

Ministry of Post and Communications

Building the Foundation for a Ministry of Information and Communication Technology

Final Workshop Report

September 26-28, 2000

Movenpick Dead Sea Resort

**Deliverable for Policy Component, Task No. 4.6.16
Contract No. 278-C-00-98-00029-00**

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**The ICT Team
September 28, 2000**



Executive Summary

Jordanian leaders in information and communication technology (ICT) from the public and private sector met from September 26-28, 2000, at the Movenpick Dead Sea Resort. Using the state-of-the-art team building and planning techniques used by some of the worlds largest multinational firms, participants worked long hours brainstorming and discussing options.

Twenty-seven participants (eleven from Jordan's private sector, eleven from the Ministry of Post and Communications, four from the Telecommunications Regulatory Commission and one from the Jordan Telecom Company, cooperated to:

- Develop a shared vision of the organization of the Ministry within Jordan's future information and communication technology environment
- Initiate a process of private-public sector dialogue to realize that vision
- Create a spirit of teamwork between key stakeholders.

Tuesday evening and Wednesday morning participants focused on teambuilding and information sharing. Wednesday afternoon, they developed their shared vision and Thursday they proceeded to develop action plans to carry out that vision. Teams expressed some skepticism and discomfort initially, but later achieved remarkable consensus. "There was almost no differences between us on any of the important issues," said a representative from the private sector.

Participants focused initially on the country as a whole, with all Jordanians as shareholders, calling it JICT, Inc. After looking initially at current resources, opportunities and constraints, participants looked into the future to imagine how Jordan can meet the targets set by the recent REACH 2 initiative led INTAJ that made proposals to His Majesty King Abdullah II. Projections include 30,000 jobs and \$550 million in exports per year. Leaders from the Dead Sea workshop felt up to 50,000 jobs could be created by 2005.



Subsequently teams looked into why a ministry is important to realizing this vision, including to:

- Make ITC a part of the national agenda
- Enhance laws
- Promote and facilitate investment in the sector, in cooperation with the JIB
- Represent Jordan internationally
- Provide a Chief Information Officer for e-government.

Participants also agreed on things a ministry should **not** do:

- Regulate anything that does not affect common interest
- Inhibit fair competition at any level
- Introduce economic distortions.

On Thursday, the teams worked “like a well oiled machine,” according to a public sector participant, to develop specific action plans to carry out that shared vision. Plans addressed:

Primary ministry functions

- Marketing
- Development
- Policy

Critical ministry resources

- Human
- Financial
- Institutional/Legal

Elements of a communication strategy

- Internal within the ministry
- Internal to Government
- External to the private sector

Plans are living documents, made to be revised as new information becomes available. Periodic review allows plans to stay reasonable and move smoothly through time and space, motivating those who carry them out.

“People are our most valued resource within the Ministry,” said Minister Fawaz Zu’bi. “We will need all their skills to carry out this ambitious vision. Communication, too, is critical to our success, allowing each of our partners, internal and external, to contribute more effectively. Plans are what permit us to move forward together.”

“We look forward to putting these plans into action and using our skills to move ITC in Jordan into the 21st century,” commented one enthusiastic participant. All participants agreed the workshop was highly productive and their evaluations are included, in summary, in annex. “This workshop achieved, in a limited time, higher results than any I have seen the past five years, including events with major international corporate clients,” said the workshop organizer.

This report documents the process of developing a shared vision and identifying steps to realize it. By presenting the participants' actual outputs, it affirms the value of their exceptionally creative contributions. Each reader may draw from the report different conclusions, but its words and pictures capture the exciting spirit of teamwork and cooperation experienced in the workshop.

As Dr. Fawaz Zu'bi said, "A journey of a thousand miles begins with the first step." Naturally only sustained commitment can realize the hopes and aspirations of the ICT Team. The memory of such an outstanding beginning, however, should provide great encouragement to all team members as the journey continues.

Acknowledgements

The Coverdale Organization has had the pleasure of facilitating the Ministry of Post and Communications' workshop, "Building the Foundations of a Ministry of Information and Communication Technology." We would like to thank each member of the team for giving remarkable efforts in generating enthusiasm, good will, creative approaches, and, most important, commitment. Your diverse knowledge, skills, disciplines, experiences and personal interests represent vital resources to this team.

This is your report and we are proud to have facilitated your efforts. You chose to work together, giving wholehearted support, putting in long hours, to make this workshop a success. Each of you chose, individually and as a team, to look for shared purposes and demonstrate respect for each other in producing the contents of this document.

- Mr. Muawaffaq Abu-Aqola
- Mr. Gabi Afram
- Ms. Abeer Al-Atiyat
- Mr. Mamoun Al- Muhesien
- Mr. Hamed Al-Shirideh
- Mr. Ahmad Al-Shraideh
- Ms. Hanan Badi Awwad
- Mr. Mamoun Balqar
- Mr. Emile Cubeisy
- Ms. Muna Hakooz
- Mr. Afram Jamil
- Mr. Juma'a Salhieh
- Mr. Ali Qudah
- Mr. Marwan Juma
- Mr. Moh'd Karmush
- Mr. Ramzi Kawar
- Mr. Karim Kawar
- Mr. Moh'd Khasawneh
- Mr. Ahmad Khawaldeh
- Mr. Imad Malhas
- Mr. Maher Mouasher
- Mr. Ahmad Naser
- Mr. Thamer Obeidat
- Mr. Ala Shaban
- Mr. Moh'd Shagrah
- Mr. Hatem Zeine
- H.E. Dr. Fawaz Al- Zu'bi

Government of Jordan and Jordanian Private Sector

This report combines the efforts of many Jordanian organizations committed to making Jordan hub for Information and Communication Technology (ICT) in the region through coordinated efforts. The rich combination of business and public sector officials reflected the teamwork necessary to developing a shared vision, and more important, to taking steps to make it a reality.

In addition to the Ministry, the Telecommunications Regulatory Commission and Jordan Telecom Company, from the public sector, each of the following private sector firms participated actively in achieving the shared purposes of the workshop.

- *Bossit*
- *Community Development Group (CDG)*
- *Cubeisy Management Consultancy*
- *Gartmer Group*
- *IdealSoft – Jordan*
- *Insights Research*
- *INTAJ - Information Technology Association*
- *NETS*
- *Obeidat Freihat and Hadidi*
- *Zeine Technological Applications*

Two participants had additional roles for which we are very grateful. Juma Salhie managed the information and communication technology for the ICT team, including bringing his own personal printer. Emile Cubeisy contributed hours of input to the design, as well as making dozens of phone calls to ensure private sector participation. Many people can help you, but when they help you as cheerfully as Juma and Emile consistently did, their support takes on much greater value.

A spirit of cooperation was evident early on when the TRC provided two of the facilitators as well as a bus to transport participants. Within the ministry many people contributed their hopes and vision to the workshop design. Not everyone can be physically present at a workshop, but many of their ideas are reflected in the outcomes. Support staff in the Ministry's touching eagerness to serve, from secretarial staff to drivers, to those who keep the meetings running by providing tea, coffee and za'tar, represents fuel to any team. We thank all these indirect contributors for their input.

Sponsors

Jon Lindborg of the US Agency for International Development and Steve Wade of the AMIR program, provided their full support to the workshop, although neither was present. Sometimes our most effective contribution is trusting that others can work most effectively without our own intervention. They never lacked in interest, but both realized fully the importance leaving the development of a Jordanian vision to Jordanians.

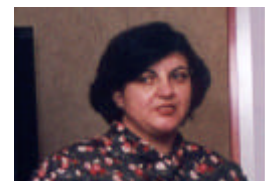
Three international experts, Roger Guichard, Richard Kingston and Jim Miller, acted as resource people for the teams as well as providing invaluable input to the design phase. They worked discretely and effectively to support to the process at key moments. Gabi Afram participated as a local expert, with the support of the US Embassy.



In a workshop, we may only note those participants we see, but many people backstage are necessary for an event like this to succeed. Tulin Bakeer handled the complicated tasks of workshop logistics and, realizing the need, moved quickly to tackle the difficult transcription in English. Taking on an assignment you're not expecting is not always easy, but her willingness to do what was necessary in the moment contributed to the success of both the workshop and the production of this report.

Basma El Far, initially hired as an interpreter, also shifted gears smoothly to where she would be most useful to the team, translating this text into Arabic to allow many Jordanians to share the workshop experience.

In Amman, Sameera Qadoura participated in training the facilitators and gave her usual insightful input to that effort as well as workshop design. Muna Dahdahleh, Khalid Shrouf and Ala' Aloul worked late to ensure the English-



Arabic handouts arrived to support the teams’ endeavors. Many people in the AMIR office contributed directly to the success of the workshop, from support staff to drivers. In acknowledging their input, we strengthen the entire team.

Facilitation Team

While Coverdale had the lead responsibility for designing and managing the workshop, success would not have been possible without a team effort on the part of those who worked as external facilitators.

Maram Naser	Blue Team
Raw’a Mirza	Green Team
Yousef Al-Hunitie	Red Team

Ashwaq Hamadeh and Salah Obeidat supported the transcription effort, and when a facilitator was sick, Ashwaq stepped in to support that team. Often in accepting willingly a seemingly less important role, we are given the opportunity to serve in a more visible one.

The art of facilitation is not in what you say, but rather how well you listen. The supportive attention of facilitators indirectly allowed three teams composed of people from diverse backgrounds to work to common purposes and common methods. Their listening and observation are what makes the smooth operation of the workshop possible, the adapting of the schedule and the tasks to suit participant needs. That gift we can give to any team we are a part of. We are grateful for their serving as beautiful models of the spirit of teamwork and cooperation. May they motivate each of us to do the same in our own teams!

Three critical members of the facilitation team deserve special mention.

HE Fawaz Al Zu’bi Minister	MOPC
Eng. Ali Qudah Secretary General	MOPC
Eng. Mamoun Balqar Director General	TRC

In the true spirit of facilitation, each chose to support the team rather than draw attention to themselves. Their teamwork made them a joy to work with.

What enables and empowers outstanding performance is in fact an environment where people are willing to take risks together. Instilling that confidence is in the nature of leadership, providing the balance between keeping an eye on the long-term objectives, while rolling up sleeves to deal with immediate demands.



Report Preparation

The tedious job of report preparation was a team effort between Maram Naser (Arabic version) and Tulin Bakeer (English version). Juma Salhie scanned the photos and produced the CD-ROM copies of the report. Wafa' Qassis produced the final version, based on inputs from volunteers from the Ministry and the private sector, who read the report in detail for their respective teams. Hundreds of half sheets of paper thus lead to a vision. Those colorful bits of paper, when put together attractively, create an enduring memory to motive each reader.

What is the purpose of a report like this? Is it the result of the workshop? No, hopefully the real result of the workshop is enhanced performance of the ICT Team. Like the photographs, like the beautiful surroundings at the Movenpick, the report is a reminder to us of what we accomplished together and an inspiration for future cooperation.



May the spirit of teamwork experienced during the workshop and its participatory, facilitated process serve as a model for the entire team to share with others as you pursue your objectives.

Thank you especially for sharing this very special moment. May we long remember it and may this spirit touch the hearts and lives of all your friends, families and neighbors who long for peace.

The real results of workshops like these depend on the commitment of every member of the team. If each person sustains the enthusiasm and cooperation demonstrated in the workshop, a very bright future is assured, not only for the participants and for the ICT sector, but also for Jordanians, and even the region, for generations to come.



Cathryn Goddard
Workshop Director
Coverdale Organization, Inc.

Overview: Workshop Preparation and Approach

Clarifying the Vision of the Workshop

One of the critical steps in preparation for the workshop was to meet with top Ministry management to understand their vision of the workshop and agree on purposes.

- Develop a shared vision of the organization of the Ministry within Jordan's future information and communication technology environment
- Initiate a process of private-public sector dialogue to realize that vision
- Create a spirit of teamwork between key stakeholders.

Further purposes and results clarified the vision of the workshop:

- Exchange information between partners and help them to get to know each other better
- Produce a mini-action plan of steps to strengthen cooperation between stakeholders and begin to realize the vision
- Practice participatory methods in the workshop that team members can later apply at work.

Anticipated results included:

- A spirit of teamwork
- Consensus among partners/stakeholders on the importance of cooperation
- Greater understanding of the resources each stakeholder represents
- A mini-action plan with achievable objectives
 - easy next steps
 - challenging goals for the longer term
 - agreement to meet to review results in the future
- Commitment by participants to work together to carry out this plan.

These purposes and results, in turn, were reviewed and refined in discussions with each participant prior to the workshop itself, as well as criteria for determining workshop success. When we look at our individual aims or objectives (purposes, results and criteria), we soon discover our common aims. Despite diversity of opinion, a resource to any team, the initial vision provided the unity of purpose that drove the development of the ICT Workshop itself.

During interviews, participants also learned of the techniques and methods to be used in the workshop, so they would become more comfortable with them (alternation between general and team sessions, brainstorming, roles in a team, review).



Agreeing on a Common Language

At the onset, it was not clear in which language the workshop would be held. Arabic is the national language of Jordan, English is the international language of Information and Communication Technology (ICT). Workshop purposes of building a team increased the importance of a shared language. Initial preparations assumed a workshop in Arabic, with English translation available. During preparation, the nature of the subject made it increasingly clear much of the discussion would be in English. In the workshop itself, participants were free to speak in whichever language they felt comfortable in, but the reporting itself was done in English, with Arabic translation available. This report was produced in English and translated into Arabic.

For Jordanians, operating skillfully in the two languages is becoming an international necessity to stay abreast of changing technology and ensure their own development. As more bilingual documentation like this report becomes available, as more people use both languages in the workplace, bilingualism can be one of the renewable national resources Jordan becomes famous for, a major attraction to international investors.

Developing the Facilitation Team

When a workshop uses techniques people may not be used to, facilitators can help to manage the process of change. Although participants were asked to facilitate their own team tasks, external facilitators make the smooth operation of the workshop possible by adapting the schedule and the tasks to suit participant comments and needs. In addition, after the workshop is over, these facilitators can be very useful to the Ministry and to the ICT team in managing a process of teamwork and cooperation to deal with change.

To develop this team, the workshop director and members of the AMIR program trained selected MOPC and TRC staff in participatory methods and facilitation techniques over a ten-day period. In the final analysis, bilingualism became a key selection criteria and three facilitators were selected on that basis. All who participated in the training acquired skills that can be useful to their professional careers, and to the ICT team.

The training consisted of allowing trainees to experience the same methods and techniques participants would use in the workshop itself. In addition to the content side of the workshop, trainees were exposed to the logistics of organizing an interactive workshop: working with the AMIR project, they saw the importance of attention to many, many details to make participants work easier: hotel arrangements, food, room layout, folders to hold information about the workshop, supplies to allow active discussions while still capturing ideas. Flip charts, markers, half sheets of paper and tape, were purchased in quantity to facilitate the process.



Trainees also brought their knowledge of the subject area of ICT, of participants themselves, of the Jordanian context, as well as their experience with previous workshop or conferences.

Not all who participated in the training worked in facilitation, but their input was useful to the process. Many people are needed on and off stage to conduct a successful workshop, especially one with active participation. The training emphasized that for a facilitation team to be successful, everyone must fully feel they serve as a model for the whole team.

The output of this facilitation training included brainstorming on purposes of the workshop, as well as an inventory of the facilitation trainees and the skills they brought to the team. Based on years of experience in this field, the Coverdale Organization drafted a workshop schedule using inputs from interviews with key stakeholders, as well as the facilitation training output. Top Ministry management then reviewed a cafeteria of tasks to produce a flexible agenda for the workshop, revised daily with their input.

Input from Key Stakeholders

In workshop without a strong teambuilding purpose, organizers can set an agenda of their own choice and essentially force participants to comply with it. In the light of the Ministry's purposes of building a team, and its highly skilled participants, this approach, known as traffic cop facilitation, would have been inappropriate. To ensure willing participation and cooperation, participants had direct input to the agenda during pre-workshop interviews as well as during the workshop itself, where their comments shaped the agenda as well as the tasks.



Flow of the Workshop

Theme	Time	Tasks
Team building, sharing information	Tuesday evening, Wednesday morning	Purposes, Characteristics of an Effective Team, Preparing to work together, Task 1: JICT, Inc. 2000 Task 2: Team building
Developing a shared vision of the future	Wednesday afternoon	Task 3: JICT, Inc. 2005 Task 4: Why have a Ministry? Task 5: How can we visualize that Ministry?
Action planning	Thursday	Task 6: Ministry Functions Task 6B: What/Who/When Task 7: Ministry Resources Task 7B: What/Who/When Task 8: Communication Strategy



Preparing to Work Together

After a welcome by his Excellency the Minister, participants introduced each other using a carefully timed format designed to apply the principles of time management from the very beginning. After reviewing overall workshop purposes, and participants identified their personal purposes:

Purposes

- Facilitate private sector needs
- Practice team work and cooperation
- Make sure it is done right
- Make sure it is sustainable over time long after we are no longer involved.
- Develop an initial action plan (once a vision is established)

- Define the over all objective to the ministry (vision)
- Achieve our purposes
- Share ideas
- Remember the need for speed
- Share information and communication

- Come up with an excellent infrastructure for the e-government
- See what it looks like inside
- Contribute something many years from now
- Have a feeling that we are going to change (in the public sector)
- Create a long term facilitator of success for the IT sector
- At last: private sector and public sector are working together to re-shape a ministry

- Identify and understand the viewpoints of various stakeholders regarding ICT development in Jordan
- Influence the future of knowledge management in Jordan
- See how JTC, the largest telecom carrier in Jordan, can contribute positively to achieve the “economy and information development in Jordan”

- Provide a guide for the path forward based on consensus
- Realize the HRD role in producing long-lasting organizational change
- Convince everyone that those who cannot foresee and adapt to change, will be swept away by it
- Contribute in building modern Jordan
- Provide more transparency for the others

Members of the ICT team then practiced written brainstorming, a key workshop tool, where they identified the characteristics of an effective team. In the first application, they used half-sheets of paper to capture a wide variety of ideas quickly.

Characteristics of an Effective Team

- Supportive of one another
- No barriers
- Disciplined
- Selfless
- Delegation

- Accurate
- Sharing / knowing the objective
- Common objectives
- Well defined roles
- Role assignments

- Concentrate on common ground
- Planning
- Open minded
- Holds back, yet knows when to speak
- Strong belief that the goal can be realized

- Readiness to adapt to change
- Believes work is the most important goal
- Cooperative harmony
- Variety of skills and experience
- Diversity in the team members

- Complimentary capabilities
- Multi skills
- Trust
- Respect each others opinion
- Good listeners

- 1+1=3 (synergy)
- Communication
- Listening to others' opinions no matter what they are
- Listening to and respecting points of view



Following this application, participants moved to their teams. To ensure all participants the opportunity to work with key policy makers and regulators, the Minister, the Secretary General and the Director General of the TRC rotated among the teams during the first three sessions and then settled with a team for the action planning phase.

Teams prepared to work together using methods introduced to facilitate teamwork in the breakout sessions, including roles in a team and review.



In any team people can take responsibility for helping each other move forward by assuming certain roles that facilitate the process of working together. During Coverdale workshops we frequently ask participants to prepare to work together by identifying the roles they will play and the methods they will use to reach agreement. Based on its experience conducting participatory workshops, The Coverdale Organization has seen that every team appears to function better (at brainstorming and other tasks) when the following general roles are filled:

- Internal facilitator to facilitate discussion
- Chart manager to handle putting up the half sheets and collecting them for transcription
- Reporter to make the 3 minute report in general session
- Time keeper to help the team manage time
- Transcriber to transcribe the half sheets
- Actor(s) to plan the action, carry out the task and review it afterwards
- Observer(s) to help the team improve

Of course, everyone is an actor and anyone can observe. Acknowledging these roles recognizes that we all play multiple roles within any team. Knowing in advance what is expected of you allows you to contribute more fully. Leadership can emerge within this framework at any level, according to skills, according to knowledge, according to authority and according to circumstances.

In addition, the program provided the following roles to each team:

- External facilitator, to present tasks, clarify method and facilitate the process
- Resource people, in this case, expert consultants working with the ministry now from the AMIR project.

Each group elaborated its own methods of working together and reviewed their own actions to learn from their successes and develop appropriate solutions to any difficulties.

Teams conducted reviews using a specific review method and compared results in general session, strengthening their skills at observation and listening in order to learn from each other. At the end of each task, participants noted lessons learned and areas for improvement.

At the conclusion of the Tuesday evening session, participants enjoyed viewing a video of His Majesty King Abdullah speaking of his personal commitment to the ICT sector as an engine for Jordanian development.



Nature of this Report

A report of this kind primarily documents the outputs of the working groups along with the presentations made in general session. We hope it also captures the participatory approach, the enthusiastic exchange of information, and the spirit of listening and mutual respect generated in the workshop itself.

Transcripts of the sessions follow, in the words of participants, respecting their input and supporting their efforts.

Task 1

JICT, Inc. 2000:

Resources, opportunities and constraints

Blue Team

Purposes

- Decide on the future course of JICT
- Do a SWOT analysis for this company
- Set future direction (mission, vision)
- Decide on the action plan

Resources

- Legal
- Funding and investment
- Strategic partner alliances
- Infrastructure
- Technical capabilities
- Financial
- Administration

Opportunities

- Improved legal environment
- World perception of Jordan
- Growing market

- Educated population
- New dynamic environment
- Export potential
- New technology

Constraints

- Credibility
- Competition
- Small size market
- Financial constraints (funding)

- Lack of sufficiently qualified human resources
- Infrastructure limitations
- Lack of worldwide resources



Task 1

JICT, Inc. 2000:

Resources, opportunities and constraints

Green Team

Purposes

- Setting the ground rules for developing the vision (SWOT)

Resources

- Management
- A sense of urgency
- Transparency
- Mindset (willingness to change)
- Top management willingness to introduce the change

- Team spirit
- Commitment
- Drive
- Government support
- Enlightened leadership
- HM the King and HE the Minister as champions and supporters



Opportunities

- Bypass existing process and achieve faster development
- Introduce new services
- Leadership will
- Development of skills
- Change

- Establishing public-private sectors partnership
- Lead the market
- A progressive future looking Ministry
- Creating an info-based government department
- Create an ICT haven

Constraints

- Time
- Lack of skills
- Civil service (no incentives)
- The laws and bylaws
- Lack of understanding and social acceptability
- Out of touch with technology
- Money
- Mentality

Task 1

JICT, Inc. 2000:

Resources, opportunities and constraints

Red Team

Purposes

- Identify the gap between what we have and where we want to go

Resources

- WTO and bilateral agreement
- Government budget
- Sum available from international aid
- Scarce financial resources
- Commitment of HM and Government

- Well studied sector
- An IT association
- Intellectual property rights legislation
- Qualified consultants
- An active private sector
- Human resources
- Certain qualified industry



Opportunities

Short term

- Synergy
- Excellent support from high level officials and stakeholders
- Making Jordan a regional center for ICT

Long term

- Enhancing education and training on ICT
- Creating additional jobs
- Large demand on ICT creates a perfect investment environment
- Establish state-of-the arts infrastructure for the whole country
- Attracting new economy investors

Constraints

- Expertise
- Lack of appreciation
- Nepotism and wasta
- Finance and budget
- Absence of institutionalization
- Poor packaging
- Lack of certification

Task 2 Team Building

Wednesday morning, participants carried out one non work-related task, Task 2, designed to:

- Develop a better understanding of the process through which teams accomplish tasks
- Experience using a systematic approach or common method to get better results
- Establish a common language
- Identify each others' skills
- Practice carrying out different roles that can help any team
- Understand the benefits of coordination and cooperation, and
- Identify effective practices for working together.

The task allows participants to focus on the process of how to get things done, rather than content or task. This assignment structure also enabled them to share the experience of many people exercising different forms of leadership in different ways to help the team.

Non work-related tasks form a basis of common experience that allows teams to deal with more sensitive information, where participants were themselves stakeholders and more emotionally involved, in a constructive, supportive manner. These tasks also provide participants with a non-threatening point of reference they can call upon when faced with similar issues back in the office.



Task 3

JICT, Inc. 2005:

Resources, opportunities and constraints

Blue Team: Development

Purposes

- Assess the long term viability of JICT, Inc.'s vision

Resources

- Human resources are still the main resource

Opportunities

- Less restrictive, legal environment
- Opening of market as monopoly disappears

Constraints

- Per capita income still low
- Limited Internet penetration
- Infrastructure

Plan

- Position JICT in a niche market



Task 3

JICT, Inc. 2005:

Resources, opportunities and constraints

Green Team: Marketing

Purposes

- Visualize the status of ICT in year 2005 from the marketing perspective: An ICT sector umbrella

Resources

- Broad band Int. network- national and international hub for internet
- IC consultancy services
- Hundreds of call centers established
- Education in the schools for IT
- JICT concludes an ICT workshop in Japan

- Marketing, resources, human resources, Hardware and Software exports and contracting
- Training center in IT
- Prince Hussein graduates 1000 IT high school students
- JICT launches new online market video research.
- Interactive satellite information is all web-based and available to everyone

- Band width available in abundance.
- Local creativity in making information flows
- Availability of foreign capita



Opportunities

- Modern legislation
- Dynamic and adaptive investment bylaws
- Intensive foreign ICT support
- Expand the geographical area of the company
- New silica chip developers consider Jordan sands for production

- Minimize the cost
- Free trade sweeps the IT sector
- Appreciation of ICT shares
- High telephone penetration rates
- New markets outside of Jordan

- IT firms to sponsor world cup in Amman in 2010
- Market research is online
- All information from public/private sector is instantly available (people, products, services, environment)
- Center of excellence opens its 431st branch in Salt

- Marketing qualified Jordanians in an open global market
- Arabization 1-800 Jordan (call – service centers)
- Insurance software center
- Arabic software generated by voice. recognition standardized
- R & D
- Leading regional IT hub with qualified human resources in an open, competitive environment

Constraints

- Non-democratic neighboring countries
- Restrictions on labor imports
- Cannot keep up with demand for IT manpower
- Globalization
- Anti competitive practice in the global market

- Limited size of market
- Customs and tariffs
- Legislative and regulatory regime
- Years of monopoly
- Not enough PCs for IT industry programmers



Task 3

JICT, Inc. 2005:

Resources, opportunities and constraints

Red Team: Production

Headlines

- Voice, video, and media broadcast over broadband
- Voice over internet provider introduced in Jordan
- Data and video convergence becomes reality
- Jordan introduces more international operators into industry via class licensing
- JTC has gone totally public after IPO float
- Public consensus and satisfaction with providers

- Public Bid introduces 2nd Public Service Telecom Network Operator
- Deregulation of telecom sector
- Jordan is hub of wireless data solution industry in MENA

Purposes

- Recreate an action plan based on 2005
 - Resources
 - Opportunities
 - Constraints

- Set a long term vision
- Identify what we feel will be Jordan’s potential
- Redefine strategy
- Conduct assessment

Resources

- Penetration rate matches some European countries
- Jordan’s IT companies win 30 industry awards in 2005
- Privatized post sets quality of service record in Middle East
- 50,000 new IT jobs shatters 30,000 expectation

- Unbelievable array of quality and quantity options available to customers
- New operator sets Jordan’s connectivity fees on par with world
- Ministry staff wins “Model public service” award from UN



Opportunities

- Post-software expertise creation leads into hardware R&D and production
- Wireless software and hardware solutions most profitable
- Jordan known for quality over price

- Promote Jordan as quality as opposed to cheap provider
- License state of the art communication technologies
- Establish Jordan as IT center and hub in MENA region
- TC starts open in EU and US, across MENA region

- We have narrowed the digital divide
- Call center in Aqaba
- Jordanian software is pirated in other countries

Constraints

- Education system cannot cope with sector development
- Brain drain a reality
- Can't keep pace with technological development
- Per capita income not growing
- Population growth overburdens it education system

- Israel and Dubai stealing Jordan's IT resources
- Competition: Israel, Dubai, Egypt
- Shortage of skilled human resources
- Not enough investments in R&D

Task 4

Why have a Ministry?

In Order To

- Make IT a part of Jordan's national agenda.
- Enhance laws, promote the industry (you need a ministry for that)
- Create a country reference point
- Ensure institutionalization

- Set government policy on IT and telecommunication
- Develop government's capability to manage its own IT
- Coordinate development of resources within government
- Promote and facilitate investment in the sector
- Clarify roles with other government bodies

- Think macro
- Have public entity that is financially and administratively independent
- Represent Jordan internationally
- Opportunity to create a model modern ministries
- Muster resources from government to IT sector

- Protect the public interest
- Reform civil service
- Maintain contacts with other governments
- Improve ICT in regional development, without introducing distortions
- Promote Jordan in IT

- Show government commitment
- Coordinate and facilitate only
- Focus on opportunities
- Avoid chaos
- Buy Jordan.com domain

- Oversee the implementation of e-government
- Promote Jordan's IT sector
- Have a champion in the cabinet
- Provide chief information officer for e-government
- Manage national web master www.jordan-gov.jo
- Interfere in IT only when public well-being is at stake



Task 4

Why have a Ministry?

Because

- Need an entity to set policies
- Ministry looks to the country as a whole
- Have an entity to coordinate and facilitate
- Deregulation causes competition and creativity not chaos
- Government role is to guarantee level playing field
- We need an umbrella



Questions to be resolved

- No policy setting for IT is desired
- Define responsibilities of information ownership/ updating
- Need FCC type body setting policy and follow up while resorting to private sector for advice
- Why have a “Ministry” to set policies?

- Why not an autonomous council representing the public and private sector and abiding by the state general policy and legislative framework?
- Who will follow up on execution of “REACH 2.0”?
- Why need government to set policy in a privatized environment?

- Do we need government to steer the development effort in IT and Telecoms as part of the overall economic development?
- Since MOPC has more clout, why not allow it to implement instead, and TRC set policy?
- If we have a regulator and the sector will be fully liberalized and privatized, do we need another entity whether it is a ministry of another agency?

What the Ministry should not do

- Socio-economic development should not influence IT Progress or limit it
- Not issue exclusivity
- Not regulate anything that does not affect common interest
- Not restrict private sector
- Not allow meddling in industry by other government entities

- Not set price caps
- Guide not regulate
- Not have a say in anything related to IT companies and how their business is run
- Not inhibit fair competition at any level

Task 5

How can we visualize that Ministry?

Blue Team: Production of Policy

The new Ministry should:

- Enhance the existing policy unit at the MOPC, which should set telecom policy only, and staff it with well-qualified people.
- Set HRD policies for employees of the Ministry
- Encourage investment in telecom and ensure competition.
- Represent Jordan in international forum
- Prepare and draft legislation on telecom
- Facilitate and coordinate policies for IT sector development without setting them
- Coordinate the government's automation efforts (e-government)
- Set policies for the post and telecom sector.



Task 5

How can we visualize that Ministry?

Green Team: Development

Vision

- Be an IT champion inside and outside government
- Provide a locus of coordination of IT as Jordan's future economy

Infrastructure

- Process management
- Good government practices
- Reengineered work flow for IT
- Have simplified rules and regulations
- Institutionalized review process

- Infrastructure is modular and expandable
- Complete automation of all processes
- Coordination of IT function within government, as well as between government and citizens



Strategic Planning

- Informal board of advisors from stakeholders
- Policies to be issued and approved by board
- Public-private planning
- Planning is continuous and synergistic
- Hire only needed staff to be able to retain people

- Create a positive work environment
- Hire and fire at will
- Transparent process of accountability
- Measurement tools
- Have incentive-based scheme

Task 5

How can we visualize that Ministry?

Red Team: Marketing

Telecommunications

- Customer satisfaction
- Promote new license opportunities
- Advocate regional 800 numbers
- Avail new technologies using broad band
- Transit center
- Research competitiveness of services in Jordan
- Promote to obtain good bid value on licenses

Planning

- Define the form of MOICT
- Focus and define role of MOICT in marketing research
- Research trends in telecom, post, and IT
- Create new investment opportunities
- MOICT competes with other ministries for investments in ICT

- Tap into technical assistance
- Tap into financial assistance
- Promote success stories
- Promote the comparative agenda in the international circuit
- Open channels of communication with other governments entities overseas

- Build on success stories
- Market the environment in Jordan
- Keep abreast of technology
- Handle HR aspect of ICT sector, project and education
- Create opportunity by opening new licenses found by research

- Maintain strong public private partnership in marketing
- Stay abreast of regional competition
- Research ICT opportunities overseas via channel with foreign peers
- Championing the private sector cause
- Research expertise in other countries to keep edge at home



- Invite international firms to consider IT investments
- Develop market indicators
- Research policy making abroad at similar case study level
- Work with industry organization
- Lead joint trade missions with private sector
- Monitor/produce IT statistics



Task 6 Ministry Functions

Blue Team: Development

Development includes:

- Strategic planning
- Human resources development
- Infrastructure development

Purposes for planning

- Ensure progress in the sector
- Anticipate change and deal with it
- Put in place a master plan / framework (scope of work)

Purposes for human resources

- Increase efficiency
- Attract highest quality individuals as employees
- Improve the caliber of expertise to meet the Ministry's objectives

Purposes for infrastructure

- Provide best level of service

Results for planning

- Competitive sector
- Adaptiveness to change
- A well functioning ministry

Results for human resources

- Favorable work environment
- Well qualified staff

Results for infrastructure

- A cooperative and efficient ministry that attracts stakeholders

Criteria for planning

- Increased access to telecom and IT services by Jordanians
- Competition in telecommunications market
- Increased foreign investment in the sector
- Interaction with stakeholders
- Encourage the government to use tenders for IT and telecommunication related work

Criteria for human resources

- Continuous training
- Offer excellent industry quality certification
- Market-driven incentives



Criteria for infrastructure

- Host government home page on Internet
- Establish R&D section in telecommunication and IT
- Acquire state of the art equipment and telecommunication
- Data base of stakeholders information
- Database on activities, expositions and shows in telecommunication and IT



Task 6 B What/Who/When

Blue Team: Development

What has to be done? HR Development

What	Who	When
Attract and maintain highest quality human resources from the technical aspect through continuous training	Private sector (outsource) Ministry	Nov 1
Introduce industry certification	Private sector Prime Ministry Ministry	Dec 31, 2000
Amend the Ministry's financial reward system	External legal advisor	Feb 28, 2001



What has to be done? Infrastructure

What	Who	When
Host government home page on internet (e-government)	Private Sector	Nov 1, 2000
Establish R&D section for telecom and IT	Ministry: Chief Information Officer	Jan 1, 2001
Acquire state-of-art equipment and telecom services	CIO	Feb 28, 2001
Create a data bank of: <ul style="list-style-type: none"> • Stakeholder info • International/local ICT activities 	CIO and Private Sector	Apr 15, 2001

What has to be done? Planning

What	Who	When
Interact with stakeholders Conduct regular meeting with <ul style="list-style-type: none"> • TRC • Industry organizations • Licensees 	Ministry – senior management	Ongoing
Framework setting for Ministry (internal)	SG CIO Minister	Nov 1, 2000
Promote tender/outsource government IT activities	PM and Minister	Ongoing

Task 6 Ministry Functions

Green Team: Marketing

Mission Statement

- e-nable Jordan

Purposes

- Promote ICT environment
- Promote IT qualified human resources
- Promote business in the field of IT and communication technology
- Encourage investment

- Use e-government to promote enabled Jordan
- Create a new image for Jordan
- Promote Jordan as an ICT hub
- Advocate the industry outside Jordan

Results

- Jordan recognized as a regional HUB
- Export, promotion
- New image established
- Increased technology penetration

- A computer for each Jordanian family
- Attraction of Foreign Investments
- Creation of new jobs
- Host Internet Service Provider (ISP) in Jordan vs. USA

Criteria

- Number of new employment opportunities in ICT field
- Millions of JDs added each year in ICT
- Global competition TQM implemented in ICT Ministry

- Penetration numbers of key ICT indicators
- Bandwidth price comparison
- Milestones measurement and review



Task 6 B

What/Who/When

Green Team: Marketing

What	Who	When
Create a marketing strategy	Ministry to set out marketing	Apr 2001
Create a corporate ID Set out Scope of Work for marketing	PR firm to create corporate	May 2001
ICT Ministry on the web	PR	Apr 2001
Recruit CIO	HRD	Apr 2001
Issue tender for site	Ministry	Apr 2001
Launch new MOICT with website	Ministry	Jul 2001
Train HR for the new e-government	Define exact training requirements by HRD	Jan 2001
Begin training	Ministry	Mar 2001
Tender bid for training from institutions	Ministry	Jan 2001
Continuous training	Ministry	
Make use of external institutions for training	Ministry	



Task 6 Ministry Functions

Red Team: Policy

Purposes

- Eliminate ad-hoc decision making within government
- Create a policy process
- Create a vibrant to lead in IT technology sector and services
- Ensure a fully liberalized market environment
- Ensure a long term consistent start
- Allow the ICT sector to follow the international speed of growth and change

Results

- **Internal**
 - e-government champion
 - Capitalize on Jordan spectrum
 - Privatized post function
- **External**
 - Unregulated IT sector
 - Promoted ICT Sector
 - Interconnectivity and inter-operability
 - Public-private IT council
 - Liberalized telecom sector
 - Regulated postal sector
 - Create a channel that addresses new services



Criteria

- Good investment environment
- Successful ICT companies
- High quality of services
- Global recognition
- Service availability and access

- An effective e-government portal
- High penetration rates
- Healthy competition in regulated sectors
- Size of foreign direct investment
- Quality not quantity

What has to be done?

- An e-government training facility for government employees
- Public-private marketing initiative
- Seek financial assistance
- Seek technical assistance
- Re-engineer the international work environment

- Capable research department
- Private sector consultation
- Create strategic-process planning department
- Revise 1995 telecom law
- Dynamic team work

- Obtain CIO from private sector
- Re-train ministry staff
- Corporate identity
- Marketing team at the Ministry
- State of the art IT facility

Constraints

- Time
- Lack of skills
- Civil service (no incentives)
- The laws and bylaws

- Understanding and social acceptability
- Out of touch with technology
- Money
- Mentality

Purpose

In order to	We must
Eliminate ad-hoc decision making within government	Create a policy process

In order to

- Create a vibrant IT sector
- Lead in technology and services
- Ensure a fully-liberalized and cognitive market environment
- Ensure a long-term consistent strategy
- Allow the ICT Sector to follow the international speed of growth and change

Results

Internal	External
e-government champion	Unregulated IT sector
Capitalize on Jordan’s spectrum	Promoted ICT sector
Privatized post function	Public/private IT council
	Interconnectivity and interpretability
	Liberalize telecom sector
	Create a channel that addresses new services
	Regulated postal sector

Criteria

Good investment environment	An effective e-government portal
Successful ICT companies	High penetration rates
High quality of services	Healthy competition
Global recognition	Size of FDI
Service availability and access	Quality not quantity

Task 6 B What/Who/When

Red Team: Policy

What	Who	When
I Institutional structuring <ul style="list-style-type: none"> • Create a strategic planning and research department • Introduce marketing team • Develop a state of art IT facility within Ministry • Create identify for MOICT 	MOICT MOICT MOICT MOICT	6 months 6 months 6 months 6 months
II Legal <ul style="list-style-type: none"> • Amend 1995 telecom law 	MOICT	By year end
III Others <ul style="list-style-type: none"> • Seek technical assistance • Conduct consultation 	MOICT MOICT	1 year 1 year
Steps (now) <ul style="list-style-type: none"> • Call for meeting • Identify stakeholders 		now



Task 7 Ministry Resources

Blue Team: Legal / Institutional

Information on current situation

- Three-person legal unit with a postal sector mandate
- Legal resources:
 - Laws
 - Lawyers

Purposes

- Write up draft modern laws for telecom sector
- Regulate postal service
- Advocate IT promotion
- Coordinate e-government effort
- Amend Ministry's law to allow it to attract qualified human resources

Results

- Modern adaptive sector
- Transparent legal environment that attracts investment
- A very e-enabled ministry
- A technology sensitive legal department
- Dynamic modern ministry law to allow it to attract qualified HR and make independent purchasing decisions

Criteria

- Amount of investment dollars coming to country
- Numbers of new licenses per year
- Job creation in the sector
- Truly independent regulator
- Efficient government

What has to be done

- Privatize post
- Change laws immediately
- Contract modern legal expertise as soon as possible



Task 7 B What/Who/When

Blue Team: Legal / Institutional

What/Who/When? Legal

Amend ministry law to accommodate new function

What	Who	When
Arrange funding and draft TOR	SG Funding agencies Local Lawyer	Oct 30, 2000
Contract legal advisor	Current minister	Dec 31, 2000
Draft proposed law	SG External legal advisors (local and foreign lawyers) Stake holders Retreat report	Feb 28, 2001
Press new law	Parliament Government lobby REACH lobby	Apr 30, 2001



Task 7 Ministry Resources

Green Team: Human Resources

Purpose

- Create a new sustainable process of (HRD) strategy
- Chart out strategy and mechanism of implementation

Results

- Selection criteria established for HR
- Talented management unit
- Outsourced assessment centers
- Talented and qualified staff capable of carrying out assigned tasks
- Network established with educational institutions

- Outsourced training/development
- Distance learning created
- Establishment of ITC reference unit to liaise with private sector
- Created on line training modules

Criteria

- Achievement vs job description (quantified)
- Stakeholders satisfaction
- Employee satisfaction measure

- Internal and external customers satisfaction
- Turn over rate
- TQM



Task 7 B What/Who/When

Green Team: Human Resources

What	Who	When
<ul style="list-style-type: none"> Recruit external consultants (Ecs) 	Ministry	Oct 2000
<ul style="list-style-type: none"> HRD specialist at Ministry will write SOW for consultant 	Ministry	Oct 2000
<ul style="list-style-type: none"> Setting out qualification and selection criteria Use Ministry as civil service pilot project Cascade briefing, cascade feedback 	ECs and HRDs set out the qualifications, criteria and regime	Nov 2000
<ul style="list-style-type: none"> IT.jo used for recruitment Establishment of employment channels with local educational institutions 	New ministry employees	Jun 2001
<ul style="list-style-type: none"> Market ICT work to recruit top graduates – externship program Establish performance appraisal scheme Establish reward scheme Establish new spirit for the Ministry 	HRD and ECs	Apr 2001
<ul style="list-style-type: none"> Conduct retreats at intervals 	Ministry	Sep 2001
<ul style="list-style-type: none"> Take team for retreat MOICT 	MOICT	Sep 2001



Task 7 Ministry Resources

Red Team: Financial Resources

Information on types of financial resources

- Government budget (long-term) revenue from post covers the deficit
- Cash transfer fund (USAID/Ministry of Planning/AMIR Program)
- Other aid sources (JICA)

Purpose

- Secure sustainable long term sufficient finance
- Introduce task-based financial methodology
- Tap new sources of funds

Results

- Proper internal budget
- Task based finance
- Sufficient financial resources for future projects
- Efficient use of resources
- Less reliance on external sources
- Incentive based reward compensation
- Performance based budgets



Criteria

- Expanded promotional activity
- Successful sustained activity of ministry
- Effective cost sharing with concerned parties
- Balanced budget
- Diversity of sustainable financial resources
- License fees are not a penalty but reflect positively on private sector

What has to be done

Internal	External
<ul style="list-style-type: none"> • Develop budget addresses ministry priorities 	<ul style="list-style-type: none"> • Develop relevant project that attract financing
<ul style="list-style-type: none"> • Ministry revenues from investment share in Intelsat and Arabsat 	<ul style="list-style-type: none"> • Cost sharing with private sector in marketing function
<ul style="list-style-type: none"> • Initiate new sources e.g. % of acquisition fee 	<ul style="list-style-type: none"> • Private sector sponsorship of technical projects position
	<ul style="list-style-type: none"> • Dynamic team work

Task 7 B What/Who/When

Red Team: Financial Resources

Internal	External
(I) Develop budget that addresses Ministry priorities	(I) Develop relevant projects that attract financing
(I) Revenues from investment share Intelsat and Arabsat	(II) Cost sharing with ICT in marketing function
(I) Initiate new sources e.g. % of licenses revenues	(III) Private sector sponsorship of technical position projects



What has to be done? External

What	Who	When
1- a) Identify projects (e-government, training facility) b) Match projects with sources of financing	Ministry	3 months
2- a) Develop and coordinate marketing strategy with INTAJ b) Identify tasks / resources for marketing	Ministry + INTAJ INTAJ + Ministry	Immediately 6 months
3- a) Request CIO from private sector b) Private sector to recruit CIO	Ministry INTAJ + Ministry	October November

What has to be done? Internal

What	Who	When
1- a) Identify action plan b) Identify implementation plan c) Identify resources	MOICT	1 month
2-Revenues from Intelsat / Arabsat a) Quantity value b) Approach cabinet	MOICT	1 month
3-Institute new sources of revenues a) Study potential sources of revenues b) Evaluate legal implications c) Approach government	MOICT	3 months



Task 8 Communication Strategy

Blue Team: External Communication

Within Jordan

Meet INTAJ BOD/GA	Minister	By 12 Oct 2000
JCS – BOD	Minister	By 12 Oct 2000
Media (Public) – Press release	SG	14 Oct 2000
Press Conference	Minister	15 Oct 2000
Present Report and Findings to HM, the Cabinet, Parliament and the ECC	Prime Minister and Minister	By end of 2000



Regional

Dubai Egypt Qatar Saudi Arabia	Minister	by end of 2000
Council of Arab Telecoms Ministers – Arab League	Minister	May 2001

International

ITU The World Bank IFC European Union	Minister	By next meeting or May 2001 (whichever comes sooner)
All Stakeholders Microsoft Cisco Oracle Others	INTAJ and Ministry	By year end
Jordan IT Forum, Silicon Valley – USA	Possibly H.M. to announce “Jordan is open for IT and Telecom Business”	Expected May 2001

Task 8 Communication Strategy

Green Team: Internal Communication to Ministry

What	Who	When
Identify primary audience and secondary audience	Minister and Secretary General	Sunday by noon
Define the message for each audience group Message: There will be a new ministry of ICT soon	Ministry and Secretary General	Sunday by noon
Identify Champions Audience to communicate results	Retreat participants	Saturday
Announce meeting date ahead of time	Retreat participants	
Determine means of communication	Retreat participants	
Determine the person(s) to communicate results	Minister and Secretary General	Sunday
Invite private sector to participate in communication	Secretary General	Based on progress
Get feedback from staff	Retreat participants	Two weeks
Address concerns Amend your approach	Minister and Secretary General	As received
Set up the public/private online market research unit Set out SOW for task MOICT and EC	HRD	Jan 2001
Create a new ICT promoter position at Jordanian embassies	Ministry and Embassies	
Recruit marketing unit staff	HRD	Mar 2001
Attend international ICT conferences workshops for Jordan	Ministry	
Coordinate with embassies and expose to best practices	Ministry	Jul 2001



Task 8 Communication Strategy

Red Team: Internal Communications to Government

- Identify audience (ministries and other government agencies)
- Identify means of communication
- Deliver message
- Measure feedback

Define message

- Something has changed
- New mission
- Public/private partnership
- A first

- A clear and timely action plan
- Setting an example
- We expect cooperation
- Identify means of communications
- Written communiqué



- Through media – (newspapers and news agencies, press releases, TV and radio)
- Dominate media agenda
- Interviews

Deliver the message

- Spokes “person”
- Approach opinion leaders
- Availability of (photos, interviews, spokespeople)
- Visual presentation
- Press kit (lots of info)

Measure feedback

- Did the message get through?
- Survey
- INTAJ website

Evaluation Summary

The results of the written evaluation conducted at the end of this workshop are broken down as follows:

<u>14</u>	Excellent overall
<u>9</u>	Very good in general
<u>0</u>	Good in most respects
<u>0</u>	Disappointing in most respects
<u>0</u>	Poor overall

Lessons Learned

- The Jordanian private sector has clearer vision regarding the future of IT sector
- How to create a better environment for collective work and team thinking
- Improvement of my knowledge base
- Both the public and private sector participants have realized the importance of sharing the ideas, information, concerns and approach
- The importance of proper division of tasks in a team to the timely fulfillment of an objective
- The orderly conduct of group work
- The importance of every single opinion to be expressed, especially in the context of private-public sector workshop retreat
- The importance of team building before you start a retreat

- Dialogue is always better than ignoring the issues.
- Partnership between the private-public sectors is possible, you just have to work on it
- To try and reduce preconceptions prior to any event
- The ability to give without any expectation of return
- Private-public groups can work well in the right environment

- Private-public dialogue and cooperation is a milestone for the success of sector
- Time limits increase time management
- If there is a will, there is a way
- Cooperation and teamwork
- How to share with my group and to make decisions

- It is possible to coordinate tasks between public and private sector, teamwork, develops a shared vision by concentrating on common ground
- Time management: the issue of time constraints makes brainstorming sharper
- Team spirit
- Not to pre-judge a process until it is over. Very good ways to build teamwork especially when the coordinators, facilitators are skilled

- Similarities of vision for ICT between public and private sectors
- Time management
- How to listen to the public sector and their concerns
- Understanding the ministry and its functions and future plans
- Team work, private-public sectors partnership
- Private-public interaction

Building the Foundation for a Ministry of Information and Communication Technology

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