategic planning was somewhat slow at the Ministry of Planning due to a lack of full COE prioritization at the top level of management and the general decision-making apparatus of the ministry.
- MIT strategic planning has proven somewhat slow due to the breadth of the organization and internal disagreement. To counteract this, the COE Program is working closely with the ministry to tailor the strategic planning approach.
- While the COE team's relationship with the Royal Court's EDD is strong, a better understanding of the EDD's priorities and goals related to the King Abdullah Award and award initiative would better enable the COE Program to provide timely assistance. The COE Program, with the assistance of USAID, will seek to gain this better understanding in the next quarter.

E. Staff Mobilization

Expatriate staff returned to Jordan after evacuation.

F. Training and Events

Please see Training and Events Annex.

G. Public Awareness and Communications

Please see Public Awareness and Communications Annex.

H. Results and Indicators

Please see Results and Indicators Annex.

Financial Markets Development



AMIR Program Consultant Ron Copley (on screen) lectures from North Carolina through video conferencing to 16 participants in the Chartered Financial Analysts (CFA) Teaching Program. CFA classes Level I and II were held daily between March and May at the AMIR Program offices through videoconferencing.

A. Key Accomplishments

- **United States Securities and Exchange Commission Regional Training Program.**

The United States Securities and Exchange Commission (U.S. SEC), in conjunction with the Jordan Securities Commission (JSC), agreed to present the second regional training program in Amman from December 7-11. The four-day program will be conducted by U.S. SEC experts and will cover market oversight, disclosure and regulation issues, cross-border trading, clearance and settlement, and securities enforcement. The program will address the specific needs and requirements of Middle Eastern securities commissions, exchanges and financial institutions, focusing on the U.S. SEC's practices and procedures. Capital market institution members, government officials, and members of the business and financial services sector from all across the Middle East will be invited.

- **Social Security Investment Commission Invests US\$ 35 Million in Foreign Investments.**

To diversify its portfolio, the Social Security Investment Commission (SSIC) will invest US\$ 35 million in foreign investments through investment managers and custodians including the Arab Bank, Citibank and the Ma'an Investment Company. This represents an important first step towards the SSIC's goal of increased portfolio diversification and follows the suggestions outlined in the SSIC's Investment Policies and Strategies document, prepared with technical assistance from the AMIR Program. In addition, the SSIC is evaluating other domestic and international securities including stocks, bonds, and fixed income investments and is considering establishing a mutual fund. The creation of a mutual fund would not only help diversify the SSIC's holdings, but would also help introduce much needed new investment instruments to Jordan's financial markets.

- **National Association of Securities Dealers Investment Advisor Training.**

The National Association of Securities Dealers (NASD) has agreed to develop a plan for designing and implementing an Investment Advisor Training and Certification Program. This plan will identify the technical assistance and time needed to assist the JSC in establishing an Investment Advisor Training Program and examination requirement in Jordan. The plan will be tailored to the needs of Jordan's investment advisors and will include a comprehensive training schedule, class teaching and study materials, sample examinations, and train-the-trainer materials, as well as trainer selection criteria.

- **Installation, Integration and Training for Advent Software Inc.'s Axys System Completed at the Social Security Investment Unit.**

The Social Security Investment Unit (SSIU) is now using Axys System, a sophisticated accounting and performance measurement technology giving it the ability to track, analyze, and manage a wide array of investments. It also provides customizable reporting and graphics in English and Arabic. All SSIU investment data has been transferred to the new platform and all testing and user training is complete. Real time equity and bond prices are fed automatically into the system and all future data will be downloaded and managed entirely electronically. In addition, broker interfaces are being developed to further automate the SSIU operational activities and provide increased productivity, reduce errors, and provide better investment management to Jordan's citizens.

- **Central Bank of Jordan Work Plan.**

Representatives from USAID and the AMIR Program met with the Central Bank of Jordan's (CBJ's) new deputy governor and new director of bank supervision to discuss the continued assistance from the program and to prepare a comprehensive CBJ work plan. The draft work plan is tailored to the needs of the CBJ and outlines the requirements for technical assistance, IT systems, training and development, with an emphasis on bank supervision.

B. Tasks Completed During the Reporting Period

621 Memorandum of Understanding (MOU) and Work Plan for Three Primary Capital Market Institutions.

Prepared a draft MOU and work plan with the JSC, the Securities Depository Center (SDC), and the Amman Stock Exchange (ASE). The MOU and work plan outline the technical assistance needed as a result of the new securities law and highlight the need for new licensing requirements for market participants. The documents also suggest creating by-laws related to strengthening surveillance and enforcement at the three entities. In addition, the MOU calls for the establishment of a committee to include the commissioners of the JSC, ASE and SDC, representatives from USAID and the AMIR Program, as well as corporate executives from Jordan's private sector.

621.03 Presentation to NASD.

Khush Choksy, Financial Markets Development team leader and Stephen Wade, AMIR Program director, gave a comprehensive presentation detailing Jordan's financial markets, capital market entities, and current economic outlook for senior executives from the NASD in Washington, D.C., and discussed proposed future cooperation of the NASD with the AMIR Program. The team from the NASD included Senior Vice President and Managing Director of International Affairs Nick Bannister, Senior Vice President of Education and Training Robert Gulick, Director and Senior Advisor of Regulatory Services and Operations Paul Andrews, and Research Analyst for International Affairs Joe Riley. Potential assistance from NASD may include an investment advisor training and certification program, market surveillance and monitoring, securities dispute resolution, and market risk management.

621.03 National Association of Securities Dealers (NASD) Licensing and Monitoring of Brokers.

The NASD agreed to develop an implementation plan for designing and implementing an Investment Advisor Training and Certification Program. This implementation plan will identify the technical assistance and time needed to assist the JSC to establish an Investment Advisor Training Program and examination requirement in Jordan. The plan will be tailored to the needs of Jordan's investment advisors and will include a comprehensive training schedule, class teaching and study materials, sample examinations, and train-the-trainer materials, and trainer selection criteria.

628 Securities Depository Center (SDC) Institutional Strengthening.

Consultant Eugene Callan completed research and a draft review of the risks facing Jordan's capital markets. Callan also completed draft documents for the SDC contractual chain link. The following contracts were finalized: Investor-to-Broker, Broker-to-SDC, Investor-to-SDC, Broker-to-Settlement Bank, and SDC-to-Settlement Bank.

Conducted a video conference from Washington, D.C. with Computershare representatives in London to review the terms of the EFA Maintenance Contract. Computershare agreed to the terms and provided the SDC with a draft maintenance agreement. The AMIR Program also arranged for a Computershare representative to visit Jordan.

628.3 SDC Registry Operations and Data Security.

Continued to provide technical assistance on constructing a chart of accounts and establishing settlement payment procedures for the SDC settlement bank. Provided IT support to SDC management and staff for the following projects: tracking the SDC master plan, finalizing the installation of RS6000 clustered servers equipment, conducting technical evaluation and problem resolution of servers, installing Oracle release 9 on the RS6000 clustered servers, and starting the SDC system security implementation. Initiated research and investigation of disk-sizing for Oracle Scorpio software.

628.6 SDC Agreements with Brokers and Investors.

Continued work on the SDC's contractual chain-link contracts. Eugene Callan prepared a report that included draft contract agreements for the SDC. The following drafts were developed: SDC-to-broker and SDC-to-Issuer.

631 Coordination with the CBJ.

Consultant May Khamis provided day-to-day guidance to the CBJ to ensure proper and timely coordination between the CBJ, the AMIR Program and USAID. Representatives from USAID and the AMIR Program met with the CBJ's new deputy governor and the new director of bank supervision to discuss the continued assistance from the AMIR Program and the preparation of a comprehensive CBJ work plan. The draft work plan is tailored to the needs of the CBJ and outlines the requirements for technical assistance, IT systems, training and development, with an emphasis on bank supervision.

634 Jordan Mortgage Refinance Corporation (JMRC).

Met with the JMRC to discuss a draft work plan to be prepared by consultant Stephen Strauss.

634.01 Early Warning System (EWS).

Consultant Sarah Hargrove resumed technical assistance to the CBJ on the development of an EWS for monitoring bank performance. She will continue to work with CBJ staff to develop an EWS that the CBJ will use to predict the likelihood of a down grade by constantly testing current financial and other operating data that banks will be required to provide to the CBJ on a periodic basis. The model's design will be based on ratios and weights derived from a sample of currently available historical data. In the future, however, the EWS will be refined to prospectively adjust coefficients based on the most recent actual examination results and data available.

634.05 Anti-Money Laundering Training.

The International Monetary Fund (IMF) has agreed to provide assistance to the CBJ to develop new anti-money laundering legislation. Once the law is in place, there will be reporting and other requirements for the banks. As part of the draft CBJ work plan, Sarah Hargrove has outlined the technical assistance required to monitor and enforce this proposed legislation.

637 Jordan Loan Guarantee Corporation (JLGC).

USAID has requested that the AMIR Program not provide support to the JLGC as the European Union is providing assistance to this organization. Hence, planned assistance for the JLGC has been deleted from the work plan and the JLGC tracking measure has been removed from the Results and Indicators.

638 Social Security Investment Commission.

Consultant Ron Copley continued work on the portfolio performance evaluation of the Social Security Fund that will provide a benchmark for evaluating future fund performance and the work of the SSIC. The technical review for this study is ongoing.

The following were completed and sent to the SSIC for review and discussion:

- A first draft on the relationship between the expected return on plan assets and the discount rate.
- A report on market-making and establishing a brokerage firm.
- Guidelines for selecting a foreign investment manager.
- Report on the SSIC gaining international diversification through the use of Exchange Traded Funds (ETFs).
- A risk rating for loans based on the previously submitted Loan Action Plan.
- Performance evaluation of the portfolio of the Social Security Fund from inception.

Technical assistance in the following areas is ongoing:

- Review and analysis of the relationships the SSIC should consider when forming expectations for future investment returns: risk and asset allocation, asset allocation and expected rate of return on plan assets, and expected rate of return and discount rate.
- Research for a training workshop that will present information from a comparative analysis of U.S. states' pension plans, as well as other countries' social security plans. The selection of guest speakers from the United States for the workshop is being finalized.
- Comparative analysis of other pension schemes.
- Review of fourth actuarial study.
- Research and selection of loan/mortgage software; an RFP has been finalized and the software selection process is underway.

Also during this quarter, Advent Software Inc.'s training for the portfolio management system Axys was completed. Axys is an industry-leading portfolio management, accounting, and reporting software platform. The SSIU now has access to sophisticated accounting and performance measurement technology and the ability to track, analyze, and manage a wide array of investments, as well as access customizable reporting and graphics in English and Arabic. All SSIU investment data has been transferred to the new platform and testing and user training completed. Real time equity and

bond prices are fed automatically into the system and all future data will be downloaded and managed entirely electronically. In addition, broker interfaces are being developed to further automate the SSIU operational activities and thus provide increased productivity, reduce errors, and provide better investment management to Jordan's citizens.

638.2 SSIC Investment Policy and Practice.

Consultants finalized and delivered an Investment Policy Statement and back-up materials to the SSIC. They also reviewed the SSIU regulation and construction of a new law, and provided advice on implementing an organizational plan, including an operations manual covering investment procedures, responsibilities, ethics, and portfolio management best practices. In addition, other issues under research and review include how the SSIC can gain exposure to international investments and portfolio diversification, the feasibility of purchasing a brokerage firm, and engaging in market making activities. Consultant Ron Copley finished a draft paper on a comprehensive portfolio performance evaluation of the Social Security Fund from 1980 through 2001. This is the first time such an evaluation was conducted. This analysis will provide a benchmark for evaluating future performance of the fund. A review and critique of the fourth actuarial study is also ongoing that will help the SSIC determine its discount rate.

A study of the credit risk rating, based on the Loan Action Plan previously prepared by Copley Investment Management, was prepared and a draft sent to the SSIC for review and comments.

638.3 Securitization of Investments.

Continued work for a training workshop on the introduction of new market instruments for financial market intermediaries and companies, with a focus on mortgage securitization. The workshop will also present information from a comparative analysis of U.S. states' pension plans, as well as other countries' social security plans.

638.6 SSIC IT Training.

SSIC staff continued the training and installation of the Advent Portfolio Management system. These sessions were held using the WebEx software, with Advent consultants providing instructions remotely.

After the evacuation order was lifted, Advent consultants traveled to Jordan to conduct a final training on the system, and to aid the SSIC with the implementation and set up of the Portfolio Management Software. The system will be used in parallel with the existing system at the SSIC for two months.

646.1 Chartered Financial Analysts (CFA) Teaching Program.

Training for CFA Levels I and II was completed. Classes were held at AMIR Program offices through video conferencing daily. In addition to supervising and monitoring classes, staff provided program logistical and technical support.

657 Assistance and Grant Financial Analysts Association.

Consultant Larry Milner met with the president and board of directors of the Financial Analysts Association to discuss assistance in preparing a strategic plan. Milner will assist the association in establishing a comprehensive strategic plan that addresses the objectives, development, and sustainability of the association.

664 Procurements.

Software Applications:

- Completed installation of code for the Portfolio Management Software (Axys) by U.S.-based Advent Software Inc.
- Research continued on loan/mortgage software by SSIU and consultants. Prepared an RFP that includes the loan software application specifications. The RFP was sent to the Chemonics International home office and will be issued to Jordanian and U.S.-based software providers.
- Completed general ledger software installation.
- Chemonics International and Advent Inc. signed a contract and MOU regarding maintenance and support of the Portfolio Management System. The MOU was prepared to ensure that Chemonics International can transfer the agreement to the SSIC, including the software licenses, should the SSIC choose to renew the maintenance service agreement.
- Continued work on the set-up and implementation of the Advent Portfolio Management System.

C. Tasks Scheduled for Completion During the Next Reporting Period

621 Institutional Strengthening of JSC, ASE and SDC.

Will provide technical assistance on issues regarding market risks in the Jordan capital market. These may include net

capital requirements; an operational, viable settlement guarantee fund; adequate market monitoring rules and procedures; adequate systems for monitoring broker financial positions; surveillance; case building; enforcement; issuance and disclosure. The technical assistance will include policy advice on rules and systems that should be in place at the JSC, ASE and SDC.

621.01 Settlement Guarantee Fund (SGF).

Will prepare SGF structure and rules, and identify amount of capital needed to establish SGF. Will provide technical assistance to establish the fund.

621.03 NASD Investment Advisor Training.

The NASD will develop and implement an Investment Advisor Certification and Training Program for the JSC. The program will be developed with the intent of becoming self-sustaining and transferable to a Jordanian professional training institution for future implementation.

631.01 Coordination with the CBJ.

Will continue to oversee the coordination and training communications between USAID, the AMIR Program, and the CBJ.

631.02 Strategic Plan for the Bank Supervision Department (BSD).

Consultant Sarah Hargrove will facilitate development of a five-year strategic plan for BSD, including mission statement and goals; review of current environment; challenges of BIS 2 for banks and BSD; other future trends; identification of strengths and weaknesses; opportunities and challenges; and gaps. In addition, Hargrove will help the BSD establish a set of objectives that drive the annual planning process and the performance measurement and evaluation processes.

634.01 Bank Supervision Department and Early Warning System (EWS).

Consultant Sarah Hargrove will continue to work with the CBJ on developing an EWS to enhance off-site surveillance of Jordanian banks. Hargrove will also continue preparation of the CBJ work plan and identify technical assistance and training requirements.

634.02 Bank Examinations Policy: Review and Preparation of Examination Manual.

Will review examination forms and policies for consistency and thoroughness. Will also review Bank Examination Instruction Manual and recommend changes to improve effectiveness. Will automate examination process. Consult with FDIC for licensing, if necessary, of software and adapting to Jordan environment.

634.03 Assistance on Establishing Bank Supervision Database.

Consultants will provide technical assistance to the CBJ to develop a bank supervision database. The database will be used to collect and analyze information provided by banks. In addition, information gleaned from the banks' annual audits, the media, other bank examinations and other means can provide additional insight into the current and future conditions of banks. The information can be compiled and aggregated for a variety of purposes, including formulating monetary policy, monitoring credit expansion Kingdom-wide and by sector, and providing feedback and peer analysis for the banks.

636.01 Jordan Mortgage Refinance Corporation (JMRC) Strategic Planning.

Consultant Stephen Strauss will develop a strategic business plan for the JMRC that outlines the business activities the JMRC should focus on in the future. In addition, this plan will identify the technical assistance that the AMIR Program could provide. Strauss will also design a training workshop that highlights the importance of introducing new debt instruments to Jordan's capital market. The workshop will explain the range and value of fixed income investments, the process by which debt is originated and the role of the issuer, intermediary and investor. This workshop may be offered to investment banks, JMRC employees, brokers and other members of Jordan's financial community to increase the number and type of investment options in the capital market.

636.03 Housing Loan Expansion.

Will provide technical assistance to the JMRC to help expand the housing loan business. The JMRC is considering the following options to expand its operations: establishing a housing finance company, offering a housing loan insurance program to commercial banks, and offering mortgage-backed securities.

638.02 SSIC Investment Plan and Business Plan.

Will continue providing technical assistance on designing new financial market investment instruments that will enable the SSIC to participate in long-term investment opportunities. This includes providing legal and financial markets expertise in designing new instruments. In addition, consultants will finalize the following draft reports:

- Report on the relationship between the expected return on plan assets and the discount rate.
- Report on market-making and establishing a brokerage firm.

- Guidelines for selecting a foreign investment manager.
- Report on the SSIC gaining international diversification through the use of Exchange Traded Funds (ETFs).
- A risk rating for loans based on the previously submitted Loan Action Plan.
- Performance evaluation of the portfolio of the Social Security Fund from inception.

Consultants will continue to work with the SSIC on the following tasks:

- Technical review and further analysis of the relationships the SSIC should consider when forming expectations for future investment returns: risk and asset allocation, asset allocation and expected rate of return on plan assets, and expected rate of return and discount rate.
- Ongoing research and work for a training workshop that will present information from a comparative analysis of U.S. states' pension plans, as well as other countries' social security plans. The selection of guest speakers from the US for the workshop is still being finalized.
- Comparative analysis of other pension schemes.
- Review of Fourth Actuarial Study.
- Research and selection of loan/mortgage software; an RFP has been finalized and the process of selecting the software is underway.

638.03 SSIC New Financial Instruments Development.

Will work with SSIC to review feasibility of establishing a real estate mutual fund. Will provide technical assistance on market assessment and preparation of fund structure and prospectus.

638.04 SSIC Portfolio Performance Evaluation.

Consultant Ron Copley will complete an evaluation of the SSIC's portfolio performance.

638.05 SSIC Pension Fund Management Training.

Will design pension fund management training program for SSIC management and staff. Training will focus on proven fund management methods, analysis, and international diversification strategies. Participants will learn from experienced pension fund managers.

638.06 SSIC Web site.

Will work closely with SSIC and subcontractor CNS on developing a Web site.

657 Assistance and Grant to Financial Analysts Association.

Consultant Larry Milner will continue to assist the Financial Analyst Association to establish a comprehensive strategic plan that addresses the objectives, development, and sustainability of the association.

664.09 CBJ WAN Network Technical Assistance.

Consultants will evaluate the existing CBJ WAN to determine its capabilities and future system capacity requirements. Will develop a network design for the CBJ, prepare RFP, and evaluate RFP submissions.

664.10 Bank Examination Manual Procurement.

Will prepare RFP and review proposals for on-site automated Bank Examination Manual and/or customization of FDIC manual to include Jordan legislation and operate in Arabic and English.

664.11 CBJ Bank Supervision Database.

Consultants will provide technical assistance to the CBJ to help evaluate the existing IT systems capabilities. This information will be used to determine if the bank's current IT systems can accommodate the requirements for the new supervision database. If the bank's existing IT environment is not adequate, consultants will advise on the needed system enhancements.

664.12 CBJ Credit Reporting Database.

Consultants will provide technical assistance to the CBJ to help evaluate the current IT systems capabilities. This

information will be used to determine if the bank's current IT systems can accommodate the requirements for the new credit-reporting database. If the bank's existing IT environment is not adequate, consultants will advise on the needed system enhancements.

D. Problems Encountered and Proposed Remedial Action

No problems were encountered during this quarter and, therefore, no remedial action is proposed.

E. Staff Mobilization

Expatriate staff returned to Jordan after evacuation.

F. Training and Events

Please see Training and Events Annex.

G. Public Awareness and Communications

Please see Public Awareness and Communications Annex.

H. Results and Indicators

Please see Results and Indicators Annex.

Annexes > Results and Indicators

Business Management Initiative

Microenterprise Initiative

Information & Communications Technology
Initiative

Private Sector Policy Initiative

Financial Markets Development

Annexes > Results and Indicators > Business Management Initiative

Sub-IR 5.1.2.0: Strengthened Management Skills and Advocacy Capacity of Jordan's Private Sector

Result	Ind. No.	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Strengthened global business management skills among Jordanian executives	01	Quantitative	Number of business executives trained in competitive practices as a result of AMIR assistance and grants	0	244	150	31/12/03	600	31/07/06
Enhanced global business management skills among Jordanian companies	01	Quantitative	Number of companies trained in competitive practices as a result of AMIR assistance and grants	0	128	50	31/12/03	250	31/07/06
Strengthened associations' capacity to design and conduct executive training workshops	01	Quantitative	Number of for-fee training programs conducted throughout calendar year by associations	0	18	8	31/12/03	25	31/07/06
Increased trade between the U.S. and Jordan	01	Quantitative	Annual increase in trade between US and Jordan	568,200,000	Reported annually	767,000,000	31/12/03	900,000,000	31/07/06
Enhanced enabling environment for creation of graduate business school	01	Scale	(1) Initial draft of Higher Education Laws 41 and 43 (2) Amended Higher Education Laws 41 and 43 drafted (3) Draft laws presented to Ministry of Higher Education (4) Draft laws presented to government by MOHE (5) Draft laws passed and adopted by government	1	5	5	31/12/03	5	31/07/06
Established Jordanian graduate school of business (GSB)	01	Threshold	Developed concept paper for the creation of GSB	No	Yes	Yes	31/12/03	Yes	31/12/03
	02	Threshold	Issued request for expression of interest	No	No			Yes	31/12/03
	03	Threshold	Held pre-bidders conference	No	No			Yes	31/12/03
	04	Threshold	Developed	No	No			Yes	31/12/03

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			request for application						
	05	Threshold	Issued RFA and selected qualified local partner	No	No			Yes	31/12/03
	06	Threshold	Established local GSB	No	No			Yes	31/12/04
	07	Threshold	Issued request for expression of interest for US partner	No	No			Yes	31/12/03
	08	Threshold	Issued request for application for US partner	No	No			Yes	31/12/04
	09	Threshold	Selected qualified US partner	No	No			Yes	31/12/04
	10	Threshold	Signed MOU between Jordanian and US partners	No	No			Yes	31/12/04
	11	Threshold	Launched executive training	No	No			Yes	31/12/04
Financial viability of associations (1)	01	Quantitative	JABA - Percentage of operating costs covered by revenues other than grants	0	Reported annually	50	31/12/03	100	31/0706
	02	Quantitative	INTAJ - Percentage of operating costs covered by revenues other than grants	0	Reported annually	65	31/12/03	100	31/0706
	03	Quantitative	JIPA - Percentage of operating costs covered by revenues other than grants	0	Reported annually	50	31/12/03	100	31/0706
	04	Quantitative	JEA - Percentage of operating costs covered by revenues other than grants	0	Reported annually	30	31/12/03	100	31/0706
	05	Quantitative	YEA - Percentage of operating costs covered by revenues other than grants	0	Reported annually	70	31/12/03	100	31/0706
	06	Quantitative	AWTC - Percentage of operating costs covered by revenues other than grants	0	Reported annually	80	31/12/03	100	31/0706
	07	Quantitative	JAPM - Percentage of operating costs covered by revenues other than grants	0	Reported annually	50	31/12/03	100	31/0706

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Increased business association paid membership (2)	01	Quantitative	JABA - Number of paying members increased	114	Reported annually	125	31/12/03	285	31/0706
	02	Quantitative	INTAJ - Number of paying members increased	101	Reported annually	116	31/12/03	192	31/0706
	03	Quantitative	JIPA - Number of paying members increased	86	Reported annually	90	31/12/03	172	31/0706
	04	Quantitative	JEA - Number of paying members increased	104	Reported annually	109	31/12/03	260	31/0706
	05	Quantitative	YEA - Number of paying members increased	132	Reported annually	165	31/12/03	330	31/0706
	06	Quantitative	AWTC - Number of paying members increased	64	Reported annually	73	31/12/03	192	31/0706
	07	Quantitative	JAPM - Number of paying members increased	14	Reported annually	14	31/12/03	14	31/0706
Enhanced private sector advocacy capacity	01	Scale	(1) Jordan Vision 2020 coalition revived (2) JV 2020 update strategy developed (3) 10 private sector-led planning workshops held (4) Final JV 2020 strategy produced	1	2	2	31/12/03	4	31/12/05
Strengthened institutional framework of JTB	01	Scale	(1) Reviewed new personnel management system (2) New personnel management system developed (3) Personnel regulations drafted (4) Personnel regulations approved by JTB and ratified by government (5) New organizational structure developed (6) New organizational structure filled	1	5	5	31/12/03	6	31/12/04
Strengthened financial viability of JTB	01	Quantitative	Increase in JTB budget	5,000,000	Reported annually	5,500,000	31/12/03	6,600,000	31/0706
Increased	01	Quantitative	Increase in	496,000,000	Reported	545,600,000	31/12/03	645,000,000	31/0706

Jordan's tourism revenues		tourism revenues	annually				
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Note:

(1) Baseline numbers are based on figures provided by business associations. It has been detected that associations are not consistent in their reporting of financial indicators, nor in calculating overhead; thus ratios reported as baseline are questionable. AMIR will work with associations to streamline their reporting system and to adopt best practices in calculation. Additionally, some associations (such as JIPA) have reported 100% coverage of overhead. While this may appear as a healthy ratio, it in fact reflects a low level of activity that that association is expending most of its budget on overhead as opposed to programs.

(2) The current practice of business associations is to count members registered, but not paid. AMIR is in the process of working with the associations to revise this practice and to include only paid members in order to achieve more representative and reliable data.

Annexes > Results and Indicators > Microenterprise Initiative

Sub-IR 5.1.1.0: Greater and More Reliable Access to Sustainable Financial and Business Services for Microenterprises

Result	Ind No.	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Regional microfinance industry leader	01	Quantitative	Annual number of micro-small enterprise active credit clients (1)	17,228	Reported annually	20,000	31/12/03	25,000	31/07/06
	02	Quantitative	Total number of active clients (2)	15,132	20,777	20,000	31/12/03	25,000	31/07/06
	03	Quantitative	Percentage of women clients	76%	66%	>50%	31/12/03	>50%	31/07/06
	04	Quantitative	Percentage of clients outside Amman	57%	74%	>50%	31/12/03	>50%	31/07/06
	05	Quantitative	Percentage of repeat clients	52%	60%	>50%	31/12/03	>50%	31/07/06
	06	Quantitative	Portfolio at risk > 30 days as percentage of gross portfolio	7.10%	7.60%	<10%	31/12/03	<10%	31/07/06
Leveraged MFI funding from other sources	01	Quantitative	Percentage of total MFI capital for lending obtained from non-USAID sources	0%	Reported annually	>35%	31/12/03	>50%	31/07/06
Commercial viability of MFIs	01	Quantitative	Percentage of operational and financial costs covered by fees, revenues and interest from operations	97%	98%	>100%	31/12/03	>100%	31/07/06
Cost recovered for advisory and training services	01	Quantitative	Percentage of costs recovered for advisory and training services per product per provider	To be established when BDS partners identified	Reported annually	10%	31/12/03	30%	31/07/06
Cost recovered for advisory and training services	01	Quantitative	Percentage of costs recovered for advisory and training services per product per provider	To be established when BDS partners identified	Reported annually	10%	31/12/03	30%	31/07/06
Increased usage of BDS by micro and small entrepreneurs	01	Quantitative	Number of entrepreneurs trained	To be established when BDS partners identified	Reported annually	To be established when BDS partners identified	31/12/03	1,000	31/07/06
	02	Quantitative	Number of entrepreneurs purchased TA	To be established when BDS partners identified	Reported annually	To be established when BDS partners identified	31/12/03	100	31/07/06
	03	Quantitative	Percentage of women trained	To be established when BDS partners identified	Reported annually	To be established when BDS partners identified	31/12/03	40%	31/07/06

Impact Indicator

	04	Quantitative	Percentage of women purchased TA	To be established when BDS partners identified	Reported annually	To be established when BDS partners identified	31/12/03	25%	31/07/06
Satisfaction with BDS provision	01	Quantitative	Percentage of average score on product satisfaction survey	To be established when BDS partners identified	Reported annually	To be established when BDS partners identified	31/12/03	85%	31/07/06

Note:

(1) This indicator coincides with the USAID SO5 indicator as it has been previously measured and reported. The system for this measurement was established in Jordan in 1999, and calculates on an annual basis the number of new and repeat transactions occurring in each MFI. As the tenor of loans increases, there is an inherent flaw in this measurement. For if a loan is originated for a period exceeding 12 months, the client will only be counted in the year of origination and not while the loan is being repaid. As a result the client will not be included in the annual count in the year following initiation. Additionally, this measurement includes borrowers who may have decided to depart from the loan program further skewing the results. Also, as an annual accrual figure, we cannot report and assess this measurement on a quarterly basis. It is recommended that this measurement be replaced by the "total number of active clients" which follows.

(2) This indicator is the actual number of active borrowers at a given date. This is representative of the current level of MFI borrowers as opposed to the former measurement which is a cumulative total.

Annexes > Results and Indicators > Information & Communications Technology Initiative

Sub-IR 5.1.3.0: Jordan Becoming One of the Leading Regional ICT Hubs and Internationally Competitive ICT Exporters

Result	Ind No.	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Increased competition in telephony sector	01	Quantitative	Number of private operators licensed for fixed systems	1	Reported annually	1	31/12/03	2	31/07/06
	02	Quantitative	Number of private operators licensed for mobile systems	2	Reported annually	2	31/12/03	3	31/07/06
Increased access to telephone and Internet services	01	Quantitative	Annual increase in number of fixed phone subscribers	660,000	643,000	728,000	31/12/03	805,000	31/07/06
	02	Quantitative	Annual increase in number of mobile phone subscribers	865,000	1,234,000	1,245,000	31/12/03	1,955,000	31/07/06
	03	Quantitative	Annual increase in number of Internet subscribers	68,000	75,000	83,000	31/12/03	105,000	31/07/06
Regional e-government leader	01	Quantitative	Number of e-government projects initiated and completed	0	Reported annually	3	31/12/03	6	31/07/06
	02	Quantitative	Increased number of e-gov press coverage recognizing Jordan as an e-gov leader	0	Reported annually	80	31/12/03	140	31/07/06
Increased ICT-related jobs	01	Quantitative	Annual percentage increase in employment	5%	Reported annually	10%	31/12/03	20%	31/07/06
Increased ICT-related sales	01	Quantitative	Annual percentage increase in ICT-related sales	7%	Reported annually	12%	31/12/03	22%	31/07/06
Increased ICT-related exports	01	Quantitative	Annual percentage increase in ICT-related exports	7%	Reported annually	12%	31/12/03	22%	31/07/06
Increased ICT-related foreign direct investment	01	Quantitative	Annual percentage increase in ICT-related investments	12%	12%	19%	31/12/03	48%	31/07/06
Financial viability of int@j	01	Quantitative	Percentage of operating costs covered by revenues other than member dues	58.70%	Reported annually	69.60%	31/12/03	92.20%	31/07/06
Increased access to Internet/IT applications	01	Quantitative	Number of community IT centers and Internet access sites	45	Reported annually	100	31/12/03	550	31/07/06
	02	Quantitative	Number of computers available	450	Reported annually	1,000	31/12/03	4,500	31/07/06
	03	Quantitative	Annual number of users of IT centers/services	4,500	Reported annually	4,950	31/12/03	6,850	31/07/06
Increased	01	Quantitative	Annual percentage	22%	Reported	24.20%	31/12/03	30.80%	31/07/06

Impact Indicator

participation of women in ICT sector			increase of number of women participating in ICT sector		annually				
Increased size of ICT companies	01	Quantitative	Increased number of employees in companies with more focused objectives, attracting local and foreign investments	32	Reported semi-annually	35	31/12/03	44	31/07/06
Representatives of int@j member	01	Quantitative	Increased number of committee members attending and number of members participating in non-subsidized events	122	159	134	31/12/03	196	31/07/06

Annexes > Results and Indicators > Private Sector Policy Initiative

Sub-IR 5.2.1.0: CRM Enhanced Effectiveness and Efficiency of Customs Based on International Best Practices

Result	Ind. No	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Increased volume of trade in terms of increase in total transactions (goods) cleared	01	Quantitative	Number increase in total declarations processed	943,627	Reported annually	981,372	31/12/03	1,082,681	31/07/06
Increased speed of customs clearance in terms of declaration processing	01	Quantitative	Percentage of total declarations finalized in 24 hours	73%	Reported annually	79%	31/12/03	96%	31/07/06

Sub-IR 5.2.2.0: GPI Advanced Critical Economic and Business Policy Implementation Initiatives

Result	Ind. No	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Strategic plans created and annual strategic planning framework institutionalized in MIT and other CoE counterparts	01	Quantitative	Strategy meeting exercise undertaken in MIT and other COE counterparts	0	1	4	31/12/03	9	31/07/06
Increased examples of government agency linkages/leveraging of donor funding	01	Quantitative	Incidences of leveraged donor funding	0	Reported annually	5	31/12/03	10	31/07/06

Sub-IR 5.3.1.0: IVP Enhanced Capacity of the Investment Promotion Agencies to Promote and Facilitate Investment in Jordan

Result	Ind. No	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Increase in investment (1)	01	Quantitative	Percentage increase in total annual foreign direct investment in Jordan	0	99% % change 1 Jan – 30 Jun, 2003	15%	31/12/03	40%	31/07/06
	02	Quantitative	Percentage increase in total annual domestic direct investment in Jordan	0	0% % change 1 Jan – 30 Jun, 2003	8%	31/12/03	23%	31/07/06
Increase in jobs (2)	01	Quantitative	Number of jobs generated directly annually in Amman	9,062	15,452	15,767	31/12/03	35,657	31/07/06
	02	Quantitative	Number of jobs generated directly annually outside Amman	13,429	19,097	23,487	31/12/03	53,486	31/07/06
Increase in	01	Quantitative	Percentage	0	8.42%	2.50%	31/12/03	6.25%	31/07/06

exports (3)			increase in total annual exports		% change 1 Jan – 30 Jun, 2003				
Increase in backward linkages (4)	01	Quantitative	Total annual revenues in subcontracts to local SMEs	0	Reported annually	\$500,000	31/12/03	\$13,000,000	31/07/06
Improvement in enabling environment	01	Quantitative	Number of laws, regulations and processes related to investment that are improved	0	Reported annually	2	31/12/03	15	31/07/06

Note:

(1) It should be noted that the investment data, upon which these investment indicators are based, are reported by the Jordan Investment Board (JIB) and represent foreign or domestic investment only by those firms that have applied for the investment incentives contained in the Investment Promotion Law of 1996, which are administered by the JIB. As such, these figures cannot be considered an accurate measure of investment for a number of reasons. First, the data capture only investment by those firms that apply for the investment incentives administered the JIB; they do not capture any other investment. Second, the data reflect only reported investment, not realized or actual investment. Third, the quality of the reported data is questionable. Nevertheless, these figures are used since no alternative measure of investment is currently available, and should be considered illustrative only. Should JIB's method of measuring investment change or should a more reliable measure of investment become available (such as the AMIR-funded ESCWA/UNCTAD FDI Statistics Database), these indicators will no longer be accurate and will need to be recalculated.

The Target Value for 31 December 2003 represents percent increase over investment in 2002 during the period 1 January to 31 December 2003. The Final Target Value for 31 July 2006 represents percent increase over investment in 2002 during the period 1 January 2003 to 31 July 2006. In both cases, the dollar amounts in parentheses represent the actual investment amounts, in US Dollars, to be achieved by such increases.

(2) It should be noted that the employment figures, upon which these employment indicators are based, are reported by the Jordan Investment Board (JIB) and are questionable for a number of reasons. First, job creation is not measured directly; instead it is estimated from the amount of investment recorded. For example, from 1996 to 2001, JIB has estimated that one job is created for every \$28,000 of investment. Second, even if such a method were used, the investment figures recorded are a dubious basis for estimation, as explained in footnote 1. Third, the method that the JIB uses to estimate job creation based on investment is inconsistent. From 1996 to 2001, JIB has estimated that one job is created for every \$28,000 of investment. In 2002, however, JIB has estimated that one job is created for every \$12,000 of investment. Nevertheless, these figures are used since no alternative measure of job creation is currently available, and should be considered illustrative only. It is assumed that the JIB will return to the method of estimating job creation that it has used for the previous seven years (i.e., assume one job created for every \$28,000 of investment, rather than every \$12,000). It is for this reason that, in 2003, the target is lower than the baseline. Should JIB's method of measuring job creation remain the same as the one that has been used in 2002 or change entirely, or should a more reliable measure of job creation become available, these indicators will no longer be accurate and will need to be recalculated.

(3) The Target Value for 31 December 2003 represents percent increase over exports in 2002 during the period 1 January to 31 December 2003. The Final Target Value for 31 July 2006 represents percent increase over exports in 2002 during the period 1 January 2003 to 31 July 2006. In both cases, the dollar amounts in parentheses represent the actual export amounts, in US Dollars, to be achieved by such increases.

(4) The Target Value for 31 December 2003 is based on a preliminary PSPI estimate, taking into consideration both the number and value of linkages that might be feasible to accomplish during the start-up phase of a National Linkages Program or Pilot Program. The Final Target Value for 31 July 2006 is a rough estimate, as the data required to make a more precise estimate is not currently available. This estimate is to be revised in 2004, based on information that is gathered in the course of an upcoming task in 2003 to update the design of the national linkages program before it is implemented.

Sub-IR 5.3.2.0: TMA Enhanced Capacity of GOJ to Formulate and Implement Trade Policy and Market Access Agreements

Result	Ind. No	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
WTO and FTA compliant trade regime	01	Quantitative	Number of WTO and FTA compliant new or amended	5	9	7	31/12/03	12	31/07/06

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			laws						
	02	Quantitative	Number of WTO and FTA compliant new or amended regulations and procedures	6	6	8	31/12/03	13	31/07/06
	03	Quantitative	Increase in trade exports as a percentage of GDP	0	2.30% Jan-Apr 2003 compared Jan-Apr 2002	2%	31/12/03	2%	31/07/06
	04	Quantitative	Increase in trade imports as a percentage of GDP	0	0.50% Jan-Apr 2003 compared Jan-Apr 2002	1.50%	31/12/03	1.50%	31/07/06
Increased GOJ awareness, understanding and dissemination of information on TMA issues	01	Quantitative	Number of GOJ staff attending FTA and WTO briefings/events sponsored by AMIR	15	7	95	31/12/03	385	31/07/06
	02	Quantitative	Number of GOJ outreach activities/publications/website updates to disseminate TMA related info to the public and private sector	0	2	4	31/12/03	14	31/07/06
	03	Quantitative	Number of unique visitors to FTPD website	859	2,5333	3,608	31/12/03	4,077	31/07/06

Annexes > Results and Indicators > Financial Markets Development

Sub-IR 5.2.3.1: (CMD) Broadened and Deepened Capital Markets through Fair, Efficient, Liquid and Transparent Regulatory and Trading Systems

Result	Ind No.	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Regional leader in capital markets	01	Quantitative	Value and percent increase in volume of trading	JD 950.30 million	JD 520 million	NA	31/12/03	NA	31/07/06
	02	Quantitative	Number of independent articles, publications, speeches on Jordan's capital markets	65	30	NA	31/12/03	NA	31/07/06
Increased depth and liquidity of ASE	01	Quantitative	Percentage increase in total market capitalization	12%	17.11%	NA	31/12/03	NA	31/07/06
	02	Quantitative	Percentage increase in new listings	-2%	5%	NA	31/12/03	NA	31/07/06
	03	Quantitative	Trading volume for equity instruments	461.80 million	337.80 million	NA	31/12/03	NA	31/07/06
	04	Quantitative	Trading volume for debt instruments	49.40 million	53.43 million	NA	31/12/03	NA	31/07/06
Institutions and private enterprises strengthened as a result of training	01	Quantitative	Number of participants in capital markets training programs	331	73	NA	31/12/03	NA	31/07/06
Financial viability of JSC, ASE and SDC	01	Quantitative	Percentage of operational/financial costs covered by fees, revenues, etc	NA	100%	NA	31/12/03	NA	31/07/06

Sub-IR 5.2.3.5: (FMD) Broadened and Deepened Financial Markets through Modernizing Institutions and Furthering Fair, Efficient, Liquid and Transparent Systems

Result	Ind No.	Indicator Type	Title	Baseline Value	Actual Value	Next Target Value	Next Target Date	Final Target Value	Final Target Date
Developed fixed income markets	01	Quantitative	Number of new instruments	0	8	1	31/12/03	4	31/07/06
	02	Quantitative	Jordan Mortgage Refinance Company total bonds issued since inception	\$85 million	\$95.71 million	\$93.5 million	31/12/03	\$120 million	31/07/06
Built capacity at Central Bank of Jordan	01	Quantitative	Number of new/amended regulations	0	2	2	31/12/03	7	31/07/06
	02	Quantitative	Total staff trained	0	5	50	31/12/03	200	31/07/06
	03	Quantitative	Total trainers trained	0	0	10	31/12/03	40	31/07/06
Built capacity at Social Security	01	Quantitative	Total new investments	0	\$255.14 million	\$50 million	31/12/03	\$200 million	31/07/06

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Investment Commission									
	02	Quantitative	Total new investments through introduction of new instruments	0	\$0.714 million	\$10 million	31/12/03	\$40 million	31/07/06
Developed Equity Markets	01	Quantitative	Number of independent articles, publications and speeches on Jordan's financial markets	0	78	25	31/12/03	100	31/07/06
	02	Quantitative	Number of companies in automated depository system	12	25	100	31/12/03	169	31/07/06
Enhanced Financial Markets Professionalism	01	Quantitative	Number of industry participants in financial markets training programs	0	73	100	31/12/03	400	31/07/06

Annexes > Training and Events

By Location

In-Country Training

Third-Country Training

US Training

By Initiative

Business Management Initiative

Microenterprise Initiative

Information and Communications Technology Initiative

Private Sector Policy Initiative

Financial Markets Development

AMIR Program Totals

Totals

Annexes > Training and Events > By Location > In-Country Training

Task	Program Title	Location	Initiative	Start Date	End Date	No. of Participants		
						F	M	Total
646.01 Teaching Program	CFA Level Two - Phase One	Amman	FMD	09/04/03	17/04/03	2	4	6
531.05 Support to Companies Control Directorate, MIT	English Training Course Level 9	Amman	PSPI	12/04/03	15/05/03	0	2	2
431.4.12 SGN & E-mail Implementation	Managing MS Windows 2000 Network Environment	Amman	ICTI	13/04/03	19/04/03	3	11	14
412.3 Donor Coordination	Roundtable Discussion on Netcorp Program	Madaba	ICTI	19/04/03	19/04/03	7	8	15
265.3.5 Implement FTA Trade Officers' Training for BA Staff	Trade Officer Training	Amman	BMI	22/04/03	22/04/03	5	4	9
265.3.2 Strengthen TIJARA Implementation Framework	Roll of Intaj in JUSFTA implementation	Amman	BMI	22/04/03	22/04/03	5	3	8
431.4.12 SGN & E-mail Implementation	Implementing and Managing Microsoft Exchange 2000	Amman	ICTI	27/04/03	03/05/03	3	10	13
380.1 MFI and BDS Providers Event Management Training	Events Management Training	Amman	MEI	30/04/03	30/04/03	16	9	25
646.01 Teaching Program	CFA Level One - Phase Two	Amman	FMD	01/05/03	11/05/03	3	5	8
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Workshop - Trade Officer Program	Amman	BMI	06/05/03	06/05/03	6	5	11
646.01 Teaching Program	CFA Level Two - Phase Two	Amman	FMD	07/05/03	18/05/03	1	1	2
531.05 Support to Companies Control Directorate, MIT	English Training Course Level 10	Amman	PSPI	18/05/03	19/06/03	1	2	3
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Trade Officers Training for BA Staff	Amman	BMI	20/05/03	20/05/03	4	4	8
290 BMI Grants	National Tourism Strategy Retreat	Balqa'	BMI	21/05/03	21/05/03	9	25	34
318.2 SMTP Advanced Course	Advanced Local SMTP Course	Amman	MEI	26/05/03	05/06/03	4	6	10
380.1 MFI and BDS Providers Event Management Training	Events Management Workshop - 2	Amman	MEI	27/05/03	28/05/03	11	8	19
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Workshop - Trade Officer Program	Amman	BMI	03/06/03	03/06/03	1	3	4
290.5.1 BMI Grants	Crisis Management Training	Amman	BMI	09/06/03	09/06/03	18	49	67
290.5.1 BMI Grants	Crisis Management Workshop	Amman	BMI	10/06/03	10/06/03	15	15	30
233.1 Conduct Association Management Training in Jordan	Event Management Workshop	Amman	BMI	16/06/03	18/06/03	14	5	19
265.3.5 Implement FTA Trade Officers' Training	FTA Workshop - Trade	Amman	BMI	18/06/03	18/06/03	1	2	3

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for BA Staff	Officer Program								
531.05 Support to Companies Control Directorate, MIT	English Training Course Level 11	Amman	PSPI	21/06/03	21/07/03	1	2	3	
531.07 COE Support to JISM	MIT Strategic Planning Workshop - Session I	Amman	PSPI	22/06/03	22/06/03	2	21	23	
513.02.04 COE Support to JISM	JEDCO Strategic Planning Workshop - Session I	Amman	PSPI	23/06/03	23/06/03	2	14	16	
588 COE Support to JISM	MolCT Strategic Planning Workshop - Session I	Amman	PSPI	24/06/03	24/06/03	3	5	8	
555.02 COE Support to JISM	CUSTOMS Strategic Planning Workshop - Session I	Amman	PSPI	24/06/03	24/06/03	2	21	23	
290.8.1 JIPA IP Week Grant	IP Week Pre-Launch	Amman	BMI	25/06/03	25/06/03	37	100	137	
380.2 BDS Grant Workshop	Becoming a Successful Grantee Workshop	Amman	MEI	25/06/03	25/06/03	17	10	27	
587.03 COE Support to JISM	COE Human Resources Criterion Forum	Amman	PSPI	25/06/03	25/06/03	7	8	15	
533 Support to Ministry of Agriculture	Requirements for the Jordanian Food Sector in the U.S. Market	Amman	PSPI	25/06/03	25/06/03	0	2	2	
555.02 COE Support to JISM	Customs Strategic Planning Workshop - Session II	Amman	PSPI	26/06/03	26/06/03	2	16	18	
587.03 Criterion Forum	COE Process Criterion Forum	Amman	PSPI	29/06/03	29/06/03	4	4	8	
587.03 Criterion Forum	COE Knowledge Criterion Forum	Amman	PSPI	30/06/03	30/06/03	2	12	14	
513.01.04 COE Support to JIB	JIB Strategic Planning Workshop - Session I	Amman	PSPI	30/06/03	30/06/03	4	6	10	
TOTALS						212	402	614	

Annexes > Training and Events > By Location > Third-Country Training

Task	Program Title	Location	Initiative	Start Date	End Date	No. of Participants		
						F	M	T
422.7 Conference Participation	Business Meetings with Minister of Information and Communication Technology	Switzerland / Geneva	ICTI	4/23/2003	26/04/03	0	1	1
621.04 JSC Training	Arab Investment and Capital Markets Conference	Lebanon / Beirut	FMD	22/05/03	24/05/03	0	1	1
422.7 Conference Participation	Working meeting with the World Economic Forum IT Companies and accompanying H.E. Minister of ICT Presentation on	U.K. / London	ICTI	01/06/03	03/06/03	0	1	1
422.7 Conference Participation	Jordan's ICT story at the 6th German Arab Business Forum 2003 in Berlin	Germany / Berlin	ICTI	06/03/03	08/06/03	0	1	1
TOTALS						0	4	4

Annexes > Training and Events > By Initiative > US Training

Task	Program Title	Location	Initiative	Start Date	End Date	No. of Participants		
						F	M	Total
422.7 Conference Participation	Leadership Development for Women	USA / Washington D.C., Washington, New York & Illinois	ICTI	09/04/03	04/05/03	1	0	1
Total						1	0	1

Annexes > Training and Events > By Initiative > Business Management Initiative



Task	Program Title	Location	Start Date	End Date	No. of Participants		
					F	M	Total
265.3.5 Implement FTA Trade Officers' Training for BA Staff	Trade Officer Training	Amman	22/04/03	22/04/03	5	4	9
265.3.2 Strengthen TIJARA Implementation Framework	Roll of Intaj in JUSFTA implementation	Amman	22/04/03	22/04/03	5	3	8
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Workshop - Trade Officer Program	Amman	06/05/03	06/05/03	6	5	11
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Trade Officers Training for BA Staff	Amman	20/05/03	20/05/03	4	4	8
290.5.1 BMI Grants	National Tourism Strategy Retreat	Balqa'	21/05/03	21/01/03	9	25	34
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Workshop - Trade Officer Program	Amman	03/06/03	03/06/03	1	3	4
290.5.1 BMI Grants	Crisis Management Training	Amman	09/06/03	09/06/03	18	49	67
290.5.1 BMI Grants	Crisis Management Workshop	Amman	10/06/03	10/06/03	15	15	30
233.1 Conduct Association Management Training in Jordan	Event Management Workshop	Amman	16/06/03	18/06/03	14	5	19
265.3.5 Implement FTA Trade Officers' Training for BA Staff	FTA Workshop - Trade Officer Program	Amman	18/06/03	18/06/03	1	2	3
290.8.1 JIPA IP Week Grant	IP Week Pre-Launch	Amman	25/06/03	25/06/03	37	100	137
TOTALS					115	215	330

Annexes > Training and Events > By Initiative > Microenterprise Initiative

Task	Program Title	Location	Start Date	End Date	No. of Participants		
					F	M	Total
380.1 MFI and BDS Provider Event Management Training	Events Management Training	Amman	30/04/03	30/04/03	16	9	25
318.2 SMTP Advanced Course	Advanced Local SMTP Course	Amman	26/05/03	05/06/03	4	6	10
380.1 MFI and BDS Provider Event Management Training	Events Management Workshop - 2	Amman	27/05/03	28/05/03	11	8	19
380.2 BDS Grant Workshop	Becoming a Successful Grantee Workshop	Amman	25/06/03	25/06/03	17	10	27
TOTALS					48	33	81

Annexes > Training and Events > By Initiative > Information and Communications Technology Initiative
ICTI In-Country Completed Activities

Task	Program Title	Location	Start Date	End Date	No. of Participants		
					F	M	Total
431.4.12 SGN & E-mail Implementation	Managing MS Windows 2000 Network Environment	Amman	13/04/03	19/04/03	3	11	14
412.3 Donor Coordination	Roundtable Discussion on Netcorp Program	Madaba	19/04/03	19/04/03	7	8	15
431.4.12 SGN & E-mail Implementation	Implementing and Managing Microsoft Exchange 2000	Amman	27/04/03	03/05/03	3	10	13
422.7 Conference Participation	Leadership Development for Women	USA / Washington D.C., Washington, New York & Illinois	09/04/03	04/05/03	1	0	1
422.7 Conference Participation	Business Meetings with Minister of Information and Communication Technology	Switzerland / Geneva	23/04/03	26/04/03	0	1	1
422.7 Conference Participation	Business Meetings with Minister of Information and Communication Technology	Switzerland / Geneva	23/04/03	26/04/03	0	1	1
422.7 Conference Participation	Working meeting with the World Economic Forum IT Companies and accompanying H.E. Minister of ICT	U.K./ London	01/06/03	03/06/03	0	1	1
422.7 Conference Participation	Presentation on Jordan's ICT story at the 6th German Arab Business Forum 2003 in Berlin.	Germany / Berlin	03/06/03	08/06/03	0	1	1
TOTALS					14	33	47

Annexes > Training and Events > By Initiative > Private Sector Policy Initiative

Task	Program Title	Location	Start Date	End Date	No. of Participants		
					F	M	Total
531.5 Support to companies Control Directorate, MIT	English Training Course Level 9	Amman	12/04/03	15/05/03	0	2	2
531.5 Support to Companies Control Directorate, MIT	English Training Course Level 10	Amman	18/05/03	19/06/03	1	2	3
531.5 Support to Companies Control Directorate, MIT	English Training Course Level 11	Amman	21/06/03	21/07/03	1	2	3
531.07 COE Support to JISM	MIT Strategic Planning Workshop - Session I	Amman	22/06/03	22/06/03	2	21	23
513.02.04 COE Support to JISM	JEDCO Strategic Planning Workshop - Session I	Amman	23/06/03	23/06/03	2	14	16
588 COE Support to JISM	MolCT Strategic Planning Workshop - Session I	Amman	24/06/03	24/06/03	3	5	8
555.02 COE Support to JISM	CUSTOMS Strategic Planning Workshop - Session I	Amman	24/06/03	24/06/03	2	21	23
587.03 COE Support to JISM	COE Human Resources Criterion Forum	Amman	25/06/03	25/06/03	7	8	15
533 Support to Ministry of Agriculture	Requirements for the Jordanian Food Sector in the U.S. Market	Amman	25/06/03	25/06/03	0	2	2
555.02 COE Support to JISM	CUSTOMS Strategic Planning Workshop - Session II	Amman	26/06/03	26/06/03	2	16	18
587.03 Criterion Forum	COE Process Criterion Forum	Amman	29/06/03	29/06/03	4	4	8
587.03 Criterion Forum	COE Knowledge Criterion Forum	Amman	30/06/03	30/06/03	2	12	14
513.01.04 COE Support to JIB	JIB Strategic Planning Workshop - Session I	Amman	30/06/03	30/06/03	4	6	10
TOTALS					30	115	145

Annexes > Training and Events > By Initiative > Financial Markets Development

Task	Program Title	Location	Start Date	End Date	No. of Participants		
					F	M	Total
646.01 Teaching Program	CFA Level Two - Phase One	Amman	09/04/03	17/04/03	2	4	6
646.01 Teaching Program	CFA Level One - Phase Two	Amman	01/05/03	11/05/03	3	5	8
646.01 Teaching Program	CFA Level Two - Phase Two	Amman	07/05/03	18/05/03	1	1	2
621.04 JSC Training	Arab Investment and Capital Markets Conference	Lebanon / Beirut	22/05/03	24/05/03	0	1	1
Total					6	11	17

Annexes > Training and Events > By Location > Totals

Total Number of Participants per Type of Activity Per Gender

	In-Country Events		U.S. Events		Third-Country Events		TOTAL
	Female	Male	Female	Male	Female	Male	
1 Feb - 31 Dec, 2002	2750	5731	10	37	27	97	8652
1 Jan - 31 Mar, 2003	282	575	0	0	3	7	867
1 Apr - 30 Jun, 2003	212	402	1	0	0	4	619
TOTAL	3244	6708	11	37	30	108	10138

Total Number of Local Participants per Gender:

A total of 619 participants were sponsored by the AMIR Program during April - June 2003, of which 213 were females and 406 males. Also the table shows that the accumulative number of participants from Feb 2002, to the end of this reporting period was 10,138 participants among which 3,285 were females and 6,853 were males.

[Click here to view the demonstrating chart](#)

Total Number of Events per Initiative

	GENERAL	BMI	MEI	ICTI	PSPI	FMD	TOTAL
1 Feb - 31 Dec, 2002	5	141	54	102	86	50	438
1 Jan - 31 Mar, 2003	0	11	5	20	20	2	58
1 Apr - 30 Jun, 2003	0	11	4	7	13	4	39
TOTAL	5	163	63	129	119	56	535

Total Number of Events per Initiative:

The table shows that the accumulative number of events since the beginning of AMIR Program in February 2002 to May 2003, was 535 events. The table shows also the number of events during April - June 2003, which was as follows: 13 events for the Private Sector Policy Initiative, 11 events for the Business Management Initiative, 7 events for the Information and Communications Technology Initiative, 4 events for the Microenterprise Initiative and 4 events for Financial Markets Development.

[Click here to view the demonstrating chart](#)

Number of Events per Type per Initiative

(1 January - 31 March, 2003)

Initiative	In- Country Events	U.S. Events	Third-Country Events	TOTAL
GENERAL	0	0	0	0
BMI	11	0	0	11
MEI	4	0	0	4
ICTI	3	1	3	7
PSPI	13	0	0	13
FMD	3	0	1	4
TOTAL	34	1	4	39

Annexes > Public Awareness and Communications

Press Releases

Media Coverage

Promotional Materials

Annexes > Public Awareness and Communications > Press Releases

Date	Name	Language	Initiative
21/05/03	Tourism Set to Lead Kingdom's Economic Growth	Arabic	BMI
21/05/03	Tourism Set to Lead Kingdom's Economic Growth	English	BMI
21/05/03	Family, community and volunteers build a home and hope in Al Himmeh	English	General
21/05/03	Family, community and volunteers build a home and hope in Al Himmeh	Arabic	General
01/06/03	Global Organization Honors Jordanian for Advancing Women's Economic Opportunities	English	MEI
01/06/03	Global Organization Honors Jordanian for Advancing Women's Economic Opportunities	Arabic	MEI
09/06/03	JTB Organizes Crisis Management Workshop to Tackle Shrinking Tourism Revenues	English	BMI
09/06/03	JTB Organizes Crisis Management Workshop to Tackle Shrinking Tourism Revenues	Arabic	BMI
21/06/03	Major Institutional Reform Shifts Focus to Competitiveness of Companies	Arabic	BMI
23/06/03	U.S. Experts Discuss the Challenges of Exporting Food Products to the U.S.	English	BMI
25/06/03	U.S. Experts Discuss the Challenges of Exporting Food Products to the U.S.	Arabic	BMI
25/06/03	JIPA Launches the Region's First Conference on Intellectual Property Rights	English	BMI
25/06/03	JIPA Launches the Region's First Conference on Intellectual Property Rights	Arabic	BMI
27/06/03	Major Institutional Reform Shifts Focus to Competitiveness of Companies	English	PSPI

Annexes > Public Awareness and Communications > Media Coverage

Date	Description	Media	Language	Initiative
20/05/03	JIB widens umbrella of Investment Promotion Law	Jordan Times	English	PSPI
21/05/03	Jordan Investment Board ushers IDB to finance private sector schemes	Jordan Times	English	PSPI
22/05/03	Public, Private sector representatives examine national tourism strategy	Addustour	Arabic	BMI
22/05/03	Al Thahaby asserts the importance of investments in promoting National Tourism Strategy in Jordan	Al Arab Al Yawm	Arabic	BMI
27/05/03	Family, community and volunteers from AMIR Program build a home and hope in Al Himmeh	Al Arab Al Yawm	Arabic	General
28/05/03	Combined community assistance builds new home, develops relationships for family, volunteers	Jordan Times	English	General
29/05/03	Family, community and volunteers build hope in Al Himmeh	Star	English	General
29/05/03	Relaunch of ICT Ministry website designed to connect government citizens	Jordan Times	English	ICTI
01/06/03	Family, community and volunteers build hope in Al Himmeh	JordanDevNet	English	General
04/06/03	Arije Amad honoured by int'l NGO for microfinance work	Jordan Times	English	MEI
04/06/03	Arije Amad honoured by int'l NGO for microfinance work	Al Arab Al Yawm	Arabic	MEI
04/06/03	Global Organization Honors Jordanian for Advancing Women's Economic Opportunitie	JordanDevNet	English	MEI
04/06/03	Arije Amad honoured by int'l NGO for microfinance work	Al Rai	Arabic	MEI
10/06/03	Tourism strategies receive Irish injection	Jordan Times	English	BMI
10/06/03	JTB launches a workshop series to promote the sector	Al Rai	Arabic	BMI
10/06/03	JTB launches a workshop series to promote the sector	Al Arab Al Yawm	Arabic	BMI
15/06/03	Restructuring of JEDCO and transforming it to a public institution	Al Rai	Arabic	PSPI
19/06/03	Exporting food to the US	Star	English	BMI
26/06/03	IP Week Kick-Starts in Amman	Addustour	Arabic	BMI
26/06/03	IP Week Launches in Amman August	Al Rai	Arabic	BMI
26/06/03	IP Week: Copyright Protections Eye IT	Jordan Times	English	BMI
26/06/03	IP Week Kick-Starts in Amman	Al Arab Al Yawm	Arabic	BMI
28/06/03	JEA organizes food export seminar	The Star	English	BMI

Annexes > Public Awareness and Communications > Promotional Materials

Initiative	Client Organization	Description	Delivery Date
BMI	JTB	National Tourism Strategy handouts, banner, posters, folder and PPT template	20/05/03
BMI	JTB	Tourism Training series branding, invitation cards, binders and banner	05/06/03
BMI	JIPA	IP Week materials: backdrop, banners, and sponsorship package	24/06/03
PSPI	Centers of Excellence	Centers of Excellence Manual	24/06/03

Annexes > Deliverables

Second Quarter

First Quarter

Annexes > Deliverables > Second Quarter

Year	Month	Initiative	Contractor(s)	Task	Deliverable Title
2003	April	MEI	Computer Networking Services (CNS)	316.1.3	Web-Based Reporting System (MFI Indicator System)
2003	April	ICTI	Allied Soft	431.7	Software Design Specification for e-Government TMS
2003	April	ICTI	IBLAW	411.3	Electronic Transactions Law
2003	April	PSPI	Barry O'Connell	504.2	Investment Promotion (IVP) Phase 111 – Trips 2 & 3
2003	April	PSPI	Sandra Chesrown	591	Jordan Valley Authority Physical Planning Initial Consultancy
2003	April	MEI	Abu-Ghazaleh & Co. Consulting	310.3.1	AMIR I Follow-on Adaptation/Development and Implementation of a Common and Standardized MIS - Report on AMC
2003	April	MEI	Abu-Ghazaleh & Co. Consulting	310.3.1	AMIR I Follow-on Adaptation/Development and Implementation of a Common and Standardized MIS - Report on JACP/CHF
2003	April	PSPI	John Dodds	531.7	Conduct Review of Agricultural Law, Regulations, National Agricultural Strategy and Associated Laws Impacting on the Work of the Trade Agreement Unit (TAU) of the Ministry of Agriculture. Deliver Training Program on Contract Language & Negotiation Skills.
2003	May	FMD	Khush Choksy	621.03	Presentation to the National Association of Securities Dealers (NASD)
2003	May	MEI	AMIR Program Training Team	380.1	Events Management Workshop
2003	May	ICTI	CDG	431.7	ICDL Training Phase II Evaluation
2003	May	ICTI	Greg Koughnett	423.4.3	Regulatory Treatment of Voice over Internet Protocol
2003	June	PSPI	Musa Hammudeh	512	Inventory of Private Property for Enterprise Databases

Annexes > Deliverables > First Quarter

Year	Month	Initiative	Contractor(s)	Task	Deliverable Title
2003	January	MEI	IBLAW	335.1.2	Legal Material Development on Franchising
2003	January	PSPI	Larry Milner	584.3	The Strategic Framework Facilitation for the Centers of Excellence Program
2003	January	PSPI	Larry Milner	584.3	The Strategic Framework Facilitation for the Centers of Excellence Program
2003	January	MEI	Jeremy Condor	310.1.1	MFW Board Governance Workshop - Follow up
2003	January	ICTI	AlliedSoft	431.7	Software Requirements Specification for e-Government TMS
2003	January	MEI	Jeremy Condor	310.1.1	MFW Board Governance Workshop - Follow up
2003	January	BMI	Matt McNulty	252.1	Develop a Strategy and Workplan for the JV2020 update - Phase II
2003	January	BMI	Al-Jidara	261.1	Assessment and Development of JTB's Financial and Administrative Procedures
2003	January	MEI	Graham Perrett	321.1	JOHUD Business Plan Development
2003	January	ICTI	Allan Gormley	431.4.15	MoICT Data Center Application Developments-Relative Merits of .Net and J2EE Frameworks
2003	January	MEI	Community Development Group	316.1.2	Microfinance Annual Indicator Review 2002
2003	January	MEI	Graham Perrett	321.1	JOHUD Business Plan Development
2003	February	FMD	Ibrahim Abu Jabal	638	Administrative and Financial Instructions for the Social Security Investment Commission
2003	February	FMD	Nicole Rhind and Suha Shouqar	607	Jordan Deposit Insurance Corporation Company Overview
2003	February	FMD	Hargrove Consultancy	634	Early Warning Systems and Training to the Central Bank of Jordan
2003	February	FMD	Eugene P. Callan	628.2	Securities Depository Center (SDC) Jordan: Settlement Bank Network Preparation
2003	February	FMD	Ronald Copley and Recep Boz	638.2	Recommendations on SSIC Legal Issues & Fifth Actuarial Study
2003	February	FMD	Ronald Copley	638.2	Financing Growth in Jordan's Hotel Industry
2003	February	FMD	Ibrahim Abu Jabal	638	Administrative and Financial Instructions for the Social Security Investment Commission
2003	February	FMD	Nicole Rhind and Suha Shouqar	607	Jordan Deposit Insurance Corporation Company Overview
2003	February	FMD	Hargrove Consultancy	634	Early Warning Systems and Training to the Central Bank of Jordan
2003	February	FMD	Eugene P. Callan	628.2	Securities Depository Center (SDC) Jordan: Settlement Bank Network Preparation
2003	February	FMD	Ronald Copley and Recep Boz	638.2	Recommendations on SSIC Legal Issues & Fifth Actuarial Study
2003	February	FMD	Ronald Copley	638.2	Financing Growth in Jordan's Hotel Industry
2003	February	ICTI	Richard Kingston	423.6	HRD Advisor to the TRC Recruitment Status Report
2003	February	ICTI	Allan Gormley	431.4.15	MoICT Data Center Application Developments-Relative Merits of .Net

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2003	February	ICTI	Mazen Ammarin	412.1	and J2EE Frameworks Connecting Jordanians Project Management - Spectrum Management Unit
2003	February	MEI	Qais Qatamin	318.3.1	Development of Case Studies - Basic and Advanced
2003	February	ICTI	Richard Kingston	423.6	HRD Advisor to the TRC Recruitment Status Report
2003	February	ICTI	Mazen Ammarin	412.1	Connecting Jordanians Project Management - Spectrum Management Unit
2003	March	PSPI	Mark Harrison	555.1	Report on the Legislation Management Workshop, Jordan National Customs- ASEZA Customs and Revenue
2003	March	PSPI	John Knott, John Howard, and Mickael Krstic	555.1	Development of Border Risk Management, Intelligence and Risk Management Capabilities
2003	March	PSPI	Lubomir Dvrosky and Andrew Ford	555.1	PDA Proof of Concept Plan for ASEZA Customs
2003	March	PSPI	Lubomir Dvrosky and Andrew Ford	555.1	IT Strategic Plan for the Jordan Customs Department
2003	March	FMD	Ghada Nazzal	638.1	SSIU Administrative Procedures
2003	March	PSPI	Glenn Wood	555.1	Development and Integration of Customs Reform and Modernization within Jordan 2002
2003	March	ICTI	Therese Keenan	431.4.12	Jordan e-Government Project SGN and Email Closedown
2003	March	ICTI	Therese Keenan	431.4.12	Jordan e-Government IP Plan Ministry Document
2003	March	ICTI	Therese Keenan	431.4.12	Jordan e-Government Project New Ministry Joining
2003	March	BMI	Ken Donaldson	233.1	Jordan Forum Business and Professional Women Workshop
2003	March	BMI	Matt McNulty	262.1	Design and Lead 2010 Strategy Process - Phase I
2003	March	PSPI	John Lewis	555.1	Impact of Evacuation on AMIR/PSPI Customs Reform and Modernization Subcomponent
2003	March	PSPI	Glenn Wood	555.1	Development and Integration of Customs Reform and Modernization within Jordan 2002
2003	March	FMD	Ghada Nazzal	638.1	SSIU Administrative Procedures