

**Achievement of Market-Friendly Initiatives and Results Program
(AMIR 2.0 Program)**

Funded By U.S. Agency for International Development

**REACH Advisory Council Redevelopment
Trip Report**

Final Report

**Deliverables for ICTI Component, Task No. 411.4.1
Contract No. 278-C-00-02-00201-00**

July 2002

This report was prepared by Dan Edwards (Training Resources Group Inc.) under subcontract and in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.

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Executive Summary

This report summarizes the activities and deliverables required to reconstitute the REACH Advisory Council and to develop a new charter that will institutionalize the Council. The original situation and concerns encountered are described based on interviews with Council members and staff. Key elements of the new Council Charter are described. These include qualifications and duties of membership as well as the requirements and duties of the Management Support Group (Secretariat). The progress of the process to identify, appoint and orient new Council members is described. A work plan to institutionalize the Council is attached as an annex along with orientation materials for Council candidates. Recommendations include suggestions to train and develop the new Council and to create a case study of lessons learned in similar circumstances in Ireland to be used to further train the Council.

1. INTRODUCTION AND REQUEST

Scope of work and Status of Deliverables Summary

The products and deliverables required of consultant effort were:

1. Design, prepare, and conduct a workshop. Including workshop agenda, relevant materials for the workshop, summary notes/documents of workshop etc.
Delivered by: May 28, 2002.

Status: completed and delivered in final May 30, 2002

2. Draft REACH work plan to review the outputs of the planning workshop. And, a final work plan to implement the recommendations of this effort and include REACH staff input. The final work plan will be included in the final trip report.
Delivered by: June 8, 2002.

Status: the draft work plan was completed June 1 and included in the workshop report (Deliverable 1); the final work plan is included as Section 9 of this report.

3. A RAC Management and Institutional Development Plan that includes:
 - The role of the REACH Advisory Council, including;
 - Mission of the Council
 - Objectives of the Council
 - Powers of the Council
 - An analysis of the stakeholders and appropriate communication channels to them.
 - Selection criteria for Council Membership;
 - Management methodology and operating norms for effective public-private council to be eventually adopted as policies or standard operating procedures.
 - Defined requirements and initial structure for a Secretariat for the RAC that includes the relationship and role of the Secretariat in relation to the RAC, the positions required and an initial description of duties.
 - Determine where the Secretariat should reside both short-term and long term
 - Determine who should be the Chairman of the RAC and by what criteria he/she will be chosen.

Delivered by: July 15, 2002.

Status: The draft was completed on June 1. Input from stakeholders was incorporated in the final version of the “ICT Advisory Council Management and Institutional development Plan,” submitted in Final on July 15, 2002.

4. A trip report, deliver a power point presentation that summarises the main findings and results, and a final work plan to implement recommendations of this effort.

Delivered by: August 20, 2002.

Status: The Trip Report is this document and the power point presentation is annexed. Additional products, not required as deliverables, were produced due to program progress exceeding expectations. These include “Orientation Materials for Candidates to the ITC Advisory Council” and the conduct of a council orientation/start-up workshop. The agenda for the Council Start-up meeting and the materials used to orient Council candidates, and the list of candidates is annexed.

2. SUMMARY OF ACTIVITES CONDUCTED ON TRIP #1

- Initial briefing with Ministry of Information and Communications Technology (MoICT) and AMIR Project counterparts
- Interviews with REACH council members to determine needs for change
- Design and conduct a workshop to develop a new REACH Council charter document (Deliverable)
- Write the draft Council charter document (Deliverable)
- Develop a follow-on work plan to get input on the charter and reconstitute the Council and set up a Management Support Group for the new Council. (Deliverable)

3. SUMARY OF ACTIVITES CONDUCTED ON TRIP # 2

- Initial briefing with MoICT and Amir Project Staff
- Collect feedback to revise the draft Charter Document (Management and Institutional Development Plan for the Information and Communication Technology Advisory Council).
- Produce a Final version of the Charter (Deliverable)
- Interview candidates for the reconstituted Council to assess needs and readiness to participate on the council.
- Provide feedback on council candidates to the Minister of ICT.
- Design an orientation/start-up meeting and develop a packet of orientation and training materials (attached as add-on deliverables) for the meeting.
- Conduct a half-day orientation/start-up meeting for Council candidates and the Minister
- Work with MoICT staff to develop a work plan to institutionalize the newly reconstituted ICT Advisory Council (deliverable)
- Produce a final trip report and a debriefing power point presentation (deliverable)
- Debrief with USAID staff

- Debrief with MOICT Staff

4. STATUS OF THE RAC AT THE BEGINNING OF THE EFFORT

Findings Based On Interviews with RAC Members and Stakeholders

- The RAC had few follow-up mechanisms for action and no staff to support it
“There should be staff to support, and others to do the work. It should be a sounding board for the minister on policy issues.”
- There was lack of clarity about the purpose and mission of the RAC
- Members were unsure of their obligations and roles.
- The RAC was not effectively producing policy guidance
- Meeting process enjoyed little interactive participation; primary discussion was among staff observers and the Minister
- Members missed meetings frequently
- Meetings were not scheduled in advance
- The Minister believed the RAC needed to be reconstituted and a new charter developed

5. ACTIONS TAKEN

- A working group was formed consisting of INTAJ, MoICT staff, and representatives of other agencies (including the Royal Hashimite Court, the Ministry of Planning and a consultant).
- The working group met for three days to develop a new Charter. Elements of this analysis and draft products included:
 - Stakeholder analysis,
 - Mission statement,
 - Objectives,
 - Qualifications for membership
 - Priorities for the short and mid-term
 - Structure and roles for a Council Management Support Group (Secretariat)

-Action plan to reconstitute the Council and approve the Charter

6. KEY ELEMENTS OF THE CHARTER

Mission Statement Development

MISSION: TO DEVELOP, ADVISE AND TRACK THE LONG-TERM STRATEGIC VISION FOR JORDAN'S ITC SECTOR, AS ARTICULATED IN THE REACH INITIATIVE AND IT'S BROADER GOAL OF A KNOWLEDGE-BASED ECONOMY

Commentary: the review of this mission by new/proposed Council members at the start-up meeting on July 24, 2002 will modify this to put emphasis on the national policy advisory role as primary, developing and maintaining vision as second and tracking the REACH initiative as third.

[Second draft)

MISSION: TO PROVIDE ADVICE, INPUT AND REVIEW ON NATIONAL POLICIES FOR THE INFORMATION COMMUNICATION TECHNOLOGY MINISTRY AND THE SECTOR AS A WHOLE. TO DEVELOP, REVIEW AND MAINTAIN A LONG-TERM STRATEGIC VISION FOR THE KNOWLEDGE-BASED ECONOMY OF JORDAN IN CONCERT WITH THE REACH INITIATIVE AND ITS EVOLUTION AND TO MONITOR AND GUIDE ITS PROGRESS.

Synthesis of Stakeholder Needs and wants of the Council

Stakeholders expect the following from the Council:

- Policy direction and a shared vision; communication of the vision
- Coordination
- An enabling environment conducive to the development of the ITC sector
- A role in the advisory-policy function (to have a voice and be heard)
- Support for a process that is visionary, promotional and growth-oriented, evolving and dynamic
- An effective public-private partnership

General Objectives (purposes)

The council will:

- Provide a shared vision and communicate the vision.
- Provide policy direction

- Support a process that is visionary, promotional and growth-oriented, evolving and dynamic
- Coordinate and facilitate information exchange among the various initiatives and activities in the sector (e-Government, e-Learning, initiatives)
- Monitor the implementation of the strategic program, including the REACH process
- Support an enabling environment conducive to the development of the ITC sector
- Provide a forum for stakeholders in the advisory-policy function (to have a voice and be heard).
- Facilitate dialogue among all sector stakeholders to address common goals
- Develop a blue print or “road map” to join the knowledge economy (define the prerequisites for a strong, vibrant IT sector).
- Provide advocacy and be a third-party broker and offer honest opinions in disputes.
- Demonstrate an effective public-private partnership.

Draft Priority Objectives for Next Year (September 2002—September 2003)

- Create an effective Council team that is well managed and follows the guidelines provided in the Charter Document; organize the council management agenda and the Council Management Support Group (Secretariat).
- Track the REACH agenda and select a few areas to actively support, developing policy position papers and guidance in those areas; advocate Reach 3.0
- Conduct a broad-based study to consider and further define e-Jordan and the ICT sector as an educational process for the sector, and lay the basis for a future strategic plan
- Plan ahead in the vision
- Support initiatives related to promoting investment in the sector
- Lobby for and facilitate passage of 12 REACH-related laws

Commentary: These first draft objectives are now under review by the reconstituted Council. A beginning set of proposed priorities were developed at the start-up meeting. The MoICT staff will provide a half-day orientation on its policy initiatives in August 2002. At the first formal meeting of the Council in September, a working set of priorities will be developed.

Qualifications to be invited on the council

The Minister recommends to the Prime Minister the appointment of members within the following guidelines and parameters. Members should be:

- A cross section of visionary, informed, and experienced individuals
- Individuals considered appropriate to further develop the vision
- Able to contribute to the sector and the council’s agenda.
- People with vision and knowledge

- Dynamic contributors
- Individuals willing to give time, effort, and experience
- Willing to work on a team
- Appointed based upon individual, not institutional qualifications taking into consideration appropriate institutional contributions.
- Selected to represent a cross-section of local stakeholders.
- Selected in some instances as international figures from countries with parallel experience, and from successful private sector experience.

Council size

- 11 Members
- 2 members from abroad
- 1 chair appointed by the Prime Minister

7. COUNCIL MANAGEMENT

- A Yearly calendar for meetings is scheduled in advance
- Topics for the agenda is developed and planned in advance
- Each council member is expected to “champion” an issue area and report on it once a year in order to inform or recommend policy
- Each council member is expected to serve as the meeting facilitator once a year and meeting facilitation is rotated
- The meeting process follows a meeting protocol for the agenda
- A discussion format is followed
- Outcomes and action items are assigned
- The Council Management Support Group is expected to provide support for meeting preparation and follow-up and conduct or manage research projects with the involvement of Council members.

8. ACTIONS TO RECONSTITUTE THE ICT COUNCIL

Membership Selection

- A short list of candidates was developed with personal; and telephone contact by MoICT staff and the Minister
- Initial interest was expressed by candidates
- AMIR consultant interviewed each candidate to determine interests needs for orientation and training

Needs assessment for conducting a start-up workshop for Council candidates

- Findings related to candidates
 - Enthusiasm and interest
 - A good mix of skills and points of view
 - Proposed members working at high levels in industry and government
- Membership needs
 - To understand expectations for their roles
 - To understand the mission, goals and objectives of the Council
 - A need to form an operating Council
 - A need to receive training in meeting management and discussion facilitation

Conduct of Council Start-up Meeting

- The meeting was designed as a four-hour event (see the annex for the agenda and the supporting materials and for the notes taken at the meeting)
- Purpose was to orient new/prospective council members on
 - Mission and purpose
 - Role expectations
 - Expectations of each other and team formation
 - Learn how to use the discussion format
 - Develop priorities for the first year
 - Understand the roles of the Management support Group
 - Plan the Agenda for the first formal meeting in September

9. ACTION WORK-PLAN TO MOVE FORWARD

Priority Actions

- Set up the Management Support Group (MSG)
- Formalize the appointments to the Council
- Provide provisional MSG
- Hire the MSG Managing Director and staff
- Develop a communications strategy for the Council
- Set up a web site
- Organize the Council meetings for the next several meetings

Responsibilities of the Provisional Management Support Group

- Develop the agenda and do preparatory work for the meetings Policy Dep.
- Record and distribute action items Prom. Dep.

- | | |
|--|-------------|
| • Re-confirm attendance | Prom. Dep. |
| • Support and be a liaison to each person on council | Policy Dep. |
| • Channel requests from council to appropriate research body | Policy Dep. |
| • Set up/prepare the agenda and circulate two weeks in advance | Prom. Dep. |
| • Set up venue and prepare Dr. Fawaz for the meeting | Prom. Dep. |
| • MSG liaison | Prom. Dep. |
| • Website Development with Walid | Prom. Dep. |

10. RECOMMENDATIONS FOR FUTURE DEVELOPMENT AND SUPPORT

- Provide training for the MSG in facilitation skills, meeting management and discussion management
- Provide training for Council members in facilitation skills, meeting management and discussion management
- Conduct a case study of lessons learned in successful development and management of an advisory council for the ICT sector by benchmarking with the Irish example of success.
- Make these lessons available to the Council and the MSG through a training session.
- After four months (By January 2003) conduct a review of the effectiveness of the initial months of Council performance and management, and take needed corrective measures such as training and teambuilding. At that time, communicate to the council lessons learned from the Irish example using the case study.
- Carefully select the new Council MSG Managing director and incorporate the new manager and staff with the Council through a team building event in January

11. CONCLUSIONS

The series of activities described in this trip report have moved the process of institutionalization for the Advisory Council along significantly. A new charter has been developed, the MoICT has identified and selected and proposed new Council members, and a start-up meeting with some initial training has taken place. A work plan has been developed that will move the process towards a fully established working Council. By January 2003 the Council’s Management Support Group will likely be hired and operating, and the council will have met four times and be ready for the next stage of training and development.

Appendix 1

ICT Advisory Council Outcome of Kickoff Meeting Notes on July 24th, 2002 Hotel Marriott

1. Introduction

HE Dr. Fawaz opened the meeting and welcomed everyone. He then turned over the start-up meeting to the AMIR facilitator, Dan Edwards

The facilitator provided the comments that prospective Council members made in interviews.

2. Climate Setting Exercise

Participants were asked to describe one thing they believed they were bringing to the council. This was shared by each person

3. Mission

The group reviewed the mission and purpose. Ideas were discussed and there was general consensus that:

The mission needs to be adjusted to reflect:

- Focus on national strategy
- While not forgetting REACH

Vision and Role of the Council

- Policy advice is most important
- Tracking strategy is secondary

4. Membership Review

Participants were asked to describe what they expected of each other, themselves and the leadership. These were posted on note cards and reviewed. This data is attached below. The data were summarized as follows:

Generalization of Membership

- Be committed

- Be active
- Be informed
- Act as one team
- Be a good listener/ not a lecturer
- Be open
- Be open to learn

Generalization of Leadership

- Lead
- Facilitate
- Keep us on track
- Keep on overall perspective and be an objective broker

5. Discussion about Priorities for the Next Year

The facilitator provided a discussion format (included in the meeting resource packet). He then facilitated a discussion on the task: what should the Council set as the priorities for the first year. Background material was provided by the staff (Emile and Deema). Terms were clarified. The first set of questions discussed asked “what information was needed to complete the task, what was missing, and what did the council need to know more about in order to complete the task.” The group’s analysis concluded that in order to set priorities, they needed more information and time. A beginning-brainstorming list of potential issues was listed (below). Outcome: the Council decided they would gather more data before the next Council meeting. One way was to listen to a half-day presentation by the Ministry of Information and Communications Technology to be scheduled in August and announced to the Council.

What do We Need more Information About?

- Shaping policy
- Impact of other organizations / bodies
- Data about market
- Update on REACH
- Ultimate objective we are meeting
- How to influence national agenda / gearing it towards knowledge economy
- Critical set of decisions (ex. Broadband)
- Policy on enablers
- Move e-learning up the priorities
- Plans of Ministry / initial policy issues
- WTO and Policy impact

What should be on the Agenda?

- Broadband
- E-learning

- WTO
- Call Centers
- IT Exports
- Assembly
- E-post
- E-government
- Numbering plan
- Wireless
- Regulations
- Spectrum

Outcome

- ½ day session on critical policy issues
- Passing information as advance reading
 - MoICT work plan
 - Policy paper

Questions for Long-Term

Vision: What is ICT in the next 10 years

6. Summary and Next Steps

The facilitator summarized the major points of the discussion and announced the following homework tasks for Council members.

By the time of the September Council meeting:

- MoICT staff will have worked with the Office of the Prime Minister to formalize Board membership
- Each Council member will become more familiar with the Council Charter and expectations and will be prepared to choose an area of work or priority to “Champion” for the next year. This obligation will include working with the Management Support Group to prepare a presentation to the Council relating to policy advise or the long-term vision agenda.
- Each Council member will attend the MoICT policy orientation session in order to become more familiar with the issues for priority selection.
- Each Council member will be prepared to assign him/her self to a date in which to serve as the meeting facilitator (with Staff support) during the next year.

Attachment

GROUP LISTS OF THE EXPECTATIONS EXERCISE

Expectations

What is Expected Out of Me?

- Adhere to the objectives as a member
- Am I really contributing in my area of strength? Can I bring an outsider's view of an area I am not as knowledgeable of
- Listen
- Learn
- Act
- Be positive
- Be more educated about the sector
- Reflect my vision on the discussion
- Contribute to policy issues
- Ensure ideas / policies are feasible and meet objectives
- Listen
- Push envelope
- Participate
- Provide the team with all my knowledge
- Fulfill my commitment
- Bring a new vision to the sector
- Consult regularly
- Ensure role is effective
- Be creative in ensuring relevance at all times
- Commit to the council's mission
- Bring up issues I believe are very important to the country
- Work towards achieving our goals
- Be active
- Propose ideas
- Propose solutions
- Share know how
- Participate actively
- Facilitate meetings
- Bring issues to the council
- Commit time each month
- Share-knowledge / experience
- Read and be well educated on issues prior to discussions

What is Expected Out of Other Members?

- Respect and adhere to the objectives
- Mutual respect and open discussions
- Work as a team
- Declare areas of conflict of interest
- Agree on priorities
- Participate actively
- Facilitate meetings
- Bring issues to the council
- Commit time each month
- Share-knowledge / experience
- Read and be well educated on issues prior to discussions
- Work as one team

- Dedication
- Shared vision, one mission
- Challenge my ideas
- Share knowledge
- Similar level of commitment
- Do all that is expected of myself
- Active contribution
- Avoid conflict of interest
- Read well
- Work as one team
- Attend all meetings
- Provide their knowledge
- Participate
- Contribute with seriousness
- Be proactive
- Assume a leading role in the sector as it will reflect on the council
- Commit to the council's mission
- Work together to achieve the goals
- Bring to the table issues they deem important
- Listen
- Commit
- Share
- No lectures
- Listen
- Be humble
- Realize that the outside world is so much bigger than Jordan

What the Chair Expects of Others?

- Pursue national interest as advisors
- Attend and respond regularly
- Contribute time needed to advance process

What is expected out of the Chair?

- Hold members (Family) accountable
- Provide guidance
- Act as an escalation area
- Facilitate within government
- Act as the tie breaker on issues
- Continuously exercise and encourage innovative thinking and accept controversial issues
- Support
- Keep us efficient, we don't want to go on tangents
- Attend all meetings
- Accept others arguments
- Participate actively in meetings while facilitating meetings
- Inform members on developments on governmental front
- Senior team player

- Full support
- Assignments given to team members
- Lead and not be shy
- Be open and give us honest feedback
- Keep us on track
- Keep us focused
- Keep us on track
- Wisdom
- Personal input
- Facilitate
- Communicate
- Lead by example
- Smile

What is Expected out of the Management Support Group (MSG)?

- Efficiency
- Accuracy
- Prioritization
- Proper execution
- Keep council members well informed about recent and future developments
- Circulate necessary information and research material well in advance to each meeting
- Help support or disprove our ideas, are we making informed policy recommendations
- Be very supportive
- Do good staff work
- Provide needed information
- Report on progress and implementation
- Provide research if and when needed
- Support council
- Deliver on commitments
- Understand their own capabilities
- Hard work and constant follow up and updates
- Diligent pursuit of information
- Good attitude and creative thinking
- Execute recommendations
- Provide the resources needed for the council to achieve its objectives (research...etc)
- Learn
- Research
- Interact with stakeholders
- Work very very hard
- Help in providing needed information
- Prepare well

ANNEX 1

**ORIENTATION MATERIALS FOR CANDIDATES
TO THE ITC SECTOR ADVISORY COUNCIL**

RESOURCE PACKET

Orientation Session

2—6 PM July 24, 2002

ICT SECTOR COUNCIL START-UP SESSION AGENDA

OUTCOMES

At the end of the session, prospective council members:

- Will be clear about the purpose and mission and objectives of the council
- Will be clear about what is expected of them in their roles
- Have defined the qualities members expect each other to be the most effective council possible
- Have applied a methodology for discussion effectiveness while determining the priorities for the first year of this council's operation
- Have provided input into the agenda for the first formal Council meeting in September
- Have been provided a brief status report on how the Council Management Support Group (Secretariat) will be set up.

Agenda items moved to the September Council meeting agenda:

- To develop a draft work-plan/meeting schedule for the year
- To assign, select and commit each person to an area of contribution and a meeting to chair as facilitator of the meeting

TIME REQUIREMENT: Four hours of work session time and a commitment to follow-up homework before the next meeting.

ONE-HALF DAY FORMAT (Mandatory work session 2:00—6:00—starting on time; all invited to lunch from 1:00—2:00). This session will be facilitated by the Amir Project Consultant Dan Edwards

- 2:00 -Introductions (10 Minutes)
- 2:10 -Interview data and workshop goals and norms (5 minutes)
- 2:15 -Climate setting exercise: "One thing I bring to this group."
- 2:30 -The mission of the Council (presentation and clarification)
- 2:45 -A vision of the best possible council (exercise) (60 Minutes):
"What do we expect of each other and of our performance? What does the council charter/Chair expects of members?"
- 3:45 -Break
- 4:00 --Issues discussion simulation using the discussion format:
 - Introduction to the discussion format (20 Minutes)
 - Issue for Discussion: The Objectives of the Council and the priorities for next year (60 minutes)
 - Debriefing the exercise (10 minutes)
- [HANDOUTS-Facilitation skills, Running effective meetings, Discussion Format]
- 5:30 -Update on the Council Management Support Group (Secretariat)
- 5:45 -Setting the Agenda for the next meeting: Homework for the next meeting.
- 6:00 Closure

Name	Organization	Telephone	Fax	E-mail
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ORIENTATION MATERIALS FOR ITC ADVISORY COUNCIL CANDIDATES**THE MISSION OF THE COUNCIL**

THE MISSION IS TO DEVELOP, ADVISE AND TRACK THE LONG-TERM STRATEGIC VISION FOR THE ITC SECTOR AS ARTICULATED IN THE REACH INITIATIVE, AND ITS BROADER GOAL OF A KNOWLEDGE-BASED ECONOMY.

Synthesis of Stakeholder Needs and wants of the Council

Stakeholders expect the following from the Council:

- Policy direction and a shared vision; communication of the vision
- Coordination
- An enabling environment conducive to the development of the ITC sector
- A role in the advisory-policy function (to have a voice and be heard)
- Support for a process that is visionary, promotional and growth-oriented, evolving and dynamic
- An effective public-private partnership

OBJECTIVES**General Objectives (purposes)**

The council will:

- Provide a shared vision and communicate the vision.
- Provide policy direction
- Support a process that is visionary, promotional and growth-oriented, evolving and dynamic
- Coordinate and facilitate information exchange among the various initiatives and activities in the sector (e-Government, e-Learning, initiatives)
- Monitor the implementation of the strategic program, including the REACH process
- Support an enabling environment conducive to the development of the ITC sector
- Provide a forum for stakeholders in the advisory-policy function (to have a voice and be heard).
- Facilitate dialogue among all sector stakeholders to address common goals
- Develop a blue print or “road map” to join the knowledge economy (define the prerequisites for a strong, vibrant IT sector).
- Provide advocacy and be a third-party broker and offer honest opinions in disputes.
- Demonstrate an effective public-private partnership.

Priority Objectives for Next Year (September 2002—September 2003)

- Create an effective Council team that is well managed and follows the guidelines provided in the Charter Document; organize the council management agenda and the Council Management Support Group (Secretariat).
- Track the REACH agenda and select a few areas to actively support, developing policy position papers and guidance in those areas; advocate Reach 3.0
- Conduct a broad-based study to consider and further define e-Jordan and the ICT sector as an educational process for the sector, and lay the basis for a future strategic plan

- Plan ahead in the vision
- Support initiatives related to promoting investment in the sector
- Lobby for and facilitate passage of 12 REACH-related laws

Objectives for the Mid-term (Next three years)

- Plan beyond REACH
- Monitor global technology direction
- Ensure that Jordan's environment for ICT investment is competitive
- Address industry innovation and creativity
- Address the development of a critical mass of ICT firms
- Shed light on future potential of e-services
- Draft framework recommendations for e-learning, e-commerce, and e-government from an industry perspective
- Conduct a review and update the legislative environment
- Strengthen the public-private linkages
- Update REACH on a yearly basis for ITC sector development
- Institutionalize the Council to be stable and not static
- Achieve recognition for the Council
- Provide an effective lobby and voice for the sector

Obligations of Membership

Members are expected to:

- Understand that many absences will result in being removed
- Facilitate meetings
- Participate actively
- Bring issues to the Council
- Commit to a minimum time each month
- Share knowledge, experience in an open manner
- Commit to a minimum time each month
- Do some preparatory work before each meeting
- Accomplish a certain amount of work each year and/or adopt a project

5. MANAGEMENT OF THE COUNCIL

Agenda Development Guidelines

The following describes how the council should develop its work agenda and how its work-year should be organized.

- The agenda of the council will be planned in advance consistent with an annual work plan developed at an annual retreat. Topics will be listed based upon the objectives pursued for the time period with flexibility to add items.
- Meetings times will be planned in advance for the yearly calendar and reconfirmed each month. The final agenda will be circulated with sufficient time for members (2 weeks prior to the scheduled meeting) for members to be properly prepared.
- The Council will have a minimum of 14 meetings per year: One each month, one meeting as a retreat to review the year and plan ahead, and another team building meeting.

Meeting Process and Management

The following are meeting guidelines and norms for the Council:

- A rotating facilitator structure delegated by the Chair in advance. The facilitator's job is not to present or discuss but to ensure the agenda is followed and member input is equitable and discussions have a pro and con to them.
- The meeting should be for two hours, and can go up to three hours maximum. Members are expected to block out the designated meeting time in advance.
- The agenda should be organized according to the following order of business with the time guidelines for each item:
 - 1) Information items and quick reports (with no discussion). Time 15 minutes;
 - 2) Review of the previous meetings action items and progress report. Time 30 Minutes;
 - 3) Industry issues- discussions-actions (as they arise). Time 20 minutes;
 - 4) Presentations-discussions-actions (on the agenda set up in advance) Time: present 20 minutes; discuss 40 minutes ;
 - 5) Other business as required. Time: 20 minutes;
 - 6) Summary of tasks for next meeting and close. Time 10 minutes.

Total time: 2:35

- The working language should be English
- Most of the time should be for member discussions and input; the presentations should be limited to twenty minutes using visuals or Power Point and pose one or two discussion questions at the end.
- The agenda shall be organized so that information items (for clarification only) are separated from issues and decisions on the agenda.
- A visual agenda process shall be used with cards. Each card has the agenda item. After the item is dealt with, another card (different color) describes the result or action taken. A visual record shall be photographed of this process and distributed to members electronically
- A council note taker is required to record all agenda items and actions; discussions are not required to be recorded.
- Products such as studies and presentational matter will be entered into the record of the Council and made available electronically through the Council's working web site.

DISCUSSION GUIDELINES

1. Framing the Discussion or issue:

Starting the discussion by presenting some or all of this:

- The subject or topic we are discussing is [based on the presentation about x, or based on the problem or concern about-----]
- We intend these outcomes for this discussion:----- a) to make a decision; b) to just explore ideas; c) to learn more about the subject; to recommend to x about; d) to begin a dialogue that will continue
- The way that we define key terms in this subject are:-----
- This is background you should know about our thinking or experience to date on this subject:
Examples: a) importance to us; b) prior decisions made; c) difficulties others have had, or we have had. Etc.

2. Information

Clarify the information [use some or all of the following]:

- This is what we do know for sure about this topic [let's just brainstorm and make a list on the flipchart]:
- The objectively verifiable information we do have is this:
- We need to know more about? We will find out by.....
- We have some pretty good educated guesses (that we need to check out). They are that: a,b,c, etc.

3. The Positives: Advantages and Benefits

Define what the potential positives of this idea or issue are

- This would give us:-----
- These things could go right in the best possible scenario:-----
- Let's think about how it could work:----
- Building on the ideas presented (no matter how crazy), we could:-----

4. The Potential Dangers: this could go wrong?

- These are the risks:----
- Here are some errors in thinking so far:-----
- These assumptions need to be challenged: -----

5. What we really Feel about this

With permission to say what we want with no censure or comments from others to agree or disagree.....

- Here is what I really feel about this:-----
- My intuition (gut) tells me:-----
- When I first heard about this my reaction was:--
- My personal values about this issue are:----

6. Putting it all together and building on it

- What else do we need to do or know before we conclude on this issue?
- Let's look at how we can move ahead on this idea?
- Let's pass judgement on this. This is a great idea, lets recommend:---
- Lets make a decision on this: Lots of good ideas but it just is not going to work; or, we don't think it is practical and won't work for us here; or
- Here are the action items that we recommend on this issue and this is who should follow-up: -----

7. Wrap up and summary

We have achieved the following in the discussion: ----

We conclude the following: ----

The next steps are:-----

FACILITATION SKILLS

Effective listening skills are basic facilitation skills required of managers and leaders. Effective listening skills include the following:

Paraphrasing - The listener, using her/his own words, reflects what the speaker is saying and how the speaker is feeling. The purpose of paraphrasing is to determine if the listener understands what the speaker is trying to get across, and also, the affective (emotional) aspect of what is being shared. This gives the speaker the opportunity to acknowledge the listener's understanding, or to correct it. This skill is extremely useful when clarifying and understanding a problem or situation.

Questioning - The listener asks open-ended, clarifying and, occasionally, closed questions to expand both the listener's and the speaker's understanding of the situation. Open-ended questions usually begin with "what", "how", "when", "where" and are posed in a way in which the speaker cannot answer "yes" or "no", but must expand the base of information. Clarifying questions are posed in order for the listener to become more clear about the situation and often begin with "which", "why", "do you mean to say...", etc. Closed questions can be answered with a "yes" or "no" and are asked to get specific information.

Encouraging - The listener, through facial expressions, body language, and comments, encourages the speaker to say more about the situation. When encouraging another to speak, the listener should be aware of behaviors, which are actually encouraging to the other, as well as those which may be discouraging.

Summarizing - The listener, when appropriate during the course of the conversation, identifies and verbalizes the key elements or details of the conversation up to that point. The purpose of summarizing is to end one phase of the conversation and either terminate or move on to the next phase. Summarizing is valuable in controlling the pace and amount of time spent listening and conversing.

FACILITATION SKILLS FOR MANAGERS AND LEADERS

by James A. McCaffery

Introduction

Communication may appear to be simple, but it is one of the more complex things that human beings do. Many things can go wrong in this process. For example, we may send a message which we think is clear, while the person receiving it may not understand it in the way it was intended. Sometimes we have things on our mind, we are distracted and do not "hear" or listen very carefully.

The concept of facilitation means that we can promote effective, interactive communication with others through the use of a variety of skills. On one hand, it entails providing our contributions by stating things clearly and concisely; on the other, there are four very important Facilitation Skills that we can learn or enhance in a relatively short time:

- question asking
- paraphrasing
- summarizing, and
- encouraging others to contribute effectively to work processes and products

In order for these skills to work effectively, we need to exhibit a certain respect towards others by listening without interrupting and communicating supportively (as opposed to abrasively or talking down to people). It also means that we need to adjust the content and process of communication to the needs and interests of others.

With continued practice one may become very adept in the use of these Facilitation Skills.

Question Asking

Question asking is a critical facilitation skill. Questions can be asked in two ways; as closed questions and as open-ended questions.

Closed Questions

Closed questions generally result in yes/no or other one-word answers. They should only be used when you want precise, short answers. Otherwise, they inhibit discussion. The closed question can be answered with one word.

Example:

Person No. 1: *Do you think that recommendation will work?*
Person No. 2: *No.*

Open-ended Questions

The open-ended question requires elaboration. "Tell me what you liked about that recommendation" seeks information. How? What? Why? are words that begin open-ended questions.

- Person No. 1: *What did you like about that recommendation?*
 Person No. 2: *I think it is a good strategy for resolving the issue, one that can be implemented without expending a lot of resources.*
- Person No. 1: *What kinds of goals did the group set?*
 Person No. 2: *They set a wide range of goals. The first was...*

Summarizing

The purpose of summarizing is to:

- Pull important ideas, facts, or data together.
- Establish a basis for further discussion or to make a transition.
- Review progress.
- Check for clarity; check for agreement.

By using summarizing in a conversation, you can encourage people to be more reflective about their positions as they listen for accuracy and emphasis.

Summarizing requires you to listen carefully, in order to organize and present information systematically. Summarized information ensures that everyone in the discussion is clear about what transpired in the just-completed portion of the discussion.

For example, a person may summarize to ensure that another remembers what has been said or to emphasize key points made during a group discussion. In these instances summarizing is very useful. Some starter phrases to help you begin a summary are:

- *From our work this morning, I conclude that...*
- *Let me try to summarize...*
- *I think we agree on this decision from our discussion, I think what we are saying is that we intend to...*

A real value of summarizing is that it gives you the opportunity to check for agreement. If people do not agree, it is better for you to know during the discussion than to find out later when a task is not completed or a deadline is missed. One of the most common complaints is that some people think an agreement has been reached, yet things do not occur as planned afterwards. In many instances, that is because there was not really agreement during the discussion.

As an example of summarizing, assume that someone named Joan has talked for 3 or 4 minutes, and you summarize as follows:

Let me see if I have it straight, Joan. First, you say the work is boring, not carefully scheduled, and finally, you are concerned about the number of hours people are expected to work, correct?

As another example, the discussion has gone on for several minutes and you summarize as follows:

In talking about this issue, we have come up with three main points. . .

In summary, this communication skill is a deliberate effort on the part of a person to pull together the main points made by a person or group involved in a discussion.

Paraphrasing

Paraphrasing is simply restating what the other person has said in your own words. The prefix “para” means along side, as in the word parallel.

The process of paraphrasing is very much like catching a ball and throwing one back except the ball you throw back is your own and perhaps a bit different from the original ball. Nonetheless, it is still a ball. You can throw back the other person's ideas by using such beginning phrases as:

You are saying...

In other words...

I gather that...

If I understood what you are saying...

The best way to paraphrase is to listen very intently to what the other is saying. If, while the other person is talking, we worry about what we are going to say next or are making mental evaluations and critical comments, we are not likely to hear enough of the message to paraphrase it accurately.

It is helpful to paraphrase when you want to make sure you (and others) understand a key point. You can even interrupt to do so, since people generally don't mind interruptions that indicate you are really striving to understand. For example: "Pardon my interruption, but let me see if I am clear about what you are saying..."

Example:

Person No. 2: *It seems the basic problem is that some of the people don't know how to use the management information system,*
Person No. 1: *In other words, you see the problem as lack of know-how.*

Another example:

Person No. 2: *I think the most important thing is to tell the staff member clearly and directly how he is contributing to the problem.*
Person No. 1: *So you are saying it's important to tell the staff member directly what kind of impact he is having on the problem.*

Encouraging Others to Contribute

In order to make it possible for others to contribute, or to speak up in either one-on-one or in group situations, they need to feel that their views are valued. What helps in these situations is to enhance with both non-verbal and verbal cues the process of asking questions, paraphrasing and summarizing. Examples are:

- Nodding one's head.
- Maintaining eye contact, open body position.
- Picking up on the last word or two of someone else's sentence.
- Repeating a sentence, or part of a sentence.
- Asking someone "Say more about that."
- Saying "That's good" "Anybody else got anything to add?"
- Saying "Uh huh."

Possible Cultural Implications

The use of these Facilitation Skills may vary from one culture to another, in particular those listed under "Encouraging Others to Contribute." By and large, these skills are appropriate, although adjustments may at times be necessary. They may be more or less difficult to do or understand between people who have different cultural backgrounds.

ACTION PLAN TRACKING FORMAT FOR ISSUES

ISSUE	REMEDY	GROUP RESPONSIBLE by GOJ or HM	ACTION REQUIRED
AMIR Program			