

Chemonics International Inc.

Contract No.: 278-C-00-02-00210-00 (formerly 278-C-00-02-00201-00)

	برنامج دعم وتطوير بيئة الأعمال في الأردن	Second Quarter 2002
	Achievement of Market-Friendly Initiatives and Results Program	Quarterly Report
	Funded by the United States Agency for International Development	April 1 - July 31, 2002

In this Report:

Cover Story: AMIR Helps Microfinance in Jordan Progress Toward Commercial Lending	P. 2
General Administrative Report	P. 4
Business Management Initiative	P. 8
Microenterprise Initiative	P. 15
Information and Communications Technology Initiative	P. 21
Private Sector Policy Initiative	P. 28
Jordan Capital Markets Development	P. 33
Annexes	P. 39
Impact Indicators	P. 40
Events	P. 44
Public Awareness Campaign	P. 54
Deliverables - Second Quarter	P. 57
Deliverables – First Quarter	P. 61

COVER STORY

AMIR Helps Microfinance in Jordan Progress Toward Commercial Lending as Citibank Jordan Issues First Commercially-Managed Credit to CHF



Rafael Jabba, Country Director of the CHF Jordan Access to Credit Project (JACP) completes the first draw on the WFF with Citibank Jordan's Nawal Tarazi, Manager of Global Financial Institutions.

The AMIR Program has facilitated a major step in moving the sustainable microfinance industry in Jordan toward true commercial sustainability and reducing reliance on international donors. On April 30, the Community, Habitat and Finance's (CHF) "Jordan Access to Credit Project", an Amman based microfinance institution with branches throughout the Kingdom, made the first draw against the Wholesale Funding Facility, a new guarantee facility created by the AMIR Program and managed by Citibank Jordan. Commercial sustainability of microfinance institutions is one of the primary goals of the AMIR Program's Microenterprise Initiative (MEI), which strives to create a more dynamic, sustainable microfinance market through improved access to financial and business services for microenterprises.

For more than four years, this steadfast focus on sustainability has differentiated the AMIR Program from the numerous other microfinance organizations that service Jordan's micro and small business community.

Jordan's unique Wholesale Funding Facility is an innovative means of transitioning the Kingdom's four USAID-supported sustainable microfinance institutions to funding their future loan capital requirements from the Jordanian commercial banking sector. The Wholesale Funding Facility was inaugurated last September at a major event patronized by Her Majesty Queen Rania, and has been initially capitalized in the amount of \$4.2 million through grants from the AMIR Program.

Citibank Resident Vice President Nadya Talhouni watched as Mr. Rafael Jabba, Country Director of the CHF Jordan Access to Credit Project (JACP) concluded the historic transaction, which will provide additional loan capital enabling JACP to continue to meet the credit needs of microentrepreneurs throughout the Kingdom.

"With this transaction, Jordan sets a global precedent for a viable solution to bridging the gap between microfinance institutions and commercial banks as a funding source," stated Ms. Talhouni.

USAID has indicated that it may replicate the Wholesale Funding Facility model in other parts of the world.

"The Wholesale Funding Facility provides a mechanism for CHF-Jordan to demonstrate to private investors that a microfinance program in Jordan can be financially sustainable and meet private sector financial obligations, while at the same time providing critically-needed access to credit to both rural and urban clients," said Mr. Jabba. "The Wholesale Funding Facility is another example of the continuous support USAID and the AMIR Program has granted the microfinance industry in Jordan. Through its technical and financial support, USAID will help us in expanding the entrepreneurship concept throughout the Kingdom."

Sustainable microfinance initiatives provide loans to micro and small entrepreneurs who otherwise may not have access to credit, because they lack collateral or do not have a formal credit history with commercial banks. The solid loan portfolio growth of the four AMIR Program-supported sustainable microfinance institutions has rapidly exhausted their initial USAID organizational grants. Rather than provide additional loan capital through grant funding, USAID and the AMIR Program agreed that, given the strong private sector orientation of the four institutions, they should meet their future loan capital requirements from commercial sources.

The quality of the microfinance institutions' loan portfolios is excellent – borrowers average an impressive 98% repayment rate. Yet despite such creditworthy statistics, the relative conservatism of the commercial banking sector and its unfamiliarity with microfinance required that a means be employed to transition the commercial banks to extending unsecured credit to the institutions.

The Wholesale Funding Facility was created to facilitate this transition. Proceeds from the \$4.2 million in USAID/AMIR Program grants have been placed in escrow with Citibank and will be utilized to secure the guarantees Citibank issues to commercial banks providing revolving credit facilities to the microfinance institutions. USAID/AMIR Program-established financial evaluation criteria will be applied by Citibank to determine guarantee amounts for which each microfinance institution is eligible. Other donors committed to advancing microfinance have also expressed interest in contributing to the facility's capitalization.

The ultimate goal is that the microfinance institutions will eventually "graduate" from dependence upon facility guarantees to full commercial viability, possessing the ability to access commercial funds in the absence of a guarantee. To do so, an institution must achieve 12 consecutive months of full financial and operational sustainability, as well as not require facility guarantees for six consecutive months, while continuing to employ sound operating practices. At that point it will receive the entire balance of its escrow account as a loan capital grant and cease to be a facility participant.

Current performance trends indicate the four institutions will readily achieve graduation. The AMIR Program will continue to provide the technical assistance necessary to make this goal a reality.

General Administrative



After awarding an RFP to a Jordanian graphic design firm, the AMIR Communications team worked with the firm to develop a new AMIR 2.0 logo and corporate identity. This new vibrant green and blue logo, with its contemporary look, will be placed on all AMIR-related materials, including stationary, folders, CD covers, and presentation templates.

A. Key Accomplishments

The AMIR 2.0 Contract No. 278-C-00-02-00201-00 began on January 3, 2002. Following a protest of the award of that contract and subsequent re-award of the contract based on new proposals, AMIR 2.0 Contract No. 278-C-00-02-00210-00 was signed on June 13, 2002. Due to this unusual course of events, it was mutually agreed with USAID that for reporting purposes the original contract would cease on July 31, 2002, and the new contract reporting would commence on August 1, 2002. It was also agreed that, with this exception, the practice of reporting on a calendar quarter and calendar year basis would continue. Therefore, this quarterly report, the last under Contract No. 278-C-00-02-00201-00, covers four months from April 1, 2002 to July 31, 2002. The next quarterly report, the first under Contract No. 278-C-00-02-00210-00 will cover a two-month period from August 1, 2002 to September 30, 2002.

General Administration

- **Establishment of Grants System.** The development of the new grants awarding system and grants manual were completed and approved by the USAID contracting officer.
- **Grants Training.** A grants overview and Q & A was given to all AMIR Program staff. Additionally, all components' grants activities and communications plans were planned for the next quarter.
- **Teambuilding.** A teambuilding session was held at the Intercontinental Hotel on Wednesday, June 26, 2002 with AMIR Program staff, subcontractors, and USAID. This session served to kick-off AMIR 2.0 and brought many issues to the table, such as enhanced communication and teamwork.
- **New AMIR 2.0 Office Space.** Due to an increase in staff since the early days of AMIR 1.0, new office space was needed to accommodate the increase in staff. This space was identified and plans were made for the move. The office will relocate on September 2, 2002.
- **Manuals.** The operations and personnel manuals were finalized at the end of June in accordance with the new contract from USAID. They were then distributed to all long-term staff members.
- **Procurements.** The request for IRM approval of the procurement of the AMIR Program office equipment and MM&E system was approved by USAID. The design and development of the MM&E system began with three consultants conducting interviews with staff members and representatives from USAID. The AMIR Program office equipment is due to arrive in the beginning of October.

Events

- **New Evaluation System for Training Activities.** The training team designed and started implementing an evaluation system for AMIR's training activities lasting one day or more. The results will be shared with the team leaders to plan future training activities.
- **Training Team Facilitation Capacity.** During the teambuilding session, members of the Training Department played an important role as facilitators.

- **Training Policies Review.** A one-day session was held in Amman for the training staff in order to review new policies and procedures related to training and to enhance teamwork between the AMIR training staff and the ICT staff.

Public Awareness and Communications

- **Communications Team Grows.** The communications team added two dynamic new employees. Rasheed Roussan is the Public Relations Writer and Media Specialist and Arabic language translator. Rasheed's background includes acting as an editor at The Star newspaper. Ranya Abu-Sharar is the Public Relations Specialist. Before joining AMIR, Ranya worked as the marketing manager for an e-learning company.
- **New AMIR 2.0 Logo and Corporate Identity Created.** A new vibrant green and blue AMIR 2.0 logo and identity were developed. The logo will now be applied to stationary and other materials.
- **New Metal USAID Plaques.** A new USAID silver metal plaque was created, in various sizes, to place on external property. When placed on PCs and other highly visible equipment supplied to client organizations, these new plaques will achieve a more professional look, and be more durable than the existing plastic stickers.

B. Tasks Completed During the Reporting Period

General Administration

107 General AMIR Office Procurements.

Various IT procurements were made for the office including the purchase of workstations, leased lines for satellite offices and upgrading licenses.

115.1.3 Review of Jordanian Social Security Policy.

We worked with our subcontractor, IBLA, in reviewing the Jordanian Social Security Policy and how it affects local staff.

115.1.4 AMIR 2 Teambuilding Workshop.

A workshop was held at the Intercontinental Hotel on June 26, 2002 with participants from AMIR, our subcontractors, and USAID. The workshop was aimed at increasing communications both internally and externally, as well as identifying the methods of sustainability and continued success for the latter part of 2002.

Events

160.1 Training Manual and Policies Review.

During a two-week stay, Melissa Marland from the IET Department reviewed the training policies and updated the training manual.

160.1 Training Assessment Design and Evaluation.

A training needs assessment was conducted by Amy Rademacher, training specialist from Chemonics' IET Department. This assessment will provide the component leaders and training staff with the required support to identify the AMIR 2.0 training needs for each component and enhance general training program design and evaluation.

Public Awareness and Communications

- **Public Awareness Advisor.** Public awareness consultant Barbara Zadina returned for her fourth trip to manage continued development and implementation of the communications strategy. She will become the program's long-term communications manager.
- **Program Materials.** New AMIR logo was designed and delivered, and work on AMIR 2.0 official Web site began; new USAID stickers produced.
- **Video/Photo Assets Library.** Materials were solicited and collection began from partner organizations and subcontractors. Library will be physically set up in the new office.
- **Improved Photo/Video News Coverage of AMIR-sponsored Events.** An approved list of photojournalist-quality photographers and videographers for newsworthy AMIR-sponsored events was developed to increase the quality of media coverage on behalf of our counterparts and USAID.

- **Quarterly Reporting.** A new template for the Quarterly Report was developed to improve the design and navigation of the report.

C. Tasks Scheduled for Completion During the Next Reporting Period

General Administration

115.3 AMIR Mid-Year Review.

Two senior technical experts, Richard Dreiman and Peter Bittner, performed a mid-year review of the technical accomplishments on AMIR 2.0. They shared their findings with senior management at AMIR.

105.4.3 Office Move.

The plans for the office move are moving along smoothly including the development of a move calendar and the procurement of services for the move. Through a transparent process, we requested quotes from vendors ranging from security to construction.

105.4.1 EAP.

There will be the finalization of the Emergency Action Plan (EAP) customized to the new office location in Al-Rabieh.

125.2.1 MM&E System.

Following the receipt of USAID/IRM approval for the upgraded MM&E System, design and development of the core of the new system will commence under the leadership and oversight of DevIS. Additional non-core features will be developed using Jordanian subcontractors from the new IQC group mentioned below.

- **Performance Evaluations.** At the beginning of October, there will be mid-year performance evaluations of the local and American subcontractors, reviewing their technical, administrative and financial performance.
- **Consent to Local Subcontracts.** The five subcontractors that were competitively selected for the e-government Jordanian Software Development IQC will be submitted to the contracting officer for consent.
- **Creation of Indefinite Quantity Contract for Communications Firms.** We will host a bidder's conference for firms interested in being short-listed for our communications IQC.
- **Grants Workshops.** Several grant workshops are planned for the microfinance institutions, the business development service providers, and the business associations.
- **Teambuilding.** Several internal and external teambuilding exercises will be undertaken in the third quarter in preparation for a series of year two work planning sessions with USAID, counterparts, subcontractors and others during fourth quarter 2002.

Events

- **Training Team.** Training Department will recruit two new staff members to help manage the AMIR 2.0 training and non-training services.

Public Awareness and Communications

- **AMIR 2.0 Web site Development.** During this reporting period, planning began on a permanent AMIR Program Web site with new interactive features to support each component. Capabilities will include document sharing, password protected access to client-focused features, and where practical, tie-ins to the new MM&E System. The site will be launched in 2002.
- **Rescheduled Tasks.** Creation of a new AMIR Program brochure was delayed. A copywriter has been identified to assist in text development, and will be hired early next quarter to write the brochure and new Web site content. Also, a media briefing for journalists on new initiatives and goals of AMIR 2.0 was postponed until third quarter.
- **Program Materials.** A copywriter will be hired to complete the AMIR Program brochure and Web site text. New logo will be applied to Microsoft PowerPoint presentation template, folders, report covers, CD label, and other materials.

D. Problems Encountered and Proposed Remedial Action

No administrative problems have been encountered during this reporting period and, therefore, no remedial action is proposed.

E. Staff Mobilization

The following long-term administrative and support staff were mobilized for AMIR 2.0 during the reporting period

- 104.2 Eman Al-Fayoumi, IT Administrative Assistant
- 104.6 Rasheed Roussan, Public Relations Writer and Media Specialist
- 104.6 Ranya Abu Sharar, Public Relations Specialist

F. Events

Please see Events Annex.

G. Public Awareness and Communications

Please see Public Awareness and Communications Annex.

H. Impact Indicators

There are no Impact Indicators to report at this time.

Business Management Initiative



Jordanian business associations, led by consultant and facilitator Jeremy Condor (standing behind board), learn about how to incorporate "good governance" practices at a Business Association Governance Training workshop.

A. Key Accomplishments

During the reporting period, the Business Management Initiative (BMI) implemented a number of technical assistance programs and training workshops aimed at enhancing the organizational capacity and performance of its counterparts.

Business Association Development

During the reporting period, BMI targeted its assistance to three associations: the Jordan Association of Pharmaceutical Manufacturers (JAPM), the Jordan Exporters Association (JEA) and the Aqaba Business and Professional Women's Association (BPW-Aqaba). The latter two identified the need to restructure their associations and were provided with experts to help them develop three-year strategic plans, redefining their focus, mission and objectives, and reorganizing their programs and services. JAPM was provided with technical assistance in the form of refining its strategic plan and presenting the plan to the board for approval.

National Tourism Strategy

BMI worked with the Jordan Tourism Board (JTB) to develop the national tourism strategy. The strategy was launched in May, headed by the Minister of Tourism and Antiquities. The former director of the Irish Tourist Board, along with a team of five consultants, were recruited to work closely with the JTB, the Strategy Steering Committee, and industry leaders to develop the strategy. A three-day retreat was held in Petra where participants worked diligently to produce the "Tactical Bridge Strategy - Returning Jordan to Growth." Strengthening JTB's institutional framework was also a priority and a number of activities were initiated to support the Jordan Hotel Association, Ammon Hospitality College, and the tour operator's community.

TIJARA Initiative

Progress is well underway within the TIJARA forums business associations' planning for seminars and workshops, and the Free Trade Agreement (FTA) Anniversary Event. AMIR developed a customized portal for the FTA Unit to enhance its capacity in serving Jordan's private sector to take advantage of the FTA. In addition, a training program entitled Internet-based Implementation of TIJARA was conducted to TIJARA coalition members. A communications strategy was developed with a full schedule of activities will be launched next quarter.

World Trade Week

Modeled after the U.S.-based, USDOC-supported World Trade Week (WTW), WTW was introduced to Jordan's business associations and began promotion of the first program, which will be launched in May 2003. AMIR assisted in creating the WTW coalition and subcommittees to plan the agenda and promotion for WTW 2003.

B. Tasks Scheduled for Completion During the Reporting Period

211 Help Business Associations Design and Implement Management Training

211.1 Training Needs Assessment.

During the reporting period, the development of short-term management training programs began with a qualitative training needs assessment. The consultant interviewed a number of business associations to assess their current training programs and to gain an understanding of the course selection process and the demand that exists for management training. In addition, two focus groups were held with private sector executives and human resource managers from a variety of companies in different sectors to gauge their training needs. To enhance the results of the qualitative assessment, a training needs assessment questionnaire is also being distributed to the members of partner business associations. Furthermore, the consultant is currently researching successful U.S.-based executive management training programs that will be used as models for the training programs to be established in Jordan.

220 Business School Development

221.3 Select Jordanian Partner.

As a follow up to the survey of local Jordanian universities conducted in the first quarter, an additional seven public and private universities were surveyed to gauge their interest and ability to participate in the development of the graduate business school (GBS). The initial design of the GBS was completed and a Request for Application (RFA) to select a Jordanian partner was developed. In addition, a legal review of higher education laws (Laws 41 and 43) was conducted, unveiling policy obstacles to the development of an autonomous graduate business school according to the initial design. This was presented to the Minister of Planning as key impediments to moving forward with the project.

230 Business Association Development

231.3 Conduct Association Diagnostic.

The main findings of the financial assessment performed on ten business associations have been organized into a Power Point presentation that can be presented to the grants committee along with the grant applications, thus enabling a comprehensive and realistic overview of each association.

232.1 Develop Customized Organizational Development Plans.

Customized organizational development plans have been developed for ten business associations.

232.2 Business Association (BA) Strategic and Work Plans.

The Jordan Association of Pharmaceuticals Manufacturers (JAPM) was provided with assistance in facilitating a strategic workshop for the pharmaceutical industry in addition to further technical assistance in finalizing the three-year strategic plan. The consultant also worked with JAPM board and executive staff, using the approved strategic plan, to develop a new annual program of work, a draft result matrix, an estimated budget, and to identify potential donor and non-donor sources for financing.

232.3 Strengthen Institutional Framework.

An expert in trade promotion worked with JEA in re-engineering the organizational structure. The re-engineering process incorporated a member/potential member needs assessment, and a board governance/strategic planning workshop. The consultant advised JEA on how to realign its focus to better serve the needs of members and potential members already in business, as per needs assessment conducted by JEA/AMIR.

233.3 Management Information Systems Development.

IT equipment and software were procured for JABA.

233.6 Support Associations in Board Development.

As part of the continuing investment in good governance, provided technical assistance to the new JABA board of directors to help manage the transition with an abbreviated change management and board teambuilding workshop.

236.1 Expand Women's Participation in Women's Associations.

BMI provided technical assistance to BPW-Aqaba by guiding the board through the initial stages of transforming the association into a sustainable organization. The consultant conducted a focus group with current and potential members on what they perceive to be the organization's role in Aqaba, and presented the results of the meeting to the board at a two-day retreat. During the retreat, the consultant also worked with the board to start developing a business-oriented strategic plan (vision, mission, objectives, monitoring and evaluation system) and explained the necessary changes that the BPW-Aqaba should undertake.

260 Strengthen Jordan Tourism Board (JTB)

261.1 Assess JTB's Institutional Framework, Management Capacity and Operations.

An assessment of JTB's organizational structure was conducted, and a new draft organizational structure was developed. The new model prioritizes marketing as the core function of the JTB. An assessment of JTB's IT capabilities was also conducted and IT equipment and software were procured as it was concluded to be essential for the enhancement of JTB's overall operational performance and communication with its international offices.

261.5 Strengthen JTB Institutional Framework for Jordan Society for Travel Agents (JSTTA).

A tourism consultant worked with the JSTTA to develop the role of this organization in support of JTB. Recommendations were developed for the proposed new Jordan Incoming Tour Operators Association (JITOA).

261.6 Strengthen JTB Institutional Framework for Ammon College.

An audit of the human resource (HR) management systems of Ammon College was conducted to develop and improve its organizational structure and personnel management systems. An assessment of Ammon's IT requirements was also performed. Based on the consultants' recommendations, IT equipment and hospitality management software were identified and procured to improve performance and upgrade quality of hospitality education. In addition, the opportunities for establishing a linkage with a U.S. hospitality school were explored and the process of identifying a partner school commenced.

262.1 Develop JTB Business Plan.

A consultant developed a paper on the "Economic Impact of Tourism" for JTB highlighting both the social and economic benefits of tourism to the country. Based on report content, JTB will develop its business plan to align JTB with national economy enhancement objectives.

262.2 Develop National Tourism Strategy.

In collaboration with the Ministry of Tourism and Antiquities and JTB, a Strategy Steering Committee (SSC) was formed to drive a new national sector strategy development. AMIR experts worked with JTB and SSC and other industry leaders to develop the framework for the strategy. Major short and long-term challenges and opportunities pertinent to the development of the tourism industry were identified in a retreat attended by more than 40 participants. Also, a framework for a short-term crisis management plan for 2003 was agreed upon. Throughout the development of the short and long-term plans, the concept of public-private partnership was further developed and is expected to result in the formulation of a "Strategic Tourism Contract" that will address the period 2004 through 2010 and will be signed by both the public and private sectors for implementation. Within the framework of developing the long-term strategy, a series of meetings (more than 20) and workshops were held to solicit industry's input with respect to product development, marketing and promotion, human resources related issues, and laws and regulations governing the sector. The objective of these meetings is to devise appropriate strategies to enhance the tourism sector performance. Diversification of accommodation alternatives was one of the major issues that surfaced as a result of the strategy development work; accordingly a consultant developed a report on the requirements for introducing a bed and breakfast type accommodation service in Jordan.

262.2.4 Develop Legal and Regulatory Framework Strategy – Eco-Tourism.

A delegation of three representatives working in eco-tourism was sent to the World Eco Tourism Summit held in Quebec. They will be invited to participate in the development of Jordan's tourism products.

264.2 Develop JTB Marketing Plan.

Due to the significant number of Arab tourists visiting Jordan, coupled with the need for adequate data to assist JTB in

targeting neighboring Arab markets, a survey among Arab tourists visiting Jordan during the months of July and August was initiated. The key objective of the study is to determine the visitors' profile, purpose of visit and special needs of Arab tourists. The results of the study will be incorporated in JTB's marketing plan for the following year. This study, the first of its kind, will provide a benchmark for a follow-up survey and research and will be a cornerstone in developing JTB's database.

264.3 Develop Focused Promotional Campaigns.

Supported JTB efforts in promoting Jordan's religious tourism sector in the U.S. market through sponsoring the Catholic Press Association Annual Conference. Catholic press reaches a large portion of North America's 75 million Catholics and the event was aimed to enhance their awareness of Jordan's biblical significance. In addition, a consultant was recruited to work in the JTB North America office to conduct a survey among U.S. tour operators and travel agents, collecting relevant market information. This information will be used by JTB to strengthen marketing and promotion activities.

264.6 Study Successful Tourism Promotion Models.

A study tour to Ireland was conducted with the objective of examining the successful experience of the Irish Tourist Board. A delegation of senior representatives of Jordan's tourism industry, led by H.E. Dr. Taleb Rifai, went on a four-day tour and met with their Irish counterparts to explore the measures and methodologies used in the development of Irish tourism and to exchange ideas and experience.

265 Jordan-US Free Trade Agreement

265.2.2 Develop Free Trade Agreement (FTA) Web Site.

BMI is spearheading plans to support the FTA Web site, to act as a facilitator of trade and a resource for Jordan-U.S. trade information under the Free Trade Agreement.

265.2.3 World Trade Week.

In coordination with the US Department of Commerce (USDOC), the Jordan Exporters Association (JEA) began intensive planning in preparation for the BMI-proposed World Trade Week in Jordan and the United States.

265.2.4 Exporter of the Year Award.

Discussions began with the JEA to develop an excellence in exporting award modeled after USDOC's export awards.

265.3 Support TIJARA Implementation.

The FTA Unit is the focal point of the TIJARA administration. As a catalyst of business opportunity development for all Jordanian business associations, AMIR continued its support to the unit to build additional capacity and resources through direct onsite training to the FTA Unit staff. In addition, support to all TIJARA forums has been extended and training on Internet-based resources and databases for trade promotion was conducted. AMIR has assisted business associations in preparing for seminars and workshops aimed at building private sector capacity in taking advantage of the FTA, and have planned for associations' participation in the FTA Anniversary Event.

265.3.1 Develop Pharmaceuticals Industry Strategy.

In preparation to develop a sector-wide strategy for the pharmaceuticals industry, supported a study tour for several Jordan Association of Pharmaceutical Manufacturers (JAPM) members that will lead the development of the strategy. The tour included participation in the International Generics Pharmaceuticals Association and meetings with delegates from Europe and the U.S. The generic drug market is emerging as a key growth opportunity whereby Jordanian manufacturers can capitalize on the Jordan-U.S. FTA by developing relationships with U.S. counterparts.

C. Tasks Scheduled for Completion During the Next Reporting Period

211 Help Businesses Associations Design and Implement Management Training

211.1 Training Needs Assessment (TNA).

Local institutions will be assessed in terms of their current and potential capacity in delivering effective training programs, in accordance with AMIR's criteria.

211.2 Build Partner's Capacity Implement Management Training.

A workshop on Business Management Training Development will be conducted, which will include training program design, management, and promotion.

215 Small & Microenterprise Training via Business Associations.

BMI will support the Microenterprise Initiative in dissemination of training throughout Jordan via associations.

220 Business School Development

221.3 Select Jordanian Partner.

The following activities, taking place throughout the next quarter, will lead to the selection of a Jordanian partner: developing and issuing a Request for Application in Jordan; advertising the Business School Development Program; holding an event to promote the Business School Development Program for potential partners; receiving and evaluating proposals; and selecting a Jordanian partner.

230 Business Association Development

231.1 Develop Accreditation Program.

The process of developing an accreditation program in Jordan will continue.

232.1 Develop Customized Organizational Development Plans.

The Organizational Development Plans (ODP) will be presented to the business associations and a customized technical assistance package based on the ODP recommendations will commence.

232.2 Update BAs Strategic and Work Plans.

Consultants will be recruited to work with a number of business associations in assisting them with their strategic and work plans.

232.3 Strengthen Institutional Framework.

JEA will receive further technical assistance in restructuring the association.

233.1 Conduct Association Management Training Workshops in Jordan.

Another CIPE Business Association Management Training workshop will be organized for the association staff members who did not attend the identical workshop held during the first quarter. A number of cross-association workshops (to be determined) will be held to teach valuable skills to the executive directors and board members of business associations to build their organizational capacity.

233.3 Management Information Systems Development.

Business associations will be trained on monitoring and evaluating their business and work plans. Also, a number of specialized workshops on enhancing business association productivity through automation will be conducted through Microsoft representatives.

233.4 Support Associations in Membership Development.

Technical assistance will be provided to select business associations in analyzing their existing and potential member needs.

234 Develop Association Financial Sustainability Plans.

Based on the results of the financial assessment conducted in the reporting period, a financial sustainability plan will be developed for select business associations. Additionally, a training workshop will be organized on the essentials of achieving long-term sustainability.

235 Support Associations Outreach Outside of Amman.

A survey will be designed to identify business services needs outside Amman. A benefits and recruitment plan will be developed for members outside Amman.

236 Expand Women's Participation in Associations.

Further technical assistance will be provided in restructuring and building the organizational capacity of BPW-Aqaba. In addition, BMI will support the business associations to develop businesswomen-focused association programs.

260 Strengthen Jordan Tourism Board

261.1 Assess JTB's Institutional Framework, Management Capacity and Operations.

Institutionalization of JTB's new organizational structure will start during the next quarter. The job descriptions will be finalized and the implementation plan and recruitment will begin.

261.4 Strengthen JTB's Institutional Framework- Jordan Hotel Association (JHA).

A review of JHA's HR system and organizational structure will begin to develop suitable HR policies and procedures to help enhance the JHA's operational effectiveness. This will also include assistance in recruiting and selecting suitable association employees.

261.6 Strengthen JTB's Institutional Framework – Ammon College.

The review of Ammon's HR system and organizational structure will be finalized to include updated job descriptions, an employee handbook, and a salary scale reflecting fairness and equity in its implementation. A one-day training workshop for Ammon management on the updated HR system and means of implementation will be conducted. Linkage with a U.S. hospitality school will be further explored during the third quarter.

262.1 Develop JTB Business Plan.

A consultant will be recruited to develop an effective capacity building program and a comparative/competitive analysis study. The purpose of the study is to compare the JTB with competitors and assess the competitiveness of Jordan's tourism products and services.

262.2 Develop National Tourism Strategy.

Work will continue on developing the framework for the long-term "National Tourism Strategy." The first draft of the short-term "Tactical Bridge Plan" will be finalized. Implementation of the "Tactical Bridge Plan" will start during the upcoming quarter to ensure that desired impact on tourism is achieved by 2003.

262.3 Comparative Study of Tourism Promotion.

The study scope of conducting a competitive comparative analysis of Jordan's tourism sector and performance in relation to competitive markets will be finalized.

262.2.1 - 6 Product marketing plans for JTB.

The development of product specific marketing plans will proceed for priority tourism products to include educational tourism, medical and wellness, religious tourism, eco-tourism, heritage and culture, and meeting, incentives, conferences and events (MICE) tourism.

264.3 Develop Focused Promotional Campaigns.

The market survey of the U.S. tour operators and travel agents will be completed; the results will be incorporated into JTB's final marketing plan. Further support will be extended to the JTB to participate in key international, high yield trade fairs.

264.3.2 Support JTB in Global Promotion of MICE.

Support JTB in participating in the Incentive Travel & Meeting Executives show that will be held in Chicago during September 2002.

265 Jordan-US Free Trade Agreement

265.1 Study Successful Free Trade Agreements with the US.

Support business associations in exploring other nations' success stories in developing their capacities to benefit from free trade arrangements. Examples in Mexico and Africa will be studied. Key trade organizations and business associations in other countries will be selected and visited.

265.3 Support TIJARA Implementation.

The FTA Unit is the focal point of the TIJARA administration. As a catalyst of business opportunity development for all Jordanian business associations, AMIR will support the unit to build additional capacity and resources. AMIR will provide technical assistance to business associations to help manage international trade events, as well as provide a planning and management system for trade missions and international exhibitions.

265.2 Promote Jordan-U.S. Free Trade Agreement.

A special event will be held coinciding with the first anniversary for the signing of the FTA in cooperation with the TIJARA Coalition.

265.2.2 Develop FTA Web Site.

AMIR will finalize the FTA web site by the end of September 2002.

265.3 Develop World Trade Week.

AMIR will assist the WTW Coalition through presentations and technical assistance to the WTW sub-committees.

265.3.2 Support TIJARA Implementation Framework.

AMIR will provide direct technical assistance to the FTA Unit through onsite training and development of services and resources catalogs.

D. Problems Encountered and Remedial Action Proposed

As mentioned under section 221.3, current laws governing higher education institutions preclude the establishment of a graduate business school according to the model developed by the AMIR Program. Next steps will depend on feedback from the Minister of Planning concerning the government of Jordan's view of the status and the possibility of moving ahead within a more conducive policy environment.

E. Staff Mobilization

The following short-term staffs were mobilized during the reporting period:

- Diala Khamra, business management specialist managing the tourism sub-component.
- Rasim Abderrahim, short-term consultant managing the TIJARA sub-component.

F. Events

Please see Events Annex.

G. Public Awareness and Communications

- **Promote Jordan-US Free Trade Agreement (FTA) Domestically.** Supported Public Relations Forum to develop communications strategy to promote FTA in Jordan. Identified target audiences, communications goals and activities. Provided direction and support to business associations to implement plan. Worked with subcommittee to assess current Jordan-U.S. FTA Web site and directed development of new Web site.
- **National Tourism Strategy.** Attended three-day workshop in Petra to begin development of the national strategy for the tourism sector. Began planning strategy launch event.
- **Ambassador Training.** Worked with Royal Court to develop materials for Jordanian Ambassador Training. Created branding and logo, 60-page booklet on Jordan economic information and various promotional items.
- **World Trade Week.** Attended WTW sub-committee workshops on promotion and began planning for event in 2003.

Please see Public Awareness and Communications Annex.

H. Impact Indicators

Indicators have been defined but due to program mobilization, there are no results to report.

Microenterprise Initiative



Microenterprise owners, along with AMIR Program subcontractor Linda Kawar of CDG acting as facilitator (right), identify the constraints in business registration and licensing in Jordan.

A. Key Accomplishments

- **First Draw on Wholesale Funding Facility.**
The first draw against the Wholesale Funding Facility (WFF) was made during this reporting period. On May 16, 2002 Citibank disbursed a term loan for JD 200,000 to Jordan Access to Credit Project/Community, Habitat and Finance (JACP/CHF) under the WFF. The loan is for 27 months, including a three-month grace period with a commercial rate of 7.50%. By the end of this reporting period, CHF had maximized the guarantee by drawing a full JD 500,000. JMCC also utilized the facility requesting a guarantee/loan for JD 120,000. MFW and AMC are expected to use the Wholesale Funding Facility next quarter.
- **Ministry of Planning Cooperative Efforts.**
The AMIR Program special advisor to the Ministry of Planning undertook a dramatic program design project, helping the ministry issue tenders for two major projects worth nearly \$20 million in record time. The advisor also helped create the organizational structure within the ministry which would manage the government of Jordan's ambitious \$40 million annual development budget. Initiatives were also begun to change the mission of the Development Employment Fund (DEF) and begin capacity building work in DEF.
- **Sustainable Microfinance Training Program Basic Course.**
Two successful sessions of the Sustainable Microfinance Training Program were held with 33 participants from numerous institutions attending the Basic Courses held at the Institute for Banking Studies (IBS).

B. Tasks Completed During the Reporting Period

310.1.1 Board Governance Manual.

The Board Governance Manuals for Jordan Micro Credit Company (JMCC), Ahli Microfinancing Company (AMC) and Microfund for Women (MFW) are well underway. Cooperative efforts between the consultant, the executive directors and the board members will insure a useful microfinance institution (MFI) specific manual. Several individual workshops were conducted during the period with MFI board members to review their completed sessions of the specific manual. A SOW to review and edit the board governance generic workbook has been completed.

310.3 MIS Systems Support—AMIR 1 follow-on MIS Standardization Implementation.

The MFI system has been designed and testing is nearly completed. Final acceptance of the new MIS by all USAID-funded MFIs is projected for December 2002.

311.1 MFW Business Plan Review 2002.

The consultant designated to review, assess and recommend modifications to the MFI-prepared business plan has been identified and completed the review phase of the consultancy.

312.1 JMCC Business Plan Review 2002.

The consultant designated to review, assess and recommend modifications to the MFI-prepared business plan has been identified and completed the review phase of the consultancy.

313.1 AMC Business Plan Review 2002.

The consultant designated to review, assess and recommend modifications to the MFI-prepared business plan has been identified and completed the review phase of the consultancy.

315.1 MFI Product Market Needs Assessment.

Final reports of Phase II (Field Survey – New MFI Products) and Phase III (New Product Priority Assessment) were completed. Seven focus groups were held and SOWs were written for six new products that were identified as priority.

315. 2 New Product Development and Launch.

The consultant completed a four-week assignment where he surveyed the marketplace, assessed the viability of lending institutions, trained the staff, and developed a prototype for a small business loan product. JACP/CHF and AMC are preparing to launch the small business loan product in cooperation with funding from the Ministry of Planning.

316.1.3 Web-based Reporting System.

The design of an Intranet system for the reporting of MFI impact indicators has begun. The system should be tested next reporting period.

316.2.2 Update Credit Demand Survey.

The consultant drafted the survey instrument and coordinated with CDG who have begun the survey. The Rural Market Survey (316.2.1), the Updated Credit Demand Survey (316.2.2) and the Informal Business Survey (316.2.3) have been merged into one study.

316.2.5 Restructuring of MFI Supply Side.

The consultant, after extensive interviews and discussions with MFIs, government officials, AMIR and USAID, has drafted the discussion paper and it is currently under review.

317.1 Lebanon Study Tour.

Due to management restructuring at Al Majmoua, this study tour originally scheduled for May 13 was postponed until July 1. Seventeen participants participated in this study tour from AMIR/USAID, MFIs and the media. A debriefing took place in which the participants of this tour and the ABA shared experiences and discussed possible replication here.

317. 2 New Hampshire Tour.

Six senior level participants representing JMCC, AMC, MFW, JACP/CHF and DEF attended the Southern New Hampshire University Microenterprise Development Institute's advanced course on salient microfinance issues.

317.5 Alexandria Business Association (ABA) Study Tour.

Seventeen participants from four MFIs and the media took part in the study tour at the ABA in Egypt during this reporting period. Thirty six participants attended the debriefing of ABA and Lebanon Study Tours to exchange information, present lessons learned, future strategies and challenges facing those two institutions.

317.6 MFI Microfin Course.

Seven participants from AMIR/USAID-supported MFIs participated in this Microfinance Institution Business Planning and Financial Modeling Training Course in Washington DC.

317.7 Morocco Conference.

Representatives from three of the four AMIR/USAID-supported MFIs attended the regional strategic planning workshop in Marrakech, Morocco along with representatives from USAID and AMIR. A brochure entitled "A Glimpse into Microfinance in Jordan" was designed and delivered to nearly one hundred participants.

318.1 Sustainable Microfinance Training Program (SMTP) Basic Course.

Over thirty participants from MFIs, DEF and banks participated in two SMTP Basic Course conducted at the IBS during this reporting period. The regional basic course planned for July 2002 was postponed to October 2002 due to lack of demand.

318.3.5 TOT Refresher Course.

Ten microfinance specialist trainers attended the Train of Trainers Refresher Course in Aqaba for two days, where both technical and delivery topics were covered.

318.4 SMTP Marketing Brochure Update.

The updated Sustainable Microfinance Training Program brochure was prepared and distributed to potential participants in Jordan and the region.

332.2 Entrepreneur Roadmap.

The second phase of the Entrepreneur Roadmap was completed. The purpose was to verify the information gathered during Phase I concerning the micro and small enterprise registration and licensing process, and to identify obstacles and constraints to entering the Jordanian formal sector via focus groups and follow-up meetings with several municipalities and business chamber representatives.

333.2 Backward Linkages Project.

MEI Business Management Specialist Suhair Khatib conducted an assessment of the backward linkages project in Zarqa. Assessments included an analysis of the performance to date and detailed activities going forward.

334.1 MSME Business Support—Business Development Services (BDS) Provider Survey.

The BDS provider/facilitator survey started during the reporting period. The main survey instrument (questionnaire) was finalized and sent out to BDS provider/facilitators concentrating on outreach to all governorates. Survey analysis was conducted during the first week of July. Phase II, Validation and Final Analysis, which took place in July included numerous focus groups.

334.1 MSME Business Support—MSE Demand Survey.

The MSE demand survey started during the reporting period. The main survey instrument (questionnaire) was finalized and the survey was implemented. Four hundred questionnaires were collected from the different governorates of Jordan ensuring random sampling and outreach all over the Kingdom. The analysis was conducted during the first week of July. Phase II, Validation and Final Analysis, took place in July.

334.1 BDS Survey Results Workshop.

The workshop was held on July 30. The purpose of the workshop was to present the results of the BDS supply and demand surveys (mentioned above). Forty-eight individuals from different organizations concerned with BDS attended the workshop. BDS consultants Andrew Baird and Marc DeSousa Shields were the presenters and AMIR did an introduction to the BDS grants program.

334.5 Gender and Outreach Assessment.

The SOW of a Women Entrepreneur Program (WEP) exploratory mission was drafted and a short-term consultant was selected: Amanda Zinn, the chief executive office of the Women Entrepreneur of Baltimore. The SOW's objective is to assess the potential of a sustainable Women Entrepreneur Program in Jordan and to produce a program delivery package, which will include staffing, scheduling, budgets, and measurable outputs.

335.1.2 Business Information Services.

The Geographic Information System (GIS) exploratory mission was conducted in July by the short-term consultant Mohamed Khatouri, a GIS specialist with 20 years of experience. The objective of the mission was to determine the viability and ways in which the GIS tool can enhance planning and management activities within the component. Possible applications include the areas of BDS providers/facilitators, MFI mapping and donor activities.

335.1.2 Business Information Services, Web-based Entrepreneur Information Center.

A preliminary Web site map has been drafted in coordination with the Ministry of Planning's EPP. CNS will be contracted to create the Web site, scheduled to be launched in early September.

362.6 MFI Public Awareness and Attitude Survey.

Subcontractor CDG conducted a survey of 500 people from across the Kingdom to assess the attitudes and perceptions

of Jordanians about entrepreneurship. The report analysis, also completed during the reporting period, will be used to help MFIs create effective marketing plans and assist in the development of the "Successful Entrepreneur Campaign."

362.6 MFI Public Awareness and Attitude Survey Workshop.

A workshop was conducted to present to the MFIs and representatives of the EPCs the results of the survey assessing Jordanians attitudes and perceptions of entrepreneurship.

365.3 Enhanced Productivity Program (EPP) Infrastructure.

The majority of the equipment required by the EPP has been delivered. Some new requirements will be added in July, at which time this milestone will be completed.

365.4.1 Village Cluster Program Grant Award.

The grants were awarded by the Ministry of Planning the last week of June to a three-NGO consortium.

365.5 Contract Management.

The support for the Enterprise Development Center (EDC) program has allowed the opening of additional centers ahead of schedule. The EDC advisor is in place and leading the project. A new set of procurement guidelines for the Ministry of Planning that was drafted under this milestone will act as a template for other ministries.

C. Tasks Scheduled for Completion During the Next Reporting Period

310.1.1 Board Governance Manual.

The review and edit of the board governance generic workbook will be completed.

310.2 Reporting Standards.

Standardization assessment will be completed for all MFIs.

310.3.1 AMIR 1 follow-on MIS Standardization Implementation.

Review of the current contract between TAGI and AMIR will take place next quarter to review the planned schedule for the initial and final acceptance of the MIS system by the MFIs.

311.1 MFW Business Plan Review 2002.

Business plan review will be completed.

312.1 JMCC Business Plan Review 2002.

Business plan review will be completed.

313.1 AMC Business Plan reviews 2002.

Business plan review will be completed.

314.1 CHF Organizational Structure Review.

A SOW to review and assess CHFs new lending policies for the small loan product will be reviewed.

316.2.2 Update Credit Demand Survey.

Final report will be completed.

316.1.3 Web-based Reporting System.

Web system for MFIs indicators reporting will be completed.

316.2.5 Restructuring of MFI Supply Side.

Final report to be completed.

317.6 MFI Microfin Course.

Four participants from the MFIs are planned to participate in the Microfin course next period.

318.1 SMTP Basic Course.

SMTP Regional Course to be conducted at IBS.

318.2 SMTP Advanced Course.

SMTP Regional and Local Course to be conducted at IBS.

318.3.2 Specialty Training Modules Needs Assessment.

Will be completed.

331.1 MSME Business Council.

The viability of a sustainable MSE association or council will be assessed in cooperation with the Business Management Initiative.

332.1 Develop MSME Advisory Group.

The advisory group will be formed and the first planning meeting will be held in September. The advisory group will be comprised of representatives from USAID, AMIR, the Ministry of Planning, the Ministry of Industry and Trade and IBLA.

334.1 BDS Providers/Facilitators Survey.

MSE Validation and Analysis (Phase II) of the BDS provider/facilitator and the MSE demand surveys will be completed by the end of August. The goal of these surveys is:

- To assist the MEI team in selecting the business development services it will focus on (at this time two to four services are envisioned)
- To design appropriate interventions that will satisfy MSEs needs through BDS provider /facilitator
- To select BDS provider /facilitator to work with

334.3 Establish/Enhance Specialized BDS Programs.

Based on the outcomes of the MSE and BDS provider/facilitators surveys, a BDS provider/ facilitators assistance program shall be developed.

335.1.2 Business Information Services, Web-based Entrepreneur Information Center.

The Web site map will be finalized, and short-term consultants will be identified to draft the content of the Web site. CNS will be contracted to create the Web site, with work slated to start in mid September.

335.1.2 GIS Application Design.

The GIS expert Mohamed Khatouri will arrive next quarter. The objective of this mission is to conduct further assessment and to start working on the development of the following applications in Jordan:

1. application to geo-reference all microfinance institutions in Jordan
2. application to geo-reference the BDS Providers and Facilitators, surveyed by AMIR Program
3. application to geo-reference the 21 Enhanced Productivity Centers (EPCs), that are established by the MMIS, which was contracted by the Ministry of Planning to create these centers throughout Jordan with two advisors for each center in 2002

365.2 Training.

Once the EPP staff is in place, a training sequence will be initiated on development and capacity building topics.

365.3 EPP Infrastructure.

The EPP will move to new quarters requiring some make-ready work before closing out this line.

365.7 Centers of Excellence (COE) Program.

The COE Program will begin in earnest with completion of an IT assessment and the beginning of a communication and data management analysis.

D. Problems Encountered and Proposed Remedial Action

- The Lebanon Study Tour was postponed from May to early July due to management restructuring at Al Majmoua.

- The Ministry of Planning has been slow to fill EPP positions but has not compromised on the timeline for accomplishing certain new development programs. This has led to unrealistic burdens on the staff and damaged the EPP programs to a certain extent. As project implementation has begun, however, the staff and advisor have developed methods to salvage the ambitious programs required by the ministry. The AMIR Program has aggressively pushed for the hiring of key staff, a requirement that appears to have been met.

E. Staff Mobilization

None.

F. Events

Please see Events Annex.

G. Public Awareness and Communications

- **Sustainable Microfinance Training Program (SMTP) Marketing Brochure.** Updated brochure with 2002 program and training information.
- **“Attitudes and Perceptions of Entrepreneurship in Jordan” Survey.** Wrote survey instrument and directed subcontractor to conduct survey of 501 people across the Kingdom to assess the attitudes and perceptions of entrepreneurship in Jordan. The analysis of the data will be used to help MFIs create effective marketing plans and assist in the development of messages and communications campaign for the “Successful Entrepreneur Campaign.” Held workshop to discuss application of information from survey with MFIs.
- **Wholesale Funding Facility Press Release.** Worked with client organization to write press release announcing the first draw on this facility.
- **“Glimpse into Microfinance” Brochure.** Created brochure to distribute at microfinance conference in Morocco.
- **Lebanon Study Tour Briefing.** Briefed journalists on the purpose of the study tour: discussed how to relate the Lebanese experience to Jordan, and suggested ideas for feature stories based on the study tour. Also discussed the development of sustainable microfinance in the Kingdom through the success stories of the four USAID-funded MFIs.
- **Business Development Services Grant Workshop.** Developed invitations and informational grant brochures for workshop.

Please see Public Awareness and Communications Annex.

H. Impact Indicators

Please see Impact Indicators Annex.

Information and Communication Technology



E-government project managers from various governmental departments with trainer EDS's Kendall Lott (right).

A. Key Accomplishments

- **Establishment of the e-Government Project Management Office (PMO) at the Ministry of Information and Communications Technology (MoICT).** The e-government PMO was successfully developed and processes templates and procedures were completed that will help launch the e-government program.
- **Scoping and Needs Assessment for e-Government.** The work planning session was completed which identified two areas of funding: Systems Integration and Project Management Office.
- **SGN & E-mail Solution Design.** A complete solution is developed to address all SGN and e-mail aspects for the next two to three years.
- **The E-Government architecture is being developed.**
- **E-Government Project Manager (PM) Training.** Twenty e-government project managers from the PMO and 15 government departments were trained in project management tools and methodologies. They will use these standards while implementing e-government projects in their departments.
- **E-Government Internal Change Teambuilding.** Conducted a successful teambuilding workshop with AMIR Program and MoICT staff that helped create a new team spirit for enabling e-government implementation and teambuilding workshops that will be replicated across all e-government teams.
- **Indefinite Quantity Contract (IQC) RFP Released and Awarded.** Nineteen proposals were submitted and five were awarded the contract. AMIR's requirement that bidders submit company data for int@j's database contributed significantly to the IT association's success in acquiring important industry data.
- **First Group of Task Orders is Ready to be Passed to the IQC to Start Development.**
- **Confirmation of AMIR Support of the Connecting Jordanians Initiative (CJI) Business Plan.** The AMIR Program officially committed to supporting the CJI, initially through the development of the CJI Business Plan, as mandated by His Majesty King Abdullah II.
- **Phase I of ICTAC (REACH Advisory Council) Secretariat Institutionalization.** Phase I of the establishment of the RAC Secretariat has been successfully completed and approved by the relevant stakeholders. The inaugurating meeting was held with the newly appointed board members and the council's agenda set forth.
- **Int@j Released Online Industry Tracking & Assessment System.** This system will be used to collect and analyze industry statistics.
- **Royal Scientific Society (RSS) Computer Refurbishment Center Reconstruction.** Reconstruction of the RSS Computer Refurbishment Center has been completed.
- **REACH 3.0 Workshops.** The REACH 3.0 public workshops were successfully completed.
- **Contract Award for Mobile Liberalization Study.** Bids were evaluated and a contract was awarded to decision/analysis partners in the TDA-financed policy review.
- **MoU signed between UNESCO Cairo Office, AMIR Program, and MoICT.** The content of the MoU specified each party's contribution to the promotion and implementation of e-government Computer Literacy training.
- **PMO Processes Completed and Transition to Local PMO Staff.** Change Management and Project Management expertise handed over to new hires, while a Program Management Phase II has been initiated.

B. Tasks Completed During the Reporting Period

411.3 English Translation of Electronic Transactions Law 85.

IBLA translated the Electronic Transactions Law 85 into English.

411.42 E-Government Scope and Resource Planning.

A work planning session was completed with EDS, DevIS, MoICT, and the AMIR Program in which key players and next milestones were identified for launching e-government.

412.1 Connection Jordanians Initiative Strategy.

During the reporting period, the Connection Jordanians Initiative (CJI) was elevated to national importance. The CJI was presented and endorsed by His Majesty and all required national resources were mandated to promote this initiative. Additionally, the King mandated an August 2002 deadline for the completion of the CJI Business Plan. Based on this, as well as reduced CIDA capabilities/resources, the AMIR Program accelerated its commitment and support to CJI. Building upon the successful completion of the CANARIE CJI Needs Assessment, identified areas of immediate AMIR Program cooperation and participation.

In May, in record time, fielded consultant, Dave Sutherland, to inaugurate and structure the CJI business plan process. The consultant established technical sub-committees, including the School Network and Data Center Committees. These committees have made significant progress by developing network design and equipment specifications and evaluating the ideal location for the Data Center.

The Royal Jordanian Geographic Center is creating a Geographical Information System (GIS) map of all schools and community access centers to be utilized for all future connectivity work.

413.1 ICTI Communications Strategy.

With the support of a public relations firm, Spot On PR, the first "messaging" workshop was held involving public and private sector stakeholders to identify appropriate messages to promote Jordan as an ICT hub. A group of "ambassadors" was selected from the private sector to serve as spokespersons, promoting Jordan's ICT sector.

413.2 Connecting Jordanians Initiative Public Relations Campaign.

The AMIR Program, in cooperation with the MoICT, tendered the development of a communications campaign for the CJI. A communications firm has been selected and will develop a corporate identity and communications campaign to promote the benefits of ICT to all Jordanians.

421.1 MoICT Transition Team Advisors.

The existing MoICT transition team continued to act in "place-holding" roles in the ministry, filling line positions that will be staffed by permanent employees by the end of the transition period. For progress in permanent staffing see 422.2.

422.1 MoICT Needs Assessment and Policy Action Plan Development Plan.

Monitoring of the action plan continues.

422.2 MoICT Staff Development.

Two advertisements were placed in the leading Arabic language weekly newspaper for the following positions: e-government project manager (six positions); e-government program officer (one position); and for the PMO (seven positions).

Candidate search has also been carried out through a number of alternative routes, including a recruitment agency, a headhunting firm, and through an on-line recruitment organization. Interviews were held by a committee comprising ministry senior management, a representative of the Civil Service Bureau and the AMIR-funded Human Resource Development (HRD) Adviser. Several positions have been filled including:

- The Minister's Personal Adviser
- Head of Change Management for the e-Government PMO
- Director of Administration and Support (this new hire left the ministry shortly following appointment and the ministry is currently seeking a replacement)
- Head of Business Development for ICT Promotion
- Two e-Government Project Managers
- Executive Assistant/Program Officer for the e-Government Department
- Administrative Assistant for the ICT Promotion Department
- Head of HRD

A MoICT “Top Team” Workshop was held to:

- Review the organizational structure of the ministry, clarify roles and responsibilities, and discuss recruitment status.
- Review progress against the ministry’s strategic workplan
- Review the MoICT bylaw

The workshop was effective in achieving a common, high-level understanding of and commitment to the goals of the MoICT. Working together toward common goals consolidated team strength and unity. Moreover, recent ministry hires at the top level participated fully and made positive contributions towards the workshop’s success. As a result of this workshop, new challenges will be faced with renewed vigor and synergy.

A revised organization chart for MoICT was created to incorporate the recommendations from the workshop, including the creation of the e-government PMO. In collaboration with the EDS consultants, an organization chart and job descriptions for positions in the PMO was created and these were incorporated into the revised MoICT organization. This has also served as the basis for recruitment for the PMO.

422.3 MoICT Institutionalization.

The recent appointment of the ministry’s head of HRD is a significant development, as this person will work with the HRD adviser to create and consolidate all of the processes to secure an effective workforce of well-qualified, highly motivated, well-managed and productive managers and professionals. Further work will be carried out on HRD procedures and a program of management development will be given new impetus.

422.4.1 Hardware & Software Procurements.

Procurements included four workstations for the MoICT’s Training Department.

422.4.2 Internal Business Applications.

The MoICT Web site scoping is underway. Development for the Web site and other internal MoICT automation processes will be completed through the IQC.

422.4.3 Office Furniture and Equipment.

Furniture is being procured for the refurbished space on the second floor of the MoICT building. Still pending is the decision regarding procurement of furniture for the fourth floor.

422.5 Policy Analysis and Formulation.

An executive summary of the MoICT Policy Statement, earlier placed as a consultation document on the MoICT Web site, was prepared and translated into Arabic for presentation to the Council of Ministers. On approval, it will become the official government policy.

422.6 Public Awareness.

The MoICT, in cooperation with the Telecommunications Regulatory Commission (TRC), organized a press conference and briefing on the amended telecommunications law.

423.1 TRC Needs and Assessment and Priority Action Plan Development.

TMG returned for the second time and addressed parts of the action plan developed in February including a review of the organizational structure, a workshop for the preparation of a strategic plan, and the prioritization of regulatory issues. The strategic plan is scheduled for completion after discussion of TMG staffing issues. In addition, a candidate for a full-time position at the TRC, a former staffer at the FCC and currently working for a major telecom provider in the United States, spent a week in the commission assessing the needs of the TRC and his potential contribution to its development. The visit was considered a success by all concerned and it is hoped that a full-time arrangement can be made.

423.2 TRC Commissioner and Staff Development.

Candidates for permanent members of the commission were interviewed by the minister of ICT. It is hoped that the commission will be fully staffed (i.e., with the five commissioners) by the end of September.

423.3 TRC Strategic Planning. See 423.1.

423.4 TRC Regulatory Issues and Enforcement.

An RFP for a review and recommendations to improve the interconnection environment in Jordan was released and a contractor, Interconnect Communications Ltd., was selected to initiate the project. In addition, an RFP for a comprehensive review of the numbering plan was published, and Interconnect Communications Ltd. was also selected for this task.

431.1 Needs Assessment and Priority Action Plan Development.

MoICT submitted its 2002 workplan to the AMIR Program with a detailed analysis of the needs of the e-government coordinating unit.

As a result, the AMIR Program has identified specific components of the workplan where it will provide support. In addition, the MoICT and the AMIR Program developed a comprehensive e-government workplan.

431.2 EGD Staff Development and Training.

Work in this area was twofold this reporting period. First, an e-government teambuilding workshop was conducted with the MoICT and the AMIR Program to enhance teambuilding and strategies across all potential government departments. Second, an e-government training business plan was developed to outline the process of achieving computer literacy across government.

431.3.1 Program Management Office.

Subcontractor CDG developed and proposed the layout, design, and furniture recommendations for the refurbishment of an e-government PMO on the second floor of the MoICT. These have been included in an MoICT Tender for Construction. Furniture bids for a PMO refurbishment RFP currently under evaluation.

431.3.2 Establish PMO Process.

EDS developed and completed processes, methodologies and templates to establish the PMO.

431.3.3 Transition to Ministry e-Government Coordination Unit.

Transition of Project Management and Change Management Complete.

431.4.1 Quality Management.

Quality management of the systems integration work has been completed, ensuring that all consultants are sharing the same vision and working towards one goal.

431.4.2 Secure Government Network (SGN).

Statement of needs and budget is complete; SGN solution is designed.

431.4.3 Government e-mail.

Statement of needs and budget is complete; e-mail solution is designed.

431.4.4 Security.

Information Security Policy and Information Security Risk Assessment is complete and will be rolled out.

431.4.5 Interoperability.

Information Interoperability Framework is complete and will be rolled out.

431.4.6 Web Applications.

Recommendations for government web applications are complete and will be rolled out.

431.4.8 Business Driver, Architecture, and Implementation Plan.

The e-government architecture is currently being developed along with the project success factors and the e-government high level life cycle.

431.4.9 Data Center Operation Design, Implementation and Management.

The E-government Data Center is being designed and an RFP will be released soon.

431.4.10 Enterprise Directory.

The E-government Enterprise Directory Statement of Needs is developed.

431.4.11 SGN & E-mail Solution Design.

A complete solution was developed based on the SGN Statement of Needs and the E-mail Statement of Needs; this solution addresses all the requirements for the next two to three years.

432.1 Procure Local Software Development Services

432.1.1 IQC RFP: To increase local capacity within the ICT industry, released an IQC RFP.

Technical and financial evaluation committees were established to review the 19 proposals submitted; five companies were selected. These companies are contracted for a three-year period to implement the ongoing e-government projects, as well as other selected AMIR-sponsored ICT projects.

432.1.2 Technical Coordination of the IQC.

Subcontractor DevIS has prepared the first group of task orders to be passed to the IQC firms that were selected, DevIS will be monitoring these five firms and making sure they are moving according to the project plans, standards and on budget. DevIS will be also acting as the technical advisor for the firms.

432.2 Scope and Requirements Definition

432.2.0 CCD Business User Review.

A consultant reviewed the CCD Application that was developed under the AMIR 1.0 Program and presented a set of recommendations to improve the application. Requirement analysis for improving the CCD fast track was completed. This has concluded in the decision to proceed with business process re-engineering by a local firm under the guidance of the PMO.

432.2.1 E-Government Portal Personnel and Organizational Directory.

Portal vision and scoping assignment were completed. This document also includes an explanation about the government Personnel Directory and the Organizational Directory. The development and implementation of the portal, enterprise directory, personnel directory and organizational directory will be done by the IQC firms.

432.2.2 Investment Promotion Information Service Fast Track Project.

In cooperation with the Private Sector Policy Initiative (PSPI), scoping and needs assessment is underway and once completed, it will be passed to the IQC for development. A visit to Ireland was conducted to study their IPIS system.

432.2.3 Requirements for CCD Follow-up Project.

In cooperation with PSPI, scoping and needs assessment is underway, and once completed, it will be passed to the IQC for development.

432.2.4 Requirements for TRC Follow-up Project.

Scoping and needs assessment is underway, and once completed, it will be passed to the IQC for development.

432.3 Review Open Source Software Option and Make Recommendations.

Subcontractor DevIS completed its Open Source Software (OSS) solutions Web site, consisting of a dynamic set of electronic documents in the form of webpages, containing annotated links to information and content of interest, organized by topics. The Web site highlights opportunities that the AMIR Program might pursue to bring OSS to the attention of Jordanian IT firms and orient future efforts to pursue commercial opportunities in OSS consulting and development. Additionally, this site will be linked to the int@j website, in an effort to expose as many industry players as possible to the OSS solution discussion.

DevIS is planning with int@j to host an OSS workshop through which additional exposure of the industry to OSS solutions can take place.

432.3 Review AMIR E-Government Workplan.

A consultant was tasked to review the AMIR e-government workplan and came up with a set of recommendations to make e-government more viable.

432.5 E-projects Assessment.

A set of projects were looked at in order to determine its readiness for e-government, these projects are JIEC, JTB and ASEZA, along with these projects is the PMO Automation Assessment which will recommend a set of tools to be used by the PMO at the MoICT to help them manage projects.

441.2.1 REACH Progress Monitoring Unit (PMU) Support.

The AMIR Program has coordinated with int@j and MoICT to finalize and begin planning key REACH 3.0 activities. These activities include:

- **National E-Readiness Assessment:** McConnell International was contracted to conduct the National E-Readiness Assessment of Jordan for official presentation at the Jordan ICT Forum in September 2002. The first phase of this assessment was completed and the final report will be completed next quarter.
- **ICT Industry Statistics:** The AMIR Program made submitting industry statistics to int@j a precondition for all companies presenting proposals to the program. The same day this precondition was instituted, companies immediately began submitting their statistics. AMIR will continue to work with int@j to devise other strategies to promote compliance to complete the Online Industry Tracking & Assessment System.
- **REACH 3.0 Process:** The REACH 3.0 process was launched on June 4. At this plenary session, int@j members:
 - Selected topics for the REACH 3.0 process and workshops
 - Selected workshop topics for the ICT Forum
 - Selected team leaders for the workshops
 - REACH 3.0 public workshops were completed

The process culminates when the final document is presented at the ICT Forum in September.

- **RAC Secretariat:** Phase I of the establishment of the RAC Secretariat was completed. This entailed intensive interviews with the REACH stakeholders, as well as in-depth interviews with all of the REACH Advisory Council board members. Additionally, a three-day work session was held with consultant Dan Edwards from TRG in which the preliminary framework, bylaws, charter and mission statement for the ICTAC Secretariat were drafted. This charter was reviewed, revised and endorsed by the newly appointed board members for formal application in the next quarter.
- **ICT Forum 2002.** The Jordan ICT Forum is presently being planned. int@j has received an ICT Forum grant for the purposes of building capacity within the association to organize such events. Guest speakers have been finalized and the King has officially endorsed the Forum. Forum location was selected. Additionally, design and public relations firm to handle material development and promotion were selected and work began on both fronts.

C. Tasks Scheduled for Completion During the Next Reporting Period

- Final National e-Readiness Assessment
- REACH 3.0 Final Report
- Jordan ICT Forum
- Jordan's ICT Positioning Stakeholder Training
- E-Government Messaging Workshop
- Phase I e-Government Training (ICDL)
- Completion of CJI Business Plan and presentation to His Majesty King Abdullah II
- Increased industry participation in the Online Industry Tracking & Assessment System
- National ICT Communications Strategy, including CJI Communications Campaign
- TRC Strategic Plan
- Completion of Mobile Liberalization Study
- Contract Award for Fixed-line Liberalization Study
- Issuance of Government of Jordan ICT Policy Statement
- Staffing of TRC Board of Commissioners
- Transition of e-Government PMO
- Implementation of Phase I e-Government Systems Integration
- Continuation of e-Government Fast Track Projects (DevIS) via IQC
- Public Awareness for ICT Industry
- Strategic Plan for Global Development Alliance
- Action Plan for Supporting Additional Jordan Information Technology Community Centers
- RSS Computer Refurbishment Center business plan finalization and furniture and equipment installation. AMIR IT specialists will take a study tour to Canada to analyze the Canadian refurbishment success story.

D. Problems Encountered and Proposed Remedial Actions

- **Recruitment:** Considerable effort has been exerted to recruit staff for the PMO and MoICT. Several candidates were identified and approached, yet the challenge continues because the final recruitment decision resides in the Prime Ministry. The Prime Ministry is, in part, rejecting candidates based on the proposed salaries. A constructive meeting was held with the MoICT secretary general to elevate the issue to the Prime Ministry. Since then, some progress has been made and several options have been put forth to overcome this issue, including:
 - Increasing pressure on government of Jordan decision makers to approve the appointments, given a decision by the AMIR Program to delay support until local resources are mobilized
 - Outsourcing the PMO to the private sector
 - Accepting less qualified candidates
 - Transitioning MoICT Project Managers to senior PMO positions
- **Communication and Outreach:** The e-government vision and objectives have been communicated to the various ministries concerned for the past year and a half—before the launch of the AMIR Program Information and Communications Technology Initiative. However, top-down communication within actual ministries has been slow. AMIR Program consultants are finding that recently nominated project managers are unaware of the e-government initiative. AMIR has undertaken several activities to help alleviate this problem. These include project management training, secretary general's teambuilding workshop, an e-government-messaging workshop, and finally the PMO communications planning methodology and template.

E. Staff Mobilization

Luma Atallah, ICTI administrative assistant, joined the team.

F. Events

Please see Events Annex.

G. Public Awareness and Communications

- **Connecting Jordanians Initiative.** Working with MoICT communications team, issued RFP for firm to create logo, corporate identity and communications campaign for initiative. Managed RFP process, evaluated proposals and awarded contract. Will continue development of logo, identity, materials and communications campaign during the next reporting period.
- **Jordan ICT Forum.** Begin public relations and communications work on this international event. Hired and managed public relations and design firms to begin creation of media plan and materials design.

Please see Public Awareness and Communications Annex.

H. Impact Indicators

Indicators have been defined but due to program mobilization, there are no results to report.

Private Sector Policy Initiative



Customs officers from surrounding Arab countries at the Customs Evaluation workshop held by the World Trade Organization.

A. Key Accomplishments

During the reporting period, the Private Sector Policy Initiative (PSPI) achieved significant progress towards meeting its year one objectives, launching several critical research and technical assistance initiatives expected to achieve profound transformation in Jordan's ability to attract investment and develop exports. Initiatives focused on transforming and strengthening the institutions and policies charged with promoting investment in Jordan and on increasing, and deriving greater benefits from Jordan's participation in international organizations and agreements, including the World Trade Organization (WTO) and the Jordan -U.S. Free Trade Agreement (FTA).

- The proposals for creating the Jordan Authority for Enterprise Development (JAED) and reforming the Jordan Export Development Corporation (JEDCO) and the Jordan Investment Board (JIB) were further developed, and a complete package of laws and regulations was drafted. The proposed package of institutional and legal reforms is based on the successful Irish enterprise development model, consisting of Forfás, Industrial Development Ireland and Enterprise Ireland, which was recommended by the Investment Task Force and endorsed by H.M. King Abdullah II in 2001. The recommendations were presented to the Prime Minister, the Minister of Finance, the Minister of Industry and Trade, the Minister of Information and Communications Technology, the Minister of Tourism and Antiquities and the Minister of Planning. The complete package has been approved and submitted to the Cabinet by the Minister of Industry and Trade. The package includes organizational structures, salary scales and job descriptions, and reforms to incentive packages.
- PSPI made significant progress towards helping Jordan meet its commitments under WTO and other agreements.
- The Risk-based System for Food Safety Inspection was launched in Aqaba.
- The Government Supplies Directorate database update was completed. Expansion to include procurement of services and procurement by tenders is ongoing.
- The impact assessment relative to Jordan's accession offer to the Government Procurement Agreement (GPA) was completed, and a draft entity offer and associated policy recommendations were prepared.
- The initiative completed an assessment of the National Library's capacity to carry out enforcement of copyright law and drafted recommendations for improvement, while also reviewing proposed amendments to the copyright law itself.
- PSPI completed the first on-the-job training module for the National Production Protection Department and developed a detailed manual for processing of safeguards cases.
- The initiative conducted an assessment of Jordan's approach to trade and investment policy development and recommended a shift to a cluster-based approach as an alternative to traditional industrial policy. These recommendations have influenced both the overall policy approach at the Ministry of Industry and Trade and the strategy deliberations of the Jordan-U.S. Free Trade Agreement Steering Committee. This assessment was followed by a detailed cluster-based evaluation of the pharmaceutical industry, with detailed recommendations for actions at the government policy level and at the industry level.
- PSPI, in cooperation with the Business Management Initiative, developed and delivered a workshop for the FTA Steering Committee on using the Internet as a tool for exporters, with particular reference to accessing information on the U.S. market.

- PSPI introduced new, streamlined procedures for transit processing in the Customs Department and developed a master plan for training and staff development.
- As part of the Center of Excellence Program in the Ministry of Industry and Trade, PSPI conducted a teambuilding and change management exercise in the ministry, and also completed a MIS needs assessment and an organizational assessment.
- PSPI completed an initial update of the Investor Roadmap, last prepared in 1998, and developed a plan for further, detailed investigation into the processes needing additional reform. PSPI also completed a market demand survey for industrial estates for the Jordan Industrial Estates Corporation (JIEC).
- PSPI completed human resource audits of the JIB, JEDCO, JIEC and the Free Zones Corporation (FZC). The Initiative also assisted JEDCO in recruiting candidates to serve as commercial attachés in Jordanian diplomatic missions overseas.

B. Tasks Completed During the Reporting Period

510 Investment Promotion (IVP) Sub-Initiative

511 Establish Jordan Authority for Economic Development (JAED)

511.1 Enabling Legislation for JAED.

Prepared and presented a package of laws and regulations to create JAED and to reform JIB, JEDCO and JIEC to the Minister of Industry and Trade for submission to the Cabinet.

511.2 JAED Institutional Development.

Senior Forfás executives visited Jordan and developed an organizational framework, position descriptions and salary scales. These recommendations were incorporated in the package of laws and regulations submitted to the Cabinet.

512 Investment and Export Development Research and Policy.

- Consultant conducted an assessment of existing investment and trade policies, and drafted report suggesting shift to cluster-based approach.
- Completed initial update, report and action plan for Investor Roadmap.
- Consultant completed a cluster-based analysis of pharmaceutical industry and submitted draft report.

513 Investment and Export Promotion.

- Conducted a human resource audit of JIB, JEDCO, JIEC and FZC.
- Conducted an initial assessment of the investor tracking system at JIB, and the government-wide availability of investment and trade data.
- Established a pool of 20 candidates for commercial attaché positions overseas.

530 Trade and Market Access (TMA) Sub-Initiative

531.2 WTO Compliance

531.1 Support to Department of International Organizations.

- Completed the update of the Government Procurement database as part of the GPA accession program, and began work to expand the database to include tenders and services.
- Completed research on the possible impact of GPA accession on key sectors in Jordan, and submitted findings and recommendations to the GPA Committee.
- Prepared a draft GPA accession entity offer.
- Sponsored a trip to Geneva for department staff for training by the WTO in GPA negotiations.
- The Ministry of Industry and Trade conducted a three-day workshop on the General Agreement on Trade and Services with AMIR Program support.

531.3 Support to National Production Protection Department.

Consultant John Kugelman, formerly of the U.S. Commerce Department, completed a six-week training program on case

investigation for antidumping and safeguards cases. Prepared a manual on safeguard case processing for department staff.

531.4 Support for Intellectual Property Enforcement.

Completed an assessment of the enforcement capacity of the National Library and reviewed proposed amendments to the national copyright law.

531.6 Food Safety and Inspection/ASEZA and Ministry of Health.

Launched the Risk-based Food Safety Inspection System in Aqaba.

533 Support to Jordan Institute of Standards and Metrology (JISM).

Discussions began with JISM on a comprehensive plan of long-term assistance in a wide range of critical institutional, strategic and technical areas. Contacts were established with the South African Bureau of Standards, which may lead to a long-term cooperation agreement between the two bodies, and also with the U.S. National Institute of Standards and Technology.

550 Customs Reform and Modernization (CRM) Sub-Initiative

555 Customs Institutional Development

555.1 Customs Reform and Modernization.

- Assisted the Customs Department develop a three-year strategic plan supporting Jordan's integration into the global economy.
- Australian customs experts John Knott and Alan Wilson developed a Center of Excellence plan for Customs, encompassing strategic planning, management and leadership, organizational development, customs policy development and implementation and human resource and performance management.
- Customs expert John Knott delivered an introductory workshop on risk management; this will be followed by four technical workshops in August.
- PSPI co-sponsored and supported a seven-day Arab Customs Valuation Workshop conducted by the WTO, under the patronage of the Minister of Industry and Trade. Delegates from Customs Departments in Jordan, Palestine, Egypt, Lebanon, Sudan, Mauritania, Djibouti, Oman, Saudi Arabia, Bahrain, and Tunisia attended the workshop.
- Customs advisors initiated the process of matching Jordanian customs law with Kyoto 2000 requirements and identifying areas requiring remedy. Sectional reviews of other areas of customs (M/X, enforcement, investigations, risk management, audit, etc.) will highlight related legal reform requirements and these will be integrated into a comprehensive document that identifies priority areas for legal and regulatory reform.

580 General Policy Implementation Sub-Initiative

581 Support to Ministry of Industry and Trade (MIT)

581.1 Center of Excellence Program

581.1.1 Revise and Update MIT Strategy.

Consultant Cathryn Goddard conducted a team-building workshop for directors in the Ministry of Industry and Trade.

581.1.2 Business Process Re-engineering.

Launched a business process re-engineering initiative aimed at transforming the Companies Controller Directorate and the Companies Registration Department into the first entry point in the government-wide company licensing and registration process, ultimately becoming an e-enabled "one-stop-shop" for investment approvals.

581.1.3 Enhance Information Management.

Consultant Greta Boye, with Information and Communications Technology Initiative consultants Amir Tahami, Peter Gallagher and Abed Shalamwi, conducted an MIS needs assessment in the ministry.

581.1.4 Enhance Human Resources Management.

- Consultant Beryl York carried out an organizational assessment and suggested changes to the organizational structure of MIT.
- Subcontractor Al-Jidara, under the direction of human resource consultant Kenneth Donaldson, initiated a human resource audit in the ministry

C. Tasks Scheduled for Completion During the Next Reporting Period

510 Investment Promotion (IVP) Sub-Initiative

- JIB and JEDCO Center of Excellence plans will be developed and MoUs signed with the organizations' chief executives.
- Development of scopes of work and suitable consultants to assist:
 - JIB – Sectoral Strategies
 - JEDCO – National Linkages Program
 - JIEC – Review of property for enterprise in Jordan. Review of management systems within JIEC.
 - Design of wide area information network, linking MIT, JIB, JEDCO, JIEC, FZC, DOS and others.
- An international search targeting Jordanians will be launched and a CEO recruited for JAED.
- PSPI will initiate and complete improvements to the JIB Web site and its investor tracking system.
- A JAED policy research agenda will be established and three policy studies completed, focusing on analyzing Jordan's comparative and competitive advantage.
- The Investor Roadmap update will be completed.
- Up to 42 Ministry of Foreign Affairs staff will be trained at the Institute of Diplomacy, using curricula developed with AMIR Program support, developing the capacities of commercial attachés in Jordanian diplomatic missions overseas.

530 Trade and Market Access (TMA) Sub-Initiative

- An intellectual property rights (IPR) enforcement assistance master plan will be completed, focusing on assisting the Industrial Property Protection Department of the Ministry of Industry and Trade and the National Library.
- A plan for accession to International Patent Co-operation Treaty will be prepared.
- A design for a patent database for the Industrial Property Protection Department will be completed.
- A Food Safety Inspection Database for Aqaba Special Economic Zone Authority (ASEZA) and the Ministry of Health will be completed.
- A plan for Jordan's accession to International Convention on Plant Varieties will be completed.
- An entity offer for accession to the Government Procurement Agreement will be submitted to WTO in Geneva.
- The General Tenders Directorate database will be upgraded and the General Supplies Directorate database expanded to include services.
- A comprehensive plan of technical assistance to the Jordan Institute of Standards and Metrology will be initiated, focusing on strategic planning and implementation, institutional development, development of fee-based services, information systems and services, revision of standards, improvement of inspection procedures, ISO certification and laboratory accreditation. This may be based on a collaboration agreement with the South African Bureau of Standards, currently under discussion.

550 Customs Reform and Modernization (CRM) Sub-Initiative

- A one-year action plan and three-year strategic plan will be developed to bring Jordanian customs legislation to Kyoto 2000 standards while incorporating outstanding World Bank recommendations. This will include estimating needs for local and international legal support. These upgrades are based on the current work that is identifying shortfalls between Jordanian law and Kyoto 2000 requirements.
- One-year action plans and three-year strategic plans will be developed for:
 - Judicial Affairs and Legal Affairs
 - Commercial Operations
 - Training and Center of Excellence (Phase 1 already completed)
 - Enforcement and Investigations
 - Information Technology

- Human Resource Development
- Based on best practice public sector management and the Arizona State Strategic Model, will deliver a series of courses on:
 - Strategic planning, management and leadership in August.
 - Organizational development in September.
 - Will conduct a study tour for Jordanian Customs officials to U.S. Customs in September.

580 General Policy Implementation (GPI) Sub-Initiative

- A human resource skills audit for the MIT will be completed and a new staffing plan, together with a plan for new human resource systems and procedures, will be developed.
- An information technology development plan will be developed for the MIT.
- Initial re-engineering of the business registration process will be completed and the process substantially e-enabled for integration into the GOJ Portal to be launched in October.
- The Qualifying Product Registry (the certification system for Qualified Industrial Zones (QIZs) in the Ministry of Industry and Trade's Industrial Development Directorate) will be upgraded.

D. Problems Encountered and Proposed Remedial Action

No significant problems were encountered. Some tasks, expected for completion during the reporting period, are likely to be completed in the following reporting period. These delays are inevitable, since many tasks require the services of highly specialized consultants whose services are in high demand and whose availability is, therefore, difficult to guarantee.

E. Staff Mobilization

Andrew Kaiser arrived in June on a one-month assignment and returned on a long-term basis in July. He will act as Center of Excellence manager, working on all AMIR-supported Centers of Excellence programs.

F. Events

- 584.1. Computer programming training for six Ministry of Planning staff.
- 531.5. A two-month English language training program for four employees of the Companies Controller Directorate from June 15 to August 15.

Please see Events Annex.

G. Public Awareness and Communications

Please see Public Awareness and Communications Annex.

H. Impact Indicators

Indicators have been defined but due to program mobilization, there are no results to report.

Jordan Capital Markets Development



(Left to right) USAID Private Enterprise Officer, Office of Economic Opportunities Jon Lindborg, Executive Chairman JSC H.E. Dr. Bassam Saket, USAID Mission Director Toni Christiansen-Wagner, and ASE Executive Manager Jalil Tariff at the opening of the Amman Stock Exchange Investors Gallery.

A. Key Accomplishments

- **JSC Rules and Regulations Strengthened.**

Consultant Allan Roth initiated work to amend the temporary 1997 Securities Law. This law had been reviewed by Roth and the U.S. SEC and was seen to have several serious shortcomings. Roth worked with the U.S. SEC, Jordan Securities Commission (JSC) Commissioners, Amman Stock Exchange (ASE) and Securities Depository Center (SDC) CEOs and staff, and International Business Legal Associates (IBLA) to prepare comprehensive amendments to the law based on international best practices such as the IOSCO Principles of Securities Regulations, G-30, the IOSCO-CPSS Task Force on Clearance and Settlement, and the FIBV.

- **High-Tech ASE Investor Gallery Inaugurated.**

Inaugurated the ASE's Investor Gallery at the Housing Bank Building on the fifth floor. The gallery's new high-tech public video wall and two live tickers, displaying real time market information, were provided by the AMIR Program and funded by USAID. The Capital Market Component and the Public Awareness/Communications teams designed and installed a permanent press conference backdrop and developed two brochures and other promotional materials, in both English and Arabic, for the opening. The new gallery underscores the ASE's progress toward creating a stock market that is transparent, fair, efficient, and secure for investors, brokers and Jordan's financial and investment communities.

- **SDC Operations Undergo Extensive Review.**

Initiated and completed an extensive audit of SDC operations to determine the necessary steps to provide irrevocable Delivery versus Payment (DVP). AMIR Consultant Eugene Callan analyzed the SDC's current compliance with international standards, operational status, and the requirements to proceed toward the SDC's goal of DVP.

During the development of the final report, the consultant provided advice and recommendations to the SDC on key clearing and settlement activities including: Clearing Bank, dematerialization, Settlement Guarantee Fund, trading CAP, tightly coupling, and risk reduction. The consultant also met with EFA consultants to ensure best usage and application of EFA provided systems to the SDC.

- **SDC Launch of Electronic Clearing and Settlement.**

Commenced an extensive promotional campaign in advance of the official launch of the SDC's Electronic Clearing and Settlement System tentatively planned for the first quarter next year. The Capital Markets Component and the Public Awareness/Communications teams developed an SDC brochure in English and Arabic, and are currently working on press releases, speeches, and other activities to host the launch. The U.S. Ambassador Edward W. Gnehm has agreed to speak to the more than 300 attendees expected at the ceremony. This launch underscores the SDC's commitment to implementing state-of-the-art technology and adhering to globally accepted standards of fair, efficient, and transparent market operations.

- **Assessment of Government Bond Market for Ministry of Finance and Central Bank of Jordan.**

Conducted a comprehensive assessment of the impediments to develop the government bond market. The consultants'

recommendations, which were accepted by the Minister of Finance and the governor of the Central Bank of Jordan, were that the excess liquidity in the banks was negatively impacting not just the bond market, but capital flows in Jordan. The need to disintermediate banks through developing non-bank financial institutions, such as housing finance entities and new instruments such as corporate bonds, commercial paper, and money market mutual funds, was agreed upon as needed.

- **Social Security Investment Commission.**

Prepared a comprehensive Memorandum of Understanding and work plan for the Social Security Investment Commission (SSIC). In addition, an IT needs assessment for the SSIC and technical advice in preparing an investment policy statement were provided to the SSIC.

- **Delivery of Capital Markets Training Program.**

Consultant Howard Schuman, and Component Leader Khush Choksy conducted a Training Needs Assessment Survey for the Central Bank of Jordan in April and May. In accordance with the survey's results, Schuman designed a training plan for the bank's Supervision and Research Departments. The final training plan, submitted in May, outlined a detailed training scheme and included specific training modules, with target group(s), program content, suggested length, and delivery options. The modules are divided into two levels. Basic modules are designed for new Central Bank staff and those from other institutions with little or no knowledge of banking systems. Intermediate/advanced modules are designed for those with an existing or planned supervisory or research role. In order to continue to offer in-house training, recommended trainer selection criteria are included in the report.

Schuman completed training modules one through four of the Overview of Securities Market Training to be given to the JSC, SDC, ASE, and other industry groups. These modules include a review of topics covered in the Broker Certification Program, as well as new material on the principles of securities investment and securities regulation.

- **Assessment of Government Bond Market.**

Prepared a SOW for an assessment to develop the government bond market. This SOW was discussed with the Minister of Finance and shared with the Central Bank of Jordan.

- **CFA Program.**

The CFA public awareness campaign resulted in 30 Level I candidates registering for the classroom-teaching program. Ron Copley, Dave Upton, and Malcolm Lathan continued to teach CFA levels I, II, and III in May. This module focused on exam preparation.

- **EFA New Trading System For ASE.**

The JSC, ASE and SDC agreed in principle to replace the French Trading System with the EFA System.

B. Tasks Completed During the Reporting Period

612. US SEC Support to JSC.

Allan Roth initiated work in conjunction with the U.S. SEC in formulating and drafting all needed amendments to the 1997 Securities Law to provide a law adhering to international best practices.

621.2 JSC Surveillance and Market Monitoring.

- Registered a JSC representative for the Disclosure Standards Seminar offered by the Bahrain Stock Exchange in association with the U.S. SEC and the Bahrain Institute of Banking and Finance, which took place from April 14 to 17, 2002.
- Registered a commissioner and two JSC representatives for the World Bank and IMF "Building Pillars of Financial Sector Governance: the Roles of the Public & Private Sectors" in New York on April 17, 2002.
- Registered the JSC chairman and other JSC representatives for the USSEC Annual Training Program in Washington, D.C., from April 22 to May 2, 2002.
- Registered the chairman, deputy chairman and a JSC staff representative for the Annual IOSCO Conference in Turkey, from May 18 to 24, 2002.

621.3 JSC Licensing.

The licensing strategy for investment professionals is currently pending. A strategy will be formalized upon completion of the revised Securities Law, which will outline necessary licensing requirements for investment professionals.

624.1 Business Plan Financials Review.

Majd Shafiq and Suha Shouqar completed work on the draft of the financials of the JSC, SDC, and ASE.

624.2 ASE Marketing Department.

Organized ASE Investor Gallery opening ceremony, inaugurating USAID-funded five-meter by two-meter video wall and two tickers displaying real time information in Arabic and English. Two ASE Investor brochures and other promotional materials were written, produced, and translated into Arabic by Capital Markets and Public Awareness/Communications teams. Articles about the opening appeared in all the major local newspapers as well as on the Internet on Reuters and in Yahoo's Finance section. Jordan Television also aired the event on the evening news. Capital Markets consultants Nicole Rhind and Beth Kotis worked extensively on the ASE brochures, promotional materials, and the preparations for the Investor Gallery Opening.

628.2 SDC Operations Review.

Eugene Callan conducted an extensive audit of the SDC operations and provided technical assistance from April through June. Callan analyzed the SDC's current adherence to international standards and existing organizational structure. In addition, he provided detailed recommendations and required timelines to improve the organization and ensure the SDC's adherence to globally accepted best practices. A presentation of findings was delivered to SDC management as well as USAID, and a draft report was provided to the SDC and USAID on May 15, 2002.

Eugene Callan, Nico Van Zadelhoff, and Khush Choksy worked with the SDC on recruiting an operations manager. Callan conducted a workshop on SDC procedures on May 4, 2002.

628.3 Settlement Guarantee Fund.

Work commenced on establishing a Settlement Guarantee Fund and identifying a Settlement Guarantee Bank for the SDC as it "goes live" with its Electronic Clearing and Settlement System and progresses toward reaching irrevocable DVP.

629. SDC Public Awareness.

Suha Shouqar, Nicole Rhind, and Beth Kotis, in cooperation with the AMIR Public Awareness/Communications team, began work on preparations for the launching ceremony of the SDC's Electronic Clearing and Settlement System. Tasks include developing an SDC brochure and other promotional materials as well as organizing the 400-attendee reception. The U.S. Ambassador, Edward W. Gnehm, has agreed to speak at the event.

643. Mutual Fund Development.

Mutual fund development work is pending the Securities Law, which is currently being amended.

645. General Capital Markets Training Program.

Conducted a Training Needs Assessment Survey for the Central Bank in April and May. Consultant Howard Schuman designed a training plan for the Central Bank of Jordan's Bank Supervision and Research Departments. The training plan includes basic, intermediate and advanced modules that will provide needs-based training to Central Bank employees. Schuman also included recommended trainer selection criteria to assist the Central Bank in selecting course teachers for continuing in-house training. A Bank Risk Management Training Program and Train-the-Trainer Program are scheduled for the Central Bank of Jordan in September.

Schuman completed training modules one through four of the Overview of Securities Market Training to be given to the JSC, SDC, ASE, and other industry groups. These modules include a review of topics covered in the Broker Certification Program, as well as new material on the principles of securities investment and securities regulation.

In addition, in early April, Schuman traveled to Malaysia to discuss the establishment of a relationship between the JSC and the Malaysian Securities Commission. Schuman initiated dialogue between the two organizations.

646. CFA Program.

Ron Copley, David Upton, and Malcolm Lathan taught the CFA program for Levels I, II, and III from May 5 to 22, 2002. The focus of these classes was on exam preparation. Students will take the exams in June. The AMIR Program is providing the cost of registration and books for the JSC, SDC, and the Central Bank of Jordan.

652. IT Training.

AS400 System Administration and Control and AS400 RPG IV Programming were performed by Nico Van Zadelhoff in April 2002. Other IT training conducted during the reporting period include IT Security Training, CISCO Network Training, Oracle 9i DBA Fundamentals I and II, Oracle 9i Performance Tuning, and Unix Training.

653. Public Awareness/Investor Training.

Two investor brochures for the ASE were developed and disseminated in Arabic and English. An SDC brochure is in the process of completion and will be distributed (in Arabic and English) at the SDC launch tentatively planned for first quarter 2003. A multimedia presentation is also being developed for the launch and is in the process of completion.

654. English Training.

English Training Programs for the ASE and JSC at the pre-intermediate and high intermediate levels were conducted from April through June by the American Language Center.

655. Market Promotion.

The AMIR Program sponsored the ASE booth and four ASE representatives including the chairman and the executive manager at the Dubai Finance and Business Forum to assist the ASE in promotion to international investors.

661. Revised IT Needs Assessment.

Nico Van Zadelhoff and Ramzi Shishani completed the IT needs assessment for the SDC in April 2002. Van Zadelhoff and Shishani,

with the AMIR IT Department, prepared the technical specifications for the hardware, software and middleware and applications for the SDC.

664. Procurements.

With technical assistance from Nico Van Zadelhoff and Ramzi Shishani, the AMIR Program initiated and completed the procurement of various hardware and software applications for the SDC and ASE.

A power generator was procured and installed at the ASE to ensure that trading would not be interrupted in the event of a power outage. Software and plasma displays were installed to provide real time market data to investors. The ASE also installed cluster servers, cameras, and other equipment.

Purchases for the SDC include 12 PCs, two printers, a scanner, a copier, and a network switch. In addition, the SDC's NetFinity 7600 system was upgraded.

To increase work productivity at the JSC, a clustered server archiving system, general/ledger accounting system and human resource management system were installed.

664.2 EFA New Trading System For ASE.

The JSC, ASE and SDC agreed in principle to replace the French Trading System with the EFA System.

C. Tasks Scheduled for Completion During the Next Reporting Period

611. US SEC Support to JSC.

The AMIR Program will discuss potential upcoming regional training programs to be based in Jordan and technical assistance for the JSC with the U.S. SEC.

612. JSC Rules and Regulations.

Technical assistance on JSC Rules and Regulations will be provided, if requested.

617. Review of SSIC Law.

Review of SSIC Law and technical assistance in preparing amendments.

621.1 JSC Organizational Development Strategy.

Strategic review of the JSC organizational, operational, and staffing structures. This will be complemented by the IT Needs Assessment.

628. SDC Institutional Strengthening.

Consultants will continue to work on the institutional strengthening of the SDC, which includes technical, legal and other assistance. This includes selection of a settlement bank.

628.2 SDC Operations Review and Settlement Guarantee Fund.

Review and audit of SDC operations in order to expedite the SDC launch. Technical assistance to develop the rules and procedures for the Settlement Guarantee Fund.

628 SDC Public Awareness.

Khush Choksy, Suha Shouqar, Nicole Rhind, Nico Van Zadelhoff, Beth Kotis, and AMIR's Public Awareness/Communications team will continue to assist the SDC in its preparations for the launching ceremony of its Electronic Clearing and Settlement System, tentatively planned first quarter 2003.

638. Social Security Investment Corporation (SSIC).

Technical assistance to help establish the SSIC to manage Jordan's social security funds in line with international best practices. Technical assistance includes regulations review; development of an organizational structure, business plan, operations manual, and administrative and financial systems; IT procurements; and a study tour of the North Carolina State pension fund system.

642 New Trading Instruments on the ASE.

Response to ASE questions and the provision of the EFA Blueprint Questionnaire will be done. The Technical and Project Plan for the new EFA trading system will be prepared, subject to counterpart agreement to go ahead and USAID approval.

643.5 Technical Assistance on New Funds.

Work with Ministry of Finance, Central Bank of Jordan, Jordan Mortgage Corporation and other entities to enhance mortgage finance market: commercial paper, money market funds.

644.1 Assessment of Government Bond Market.

AMIR Program consultants will complete an assessment and report of the Central Bank and the government bond market.

645 General Capital Markets Training Program.

Howard Schuman will continue with a Train-the-Trainer Program at the Central Bank of Jordan in August.

A Risk Management Seminar, Train-the-Trainer Program, and Capital Market Training Program for the Central Bank of Jordan will be held in September.

654. English Training.

English Training Programs for the ASE and JSC for Listening, Speaking, and/or Reading and Writing are scheduled from August through October by the American Language Center.

664 Procurements.

Procurements detailed in the SDC IT Needs Assessment will continue. The EFA Trading System procurement will be initiated, subject to a decision to procure and USAID approval.

D. Problems Encountered and Proposed Remedial Actions

635 ME-NEX.

After the Bahrain withdrawal and subsequent reaffirmation of Bahrain's commitment to the ME-NEX project, a letter from USAID dated April 7, 2002 clearly identified USAID's concerns regarding the effective implementation and financial viability of the ME-NEX project. During a meeting with the senior management from the JSC, ASE and SDC, and the AMIR Program on May 1, 2002, USAID outlined four key concerns that needed addressing in order to secure continued USAID support for the project.

USAID's key concerns include the unequal sponsor commitment levels, lack of management structure, unclear legal, financial, and regulatory arrangement, and unequal cost sharing of the project. USAID outlined proposed solutions for each of their key concerns and expressed their willingness to provide technical, legal and managerial assistance in the development of a ME-NEX Business Implementation Agreement. Most importantly, USAID requested a formal, time-bound ME-NEX Business Implementation Agreement signed by all project sponsors by July 1, 2002 in order to continue USAID's assistance to ME-NEX.

In response to the May 1, 2002 meeting, the CMD Component Leader Khush Choksy gathered input from the JSC, ASE, and SDC senior management as well as the ME-NEX team and prepared a comprehensive draft ME-NEX Business Implementation Agreement Outline which addressed all of USAID's concerns as well as other issues raised by members of the ME-NEX team. This draft was presented to the CMD counterparts on May 9, 2002. The CMD counterparts were to forward the draft Business Implementation Agreement Outline to Dubai and Bahrain for review. The ASE CEO informed the AMIR Program on June 25, 2002 that this had not yet taken place. The AMIR Program has cancelled this activity from the Work Plan.

E. Staff Mobilization

Several short-term consultants initiated work.

F. Events

621.2 JSC Surveillance and Market Monitoring.

- JSC attendance at Disclosure Standards Seminar in Bahrain
- JSC attendance at the World Bank and IMF "Building Pillars of Financial Sector Governance: the Roles of the Public & Private Sectors."
- JSC attendance at IOSCO Annual Conference in Turkey.

646 CFA Program.

CFA 2002 for Levels I, II, and III classroom training programs.

652 IT Training.

- AS400 training at SDC.

- CISCO Network training.
- Oracle 9i DBA Fundamentals I and II and Oracle Performance training.

654 English Training.

Began English language training at pre-intermediate and high-intermediate levels for the JSC and ASE with the American Language Center.

655.4 Promotion to International Investors.

To promote the ASE to international investors, the AMIR Program sponsored the ASE booth and four ASE representatives including the chairman and executive manager at the First International Finance & Business Forum and Exhibition in Dubai from May 14 to 16, 2002. More than 500 Arab and international investors attended the forum.

See Events Annex.

G. Public Awareness and Communications

- **Amman Stock Exchange Investor Gallery Opening.** Worked with Capital Market communications team to manage this event. Directed creation of a variety of printed materials in English and Arabic (brochures, fact sheets and folders). Designed and managed production of major signage for gallery, including video wall, building signage and press area. Wrote and released press materials in local media. Garnered international media attention through partnership with U.S.-based public relations firm.
- **Dubai International Finance and Business Forum.** Provided communications training and prepared information kits for exhibit staff attending the forum. Designed exhibit booth displays.
- **Securities Depository Center (SDC) Promotion.** In preparation for full-scale launch of electronic clearing and settlement, wrote and placed press release in Arabic and English media highlighting significance of developments within the SDC.
- **SDC Electronic Clearing and Settlement Launch Event.** Worked with Capital Market communications team to prepare for major event scheduled for July and postponed until first quarter 2003 to launch electronic clearing and settlement. Directed creation of a variety of materials including invitations, brochures, folders, promotional items and event signage. Developed multimedia presentation. Began planning media briefing for SDC. Began developing press materials and kits.

See Public Awareness and Communications Annex.

H. Impact Indicators

See Impact Indicators Annex.

Annexes

Impact Indicators

Events

Public Awareness Campaign

Deliverables

Annexes > Impact Indicators > Microenterprise Initiative

QUARTERLY INDICATORS

Impact Indicator & Units of Measure	Baseline Period & Baseline Value (as of December 31, 2001)	Actual Year to Date as of Quarter Ending July 31, 2002	Target End Year 3
-------------------------------------	--	--	-------------------

Regional Microfinance Industry Leader / Weighted Average

a) Total # of active borrowers	15,132	16530	30,000
b) Annualized % increase of active borrowers	-	18%	10%
c) Portfolio in arrears > 30 days as % of gross portfolio	3.20%	4.5%	<5%
d) Portfolio at risk > 30 days as % of gross portfolio	7.10%	7.9%	<10%
e) Number of independent press articles, etc. on Jordan's microfinance industry	0	4	10

Commercial Viability of MFI's / Weighted Average

Percent of Operational and Financial costs covered by fees, revenues, and interest from operations	97%	111.5%	100%
--	-----	--------	------

ANNUAL INDICATORS

Impact Indicator & Units of Measure	Baseline Period & Baseline Value	Actual End of Year	Target End Year 3
-------------------------------------	----------------------------------	--------------------	-------------------

Leveraging MFI funding from other sources

Percent of total MFI capital for lending obtained from non-USAID sources (including commercial bank loans using WF guarantees)	0%	%	50%
--	----	---	-----

Cost Recovery for Advisory and Training Services

Percent of costs recovered for advisory and training services	TBD	%	50%
---	-----	---	-----

Increase in Microenterprise Sales

Annual percent increase in sales, current over 1 year ago	TBD	%	10%
---	-----	---	-----

Increase in Microenterprise Employment

Annual percent increase in employment of credit clients	TBD	%	10%
---	-----	---	-----

Proportion of New Jobs Filled by Women

Percent of new jobs filled by women	TBD	%	50%
-------------------------------------	-----	---	-----

Annexes > Impact Indicators > Jordan Capital Markets Development

Impact Indicator and Definition	Unit(s) of Measure	Results
Regional Leader in capital markets	1. Value and percent increase in volume of trading	(JD) 157.5 million (JD) for July Total for YTD 2002 = 732.9 million 191% increase from April 1-July 31 47 % increase from Jan. 31 to July 31
Regional Leader in capital markets	2. Number (#) of independent articles, publications, and speeches on Jordan's capital markets	21 (from April-July 31)
Increased depth and liquidity of ASE	3. Percentage increase in total market capitalization	31 6.4% increase from April 1 – July 31 4% increase from Jan 31 to July 31
Increased depth and liquidity of ASE	4. Percentage increase of new listings	-1.3% (Number of listed companies went from 158 on April 1 to 156 on July 31, attributed to one merger and one de-listing)
Increased depth and liquidity of ASE	5. Number of shareholders	2000) 540,000 shareholders (end of 2002) New figures expected at end of 2002
Increased depth and liquidity of ASE	6. Trading volume for equity	2002. 59.1 million shares traded in July 31) 115% increase from April 1 to July 31 -10% decrease from Jan 31 to July 31 Total for YTD 2002: 317.2 million shares
Increased depth and liquidity of ASE	7. Trading volume for bonds	4,900 bonds traded in July 19,900 bonds traded from April 1 – July 31
Institutions and private enterprises strengthened as result of training	8. Number of participants in capital markets training program	Chartered Financial Analyst Program: Level 1: 29 participants\ Level 2: 3 participants Level 3: 3 participants English Language Training: 17participants (9 - ASE, 8 - JSC) Overseas Training USSEC (DC): 4 participants IMF (NY): 3 participants IOSCO (Turkey): 3 participants Disclosure Standards (Bahrain): 1 participant Int'l Finance and Business Forum (Dubai): 3 participants IT Training 5 participants

Financial viability of JSC, ASE, and SDC	9. Percentage of operational/financial costs covered by fees, revenues, etc. (non-budgetary support)	Not available yet
--	--	-------------------

Annexes > Events > By Location > In-Country Training

Task No.	Name of Event	Component	Location	Venue	Start Date	End Date	No. of Participants		
							F	M	Total
262.2	National Strategy	BMI	Amman	JTB	01/07/2002	01/07/2002	2	9	11
265.3.2	Public Relations Forum	BMI	Amman	JUSBP	01/07/2002	01/07/2002	7	5	12
654	English Language Course - Beginner A	CMD	Amman	ALC	01/07/2002	201/08/2002	0	1	1
654	High Intermediate (ASE & JSC)	CMD	Amman	ALC	01/07/2002	201/08/2002	4	3	7
654	Pre - Intermediate (ASE & JSC)	CMD	Amman	ALC	01/07/2002	201/08/2002	3	7	10
654	Event/ICT/Beginner B (ASE) 36 days	CMD	Amman	ALC	01/07/2002	201/08/2002	0	1	1
265.3.2	FTA Web Site Meeting	BMI	Amman	CNS	03/07/2002	203/07/2002	7	3	10
262.2.2	Develop Product Development Strategy (Meeting #3)	BMI	Amman	Ammon Hotel	06/07/2002	206/07/2002	3	4	7
531.5	TOFEL Course	PSPi	Amman	Yarmouk Training Center	06/07/2002	224/07/2002	2	0	2
232.3	JEA Governance Strategic Planning Session	BMI	Amman	Marriott Hotel	07/07/2002	207/07/2002	3	5	8
265.3.2	Public Relations Forum	BMI	Amman	JUSBP	07/07/2002	207/07/2002	4	3	7
265.3.2	Trade and Investment Forum	BMI	Amman	JABA	07/07/2002	207/07/2002	14	15	29
265.2	TIJARA Launching Event Coordinating Meeting	BMI	Amman	AMIR	07/07/2002	207/07/2002	1	6	7
265.3.2	Public Policy Advocacy Forum	BMI	Amman	JEA	08/07/2002	208/07/2002	4	2	6
265.2.3	World Trade Week Co-ordination Meeting	BMI	Amman	Marriott Hotel	08/07/2002	208/07/2002	9	4	13
265.3.2	FTA Coordinating Committee Meeting	BMI	Amman	JIB	10/07/2002	210/07/2002	8	14	22
262.2.2	Develop Product Development Strategy (Meeting #4)	BMI	Amman	Ammon Hotel	10/07/2002	210/07/2002	3	4	7
265.3.2	Backward Linkages Meeting	BMI	Amman	JABA	11/07/2002	211/07/2002	4	6	10
431.2	E-Governmanet Dead sea workshop	ICTI	Balqa	Movenpick Dead Sea	11/07/2002	213/07/2002	8	34	42
262.2.2	Develop Product Development Strategy (Meeting #5)	BMI	Amman	Ammon Hotel	13/07/2002	214/07/2002	2	5	7
265.3.2	FTA Web Site Meeting	BMI	Amman	CNS	14/07/2002	214/07/2002	7	3	10

262.2.4	Legal Regulatory Framework Group (meeting #3)	BMI	Amman	JTB	14/07/2002	14/07/2002	3	7	10
262.2.2	Develop Product Development Strategy (Meeting #4)	BMI	Amman	Ammon Hotel	14/07/2002	14/07/2002	3	4	7
652	Photoshop 6.0 Basic Skills	CMD	Amman	Integrated Publishing Systems	14/07/2002	28/07/2002	1	1	2
499.1	REACH 3.0 Meeting: Regulatory Pre Meeting	ICTI	Amman	Zara Expo	14/07/2002	14/07/2002	3	7	10
262.2.2	Product Development Work Group	BMI	Amman	Ammon Hotel	15/07/2002	15/07/2002	2	5	7
265.3.2	Public Relations Forum	BMI	Amman	JEA	15/07/2002	15/07/2002	6	5	11
431.7	E-Government Training Coordination	ICTI	Amman	Interncontinental Hotel	15/07/2002	15/07/2002	12	28	40
499.1	REACH 3.0 Meeting: Regulatory Framework Workshop	ICTI	Amman	Zara Expo	16/07/2002	16/07/2002	13	44	57
265.3.2	Public Relations Forum	BMI	Amman	JEA	17/07/2002	17/07/2002	3	6	9
499.1	REACH 3.0 Meeting: Regulatory - Post Meeting	ICTI	Amman	Zara Expo	17/07/2002	17/07/2002	3	7	10
310.1.1	Board Governance Manual Workshop for AMC	MEI	Amman	Hyatt	17/07/2002	17/07/2002	2	4	6
265.2.3	World Trade Week	BMI	Amman	Marriott Hotel	18/07/2002	18/07/2002	18	20	38
531.1	GPA Committee Meeting	PSPI	Amman	MIT	18/07/2002	18/07/2002	4	14	18
318.3.5	TOT Refresher Course	MEI	Aqaba	Movenpick Aqaba	19/07/2002	20/07/2002	5	6	11
262.2.2	Product Development Work Group	BMI	Amman	Ammon Hotel	20/07/2002	20/07/2002	3	4	7
211.1	Training Needs Assistent (1)	BMI	Amman	Radisson SAS	21/07/2002	21/07/2002	6	4	10
265.3.2	Trade and Investment Forum	BMI	Amman	JABA	21/07/2002	21/07/2002	4	6	10
531.5	TOFEL Course	PSPI	Amman	Yarmouk Training Center	21/07/2002	22/08/2002	0	2	2
265.3.2	Public Relations Forum	BMI	Amman	JEA	22/07/2002	22/07/2002	4	4	8
211.1	Training Needs Assistent (2)	BMI	Amman	Radisson SAS	22/07/2002	22/07/2002	3	7	10
499.1	REACH 3.0 Meeting: Pre Meeting - Government Support	ICTI	Amman	Zara Expo	22/07/2002	22/07/2002	2	9	11
431.4.11	Technical e-Government Outreach Presentation No. 1	ICTI	Amman	Meridian Hotel	22/07/2002	22/07/2002	11	37	48
318.1	Local Basic Course	MEI	Amman	IBS	22/07/2002	20/08/2002	4	9	13
262.2.2	Develop Product Development Strategy (Meeting #7)	BMI	Amman	Ammon Hotel	23/07/2002	23/07/2002	2	3	5

499.1	REACH 3.0 Meeting: Government Support Workshop	ICTI	Amman	Zara Expo	23/07/2002	23/07/2002	14	50	64
262.2.2	Develop Product Development Strategy (Meeting #7)	BMI	Amman	Ammon Hotel	24/07/2002	24/07/2002	2	3	5
499.1	REACH 3.0 Meeting: Government Support - Post Meeting	ICTI	Amman	Zara Expo	24/07/2002	24/07/2002	2	9	11
431.7	e-gov. ICDL Training Scheduling	ICTI	Amman	Sheraton Hotel	24/07/2002	24/07/2002	19	31	50
411.4.1	Council Orientation Meeting	ICTI	Amman	Marriott Hotel	24/07/2002	24/07/2022	6	12	18
431.4.11	Technical e-Government Outreach Presentation No. 2	ICTI	Amman	AMIR Offices	24/07/2002	24/07/2002	2	7	9
334.1	AB MDS Focus Group	MEI	Amman	Amman	24/07/2002	24/07/2002	5	8	13
262.2.4	Assess HR needs of Hotel Sector	BMI	Amman	Marriott Hotel	27/07/2002	24/07/2002	6	10	16
531.5	TOFEL Course	PSPI	Amman	Yarmouk Training Center	27/07/2002	14/08/2002	2	0	2
499.1	REACH 3.0 Meeting: Human Resources - Pre Meeting	ICTI	Amman	Zara Expo	28/07/2002	28/07/2002	3	12	15
334.1	AB MDS Focus Group	MEI	Amman	Amman	28/07/2002	28/07/2002	1	7	8
232.2	Strategic Planning Session	BMI	Amman	Dunes Club	29/07/2002	29/07/2002	3	15	18
265.3.3	WTW Programs Committee Meeting	BMI	Amman	Marriott Hotel	29/07/2002	29/07/2002	8	8	16
362.6	Illustrator 9.0	CMD	Amman	Integrated Publishing Systems	29/07/2002	11/08/2002	1	1	2
499.1	REACH 3.0 Meeting: Human Resources Workshop	ICTI	Amman	Zara Expo	29/07/2002	29/07/2002	17	33	50
499.1	REACH 3.0 Meeting: Infrastructure - Pre Meeting	ICTI	Amman	Zara Expo	29/07/2002	29/07/2002	1	8	9
431.2	ICTI Communications and Events Joint Planning Session	ICTI	Amman	Int@j	29/07/2002	29/07/2002	13	4	17
262.2	Strategy Steering Committee	BMI	Amman	Sheraton Hotel	30/07/2002	30/07/2002	5	11	16
265.2.3	PR & Communications Committee	BMI	Amman	JEA	30/07/2002	30/07/2002	1	4	5
499.1	REACH 3.0 Meeting: Human Resources - Post Meeting	ICTI	Amman	Zara Expo	30/07/2002	30/07/2002	5	4	9
499.1	REACH 3.0 Meeting: Infrastructure - Workshop	ICTI	Amman	Zara Expo	30/07/2002	30/07/2002	11	32	43

422.6	First focus group for middle ranked government employees	ICTI	Amman	Radisson SAS	30/07/2002	30/07/2002	5	6	11
334.1	BDS Survey Results Workshkop	MEI	Amman	Sheraton	30/07/2002	31/07/2002	16	31	47
265.2.3	Events Management Committee	BMI	Amman	JEA	31/07/2002	31/07/2002	5	5	10
422.6	First focus group for regular government employees	ICTI	Amman	Radisson SAS	31/07/2002	31/07/2002	11	10	21
499.1	REACH 3.0 Meeting: Infrastructure - Post Meeting	ICTI	Amman	Zara Expo	31/07/2002	31/07/2002	1	7	8
362.6	Attitudinal Survey Results	MEI	Amman	Sheraton	31/07/2002	31/07/2002	21	21	42
334.1	AB MDS Focus Group	MEI	Amman	Amman	31/07/2002	31/07/2002	1	6	7
310.1.1	Board Governance Manual Workshop for JMCC	MEI	Amman	Hyatt	21/7/02	21/07/2002	3	5	8
TOTAL							402	737	1139

Annexes > Events > By Location > US Training

Task No.	Program Title	Location	Comp.	Start Date	Finish Date	No. of Participants			
						F	M	Total	
265.3.1	Develop Pharmaceuticals Industry	Generic Pharmaceuticals Conference	USA / Florida	BMI	07-Apr-2002	17-Apr-2002	0	4	4
317.6	MFI Microfin Course	Business Planning and Financial Modeling for Microenterprise Program	USA \ Washington DC	MEI	08-Apr-2002	13-Apr-2002	1	6	7
621.2	JSC Surveillance and Market Monitoring	Building Pillars of Financial Sector Governance: The Role of the Public & Private Sector	USA \ New York	CMD	17-Apr-2002	20-Apr-2002	0	3	3
531.5	Support to Companies Controller Directorate	26th Insolvency Law Working Group	USA/New York	PSPI	13-May-2002	16-May-2002	0	1	1
317.2	New Hampshire Tour	New Hampshire Experienced Course	USA \ New Hampshire	MEI	10-Jun-2002	30-Jun-2002	1	5	6
334.2	BDS Assistance Program	Business Development Services Exchange Study Tour	USA \ Washington, DC	MEI	10-Jun-2002	15-Jun-2002	1	0	1
531.6	Food Safety and Inspection /ASEZA and MOH	Workshop on Mycotoxins	USA/Maryland	PSPI	22-Jul-2002	27-Jul-2002	1	0	1
TOTALS							4	19	23

Annexes > Events > By Location > Totals

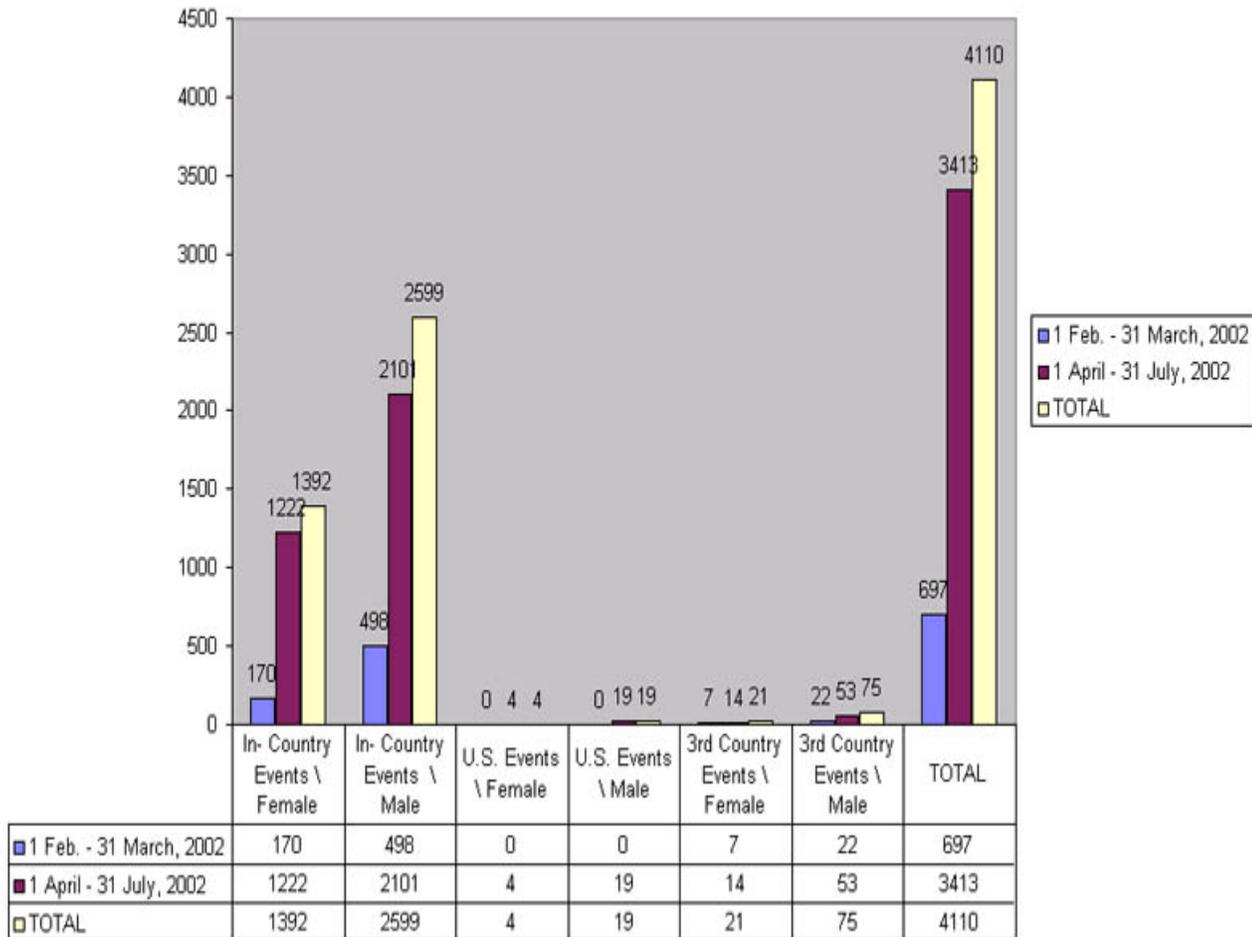
Total Number of Participants per Type of Activity Per Gender

	In-Country Events		U.S. Events		Third-Country Events		TOTAL
	Female	Male	Female	Male	Female	Male	
1 Feb. - 31 March 2002	170	498	0	0	7	22	697
1 April - 31 July, 2002	1222	2101	4	19	14	53	3413
TOTAL	1392	2599	4	19	21	75	4110

Total Number of Local Participants Per Gender:

A total of 3413 participants were sponsored by AMIR during April - July, 2002, of which 1240 were females and 2173 males. Also the table shows that the accumulative number of participants from Feb. 2002, to the end of this reported period were 4110 Participants among which 1417 were females and 2693 were Males.

Total Number of Participants per Type of Event Per Gender



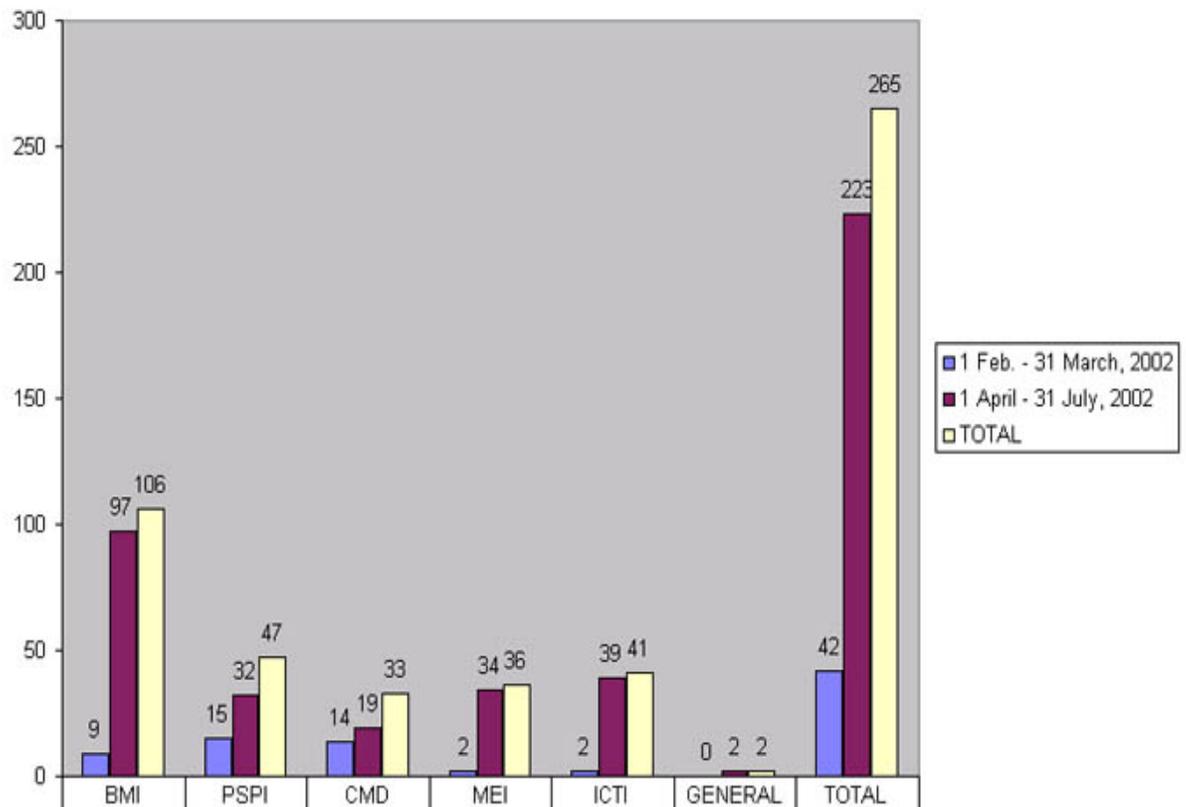
Total Number of Events per Initiative

	BMI	PSPI	CMD	MEI	ICTI	GENERAL	TOTAL
1 Feb. - 31 March 2002	9	15	14	2	2	0	42
1 April - 31 July, 2002	97	32	19	34	39	2	223
TOTAL	106	47	33	36	41	2	256

Total Number of Events Per Initiative :

The table shows that the accumulative number of events since the beginning of AMIR Program in Feb. to July, 2002 , were 265 events. The table shows also the number of events during April - July, 2002 as follows: 97 events for the Business Management Component, followed by 39 events for the Information & Communications Component, 34 events for the Microenterprise Component, 32 events for the Private Sector Policy Component, 19 events for the Capital Markets, and 2 General events.

Total Number of Events Per Component



1 Feb. - 31 March, 2002	9	15	14	2	2	0	42
1 April - 31 July, 2002	97	32	19	34	39	2	223
TOTAL	106	47	33	36	41	2	265

Number of Events per Type per Initiative

1 April - 31 July, 2002

Initiative	In- Country Events	U.S. Events	Third-Country Events	TOTAL
BMI	94	1	2	97
PSPI	26	2	4	32
CMD	14	1	4	19
MEI	28	3	3	34
ICTI	35	0	4	39
GENERAL	2	0	0	2
TOTAL	199	7	17	223

Annexes > Events > By Initiative > Business Management Initiative

Task No.	Name of Event	Location	Venue	Start Date	End Date	No. of Participants		
						F	M	Total
262.2	National Strategy	Amman	JTB	01/07/2002	01/07/2002	2	9	11
265.3.2	Public Relations Forum	Amman	JUSBP	01/07/2002	01/07/2002	7	5	12
265.3.2	FTA Web Site Meeting	Amman	CNS	03/07/2002	03/07/2002	7	3	10
262.2.2	Develop Product Development Strategy (Meeting #3)	Amman	Ammon Hotel	06/07/2002	06/07/2002	3	4	7
232.3	JEA Governance Strategic Planning Session	Amman	Marriott Hotel	07/07/2002	07/07/2002	3	5	8
265.3.2	Public Relations Forum	Amman	JUSBP	07/07/2002	07/07/2002	4	3	7
265.3.2	Trade and Investment Forum	Amman	JABA	07/07/2002	07/07/2002	14	15	29
265.2	TIJARA Launching Event Coordinating Meeting	Amman	AMIR	07/07/2002	07/07/2002	1	6	7
265.3.2	Public Policy Advocacy Forum	Amman	JEA	08/07/2002	08/07/2002	4	2	6
265.2.3	World Trade Week Co-ordination Meeting	Amman	Marriott Hotel	08/07/2002	08/07/2002	9	4	13
265.3.2	FTA Coordinating Committee Meeting	Amman	JIB	10/07/2002	10/07/2002	8	14	22
262.2.2	Develop Product Development Strategy (Meeting #4)	Amman	Ammon Hotel	10/07/2002	10/07/2002	3	4	7
265.3.2	Backward Linkages Meeting	Amman	JABA	11/07/2002	11/07/2002	4	6	10
262.2.2	Develop Product Development Strategy (Meeting #5)	Amman	Ammon Hotel	13/07/2002	14/07/2002	2	5	7
265.3.2	FTA Web Site Meeting	Amman	CNS	14/07/2002	14/07/2002	7	3	10
262.2.4	Legal Regulatory Framework Group (meeting #3)	Amman	JTB	14/07/2002	14/07/2002	3	7	10
262.2.2	Develop Product Development Strategy (Meeting #4)	Amman	Ammon Hotel	14/07/2002	14/07/2002	3	4	7
262.2.2	Product Development Work Group	Amman	Ammon Hotel	15/07/2002	15/07/2002	2	5	7
265.3.2	Public Relations Forum	Amman	JEA	15/07/2002	15/07/2002	6	5	11
265.3.2	Public Relations Forum	Amman	JEA	17/07/2002	17/07/2002	3	6	9

265.2.3	World Trade Week	Amman	Marriott Hotel	18/07/2002	18/07/2002	18	20	38
262.2.2	Product Development Work Group	Amman	Ammon Hotel	20/07/2002	20/07/2002	3	4	7
211.1	Training Needs Assessment (1)	Amman	Radisson SAS	21/07/2002	21/07/2002	6	4	10
265.3.2	Trade and Investment Forum	Amman	JABA	21/07/2002	21/07/2002	4	6	10
265.3.2	Public Relations Forum	Amman	JEA	22/07/2002	22/07/2002	4	4	8
211.1	Training Needs Assessment (2)	Amman	Radisson SAS	22/07/2002	22/07/2002	3	7	10
262.2.2	Develop Product Development Strategy (Meeting #7)	Amman	Ammon Hotel	23/07/2002	23/07/2002	2	3	5
262.2.2	Develop Product Development Strategy (Meeting #7)	Amman	Ammon Hotel	24/07/2002	24/07/2002	2	3	5
262.2.4	Assess HR needs of Hotel Sector	Amman	Marriott Hotel	27/07/2002	24/07/2002	6	10	16
232.2	Strategic Planning Session	Amman	Dunes Club	29/07/2002	29/07/2002	3	15	18
265.3.3	WTW Programs Committee Meeting	Amman	Marriott Hotel	29/07/2002	29/07/2002	8	8	16
262.2	Strategy Steering Committee	Amman	Sheraton Hotel	30/07/2002	30/07/2002	5	11	16
265.2.3	PR & Communications Committee	Amman	JEA	30/07/2002	30/07/2002	1	4	5
265.2.3	Events Management Committee	Amman	JEA	31/07/2002	31/07/2002	5	5	10
TOTAL						165	219	384

Annexes > Events > By Initiative > Microenterprise Initiative

Task No.	Name of Event	Location	Venue	Start Date	End Date	No. of Participants		
						F	M	Total
310.1.1	Board Governance Manual Workshop for AMC	Amman	Hyatt	17/07/2002	17/07/2002	2	4	6
318.3.5	TOT Refresher Course	Aqaba	Movenpick Aqaba	19/07/2002	20/07/2002	5	6	11
334.1	BDS Survey Results Workshkop	Amman	Sheraton	30/07/2002	31/07/2002	16	31	47
362.6	Attitudinal Survey Results	Amman	Sheraton	31/07/2002	31/07/2002	21	21	42
310.1.1	Board Governance Manual Workshop for JMCC	Amman	Hyatt	21/07/2002	21/07/2002	3	5	8
318.1	Local Basic Course	Amman	IBS	22/07/2002	05/08/2002	4	9	13
334.1	AB MDS Focus Group	Amman	Amman	24/07/2002	24/07/2002	5	8	13
334.1	AB MDS Focus Group	Amman	Amman	28/07/2002	28/07/2002	1	7	8
334.1	AB MDS Focus Group	Amman	Amman	31/07/2002	31/07/2002	1	6	7
TOTAL						58	97	155

Annexes > Events > By Initiative > Information and Communications Technology Initiative

Task No.	Name of Event	Location	Venue	Start Date	End Date	No. of Participants		
						F	M	Total
431.2	E-Governmanet Dead sea workshop	Balqa	Movenpick Dead Sea	11/07/2002	13/07/2002	8	34	42
499.1	REACH 3.0 Meeting: Regulatory Pre Meeting	Amman	Zara Expo	14/07/2002	14/07/2002	3	7	10
431.7	E-Government Training Coordination	Amman	Interncontinental Hotel	15/07/2002	15/07/2002	12	28	40
499.1	REACH 3.0 Meeting: Regulatory Framework Workshop	Amman	Zara Expo	16/07/2002	16/07/2002	13	44	57
499.1	REACH 3.0 Meeting: Regulatory - Post Meeting	Amman	Zara Expo	17/07/2002	17/07/2002	3	7	10
499.1	REACH 3.0 Meeting: Pre Meeting - Government Support	Amman	Zara Expo	22/07/2002	22/07/2002	2	9	11
431.4.11	Technical e-Government Outreach Presentation No. 1	Amman	Meridian Hotel	22/07/2002	22/07/2002	11	37	48
499.1	REACH 3.0 Meeting: Government Support Workshop	Amman	Zara Expo	23/07/2002	23/07/2002	14	50	64
499.1	REACH 3.0 Meeting: Government Support - Post Meeting	Amman	Zara Expo	24/07/2002	24/07/2002	2	9	11
431.7	e-gov. ICDL Training Scheduling	Amman	Sheraton Hotel	24/07/2002	24/07/2002	19	31	50
411.4.1	Council Orientation Meeting	Amman	Marriott Hotel	24/07/2002	24/07/2002	6	12	18
431.4.11	Technical e-Government Outreach Presentation No. 2	Amman	AMIR Offices	24/07/2002	24/07/2002	2	7	9
499.1	REACH 3.0 Meeting: Human Resources - Pre Meeting	Amman	Zara Expo	28/07/2002	28/07/2002	3	12	15
499.1	REACH 3.0 Meeting: Human Resources Workshop	Amman	Zara Expo	29/07/2002	29/07/2002	17	33	50
499.1	REACH 3.0 Meeting: Infrastructure - Pre Meeting	Amman	Zara Expo	29/07/2002	29/07/2002	1	8	9
431.2	ICTI Communications and Events Joint Planning Session	Amman	Int@j	29/07/2002	29/07/2002	13	4	17
499.1	REACH 3.0 Meeting: Human Resources - Post Meeting	Amman	Zara Expo	30/07/2002	30/07/2002	5	4	9
499.1	REACH 3.0 Meeting: Infrastructure - Workshop	Amman	Zara Expo	30/07/2002	30/07/2002	11	32	43
422.6	First focus group for middle ranked government employees	Amman	Radisson SAS	30/07/2002	30/07/2002	5	6	11
422.6	First focus group for regular government employees	Amman	Radisson SAS	31/07/2002	31/07/2002	11	10	21
499.1	REACH 3.0 Meeting: Infrastructure - Post Meeting	Amman	Zara Expo	31/07/2002	31/07/2002	1	7	8
TOTAL						162	391	543

Annexes > Events > By Initiative > Private Sector Policy Initiative

Task No.	Name of Event	Location	Venue	Start Date	End Date	No. of Participants		
						F	M	Total
531.5	TOFEL Course	Amman	Yarmouk Training Center	06/07/2002	24/07/2002	2	0	2
531.5	TOFEL Course	Amman	Yarmouk Training Center	21/07/2002	22/08/2002	0	2	2
531.5	TOFEL Course	Amman	Yarmouk Training Center	27/07/2002	14/08/2002	2	0	2
531.1	GPA Committee Meeting	Amman	MIT	18/07/2002	18/07/2002	4	14	18
TOTAL						8	16	24

Annexes > Events > By Initiative > Jordan Capital Markets Development

Task No.	Name of Event	Location	Venue	Start Date	End Date	No. of Participants		
						F	M	Total
654	English Language Course	Amman	ALC	01/07/2002	20/08/2002	0	1	1
654	High Intermediate (ASE & JSC)	Amman	ALC	01/07/2002	20/08/2002	4	3	7
654	Pre - Intermediate (ASE & JSC)	Amman	ALC	01/07/2002	20/08/2002	3	7	10
654	Event/ICT/Beginner B (ASE) 36 days	Amman	ALC	01/07/2002	20/08/2002	0	1	1
652	Photoshop 6.0 Basic Skills	Amman	Integrated Publishing Systems	14/07/2002	28/07/2002	1	1	2
362.6	Illustrator 9.0	Amman	Integrated Publishing Systems	29/07/2002	11/08/2002	1	1	2
TOTAL						9	14	23

Annexes > Public Awareness and Communications > Press Releases

Date	Name	Initiative
1-Apr-02	Business Associations Strengthen Advocacy and Management Skills Training Emphasizes Small Business and Export Development	BMI
9-May-02	Amman Stock Exchange (ASE) Opens High Tech Investor Gallery Public Video Wall Displays Real-Time Market Information	CMD
30-Apr-02	Citibank Jordan Issues First Commercially-Managed Credit to Community, Habitat and Finance (CHF) Microfinance in Jordan Moves Toward Commercial Lending	MEI
10-Jun-02	SDC Launches "Electronic Clearing and Settlement" "Paperless" Technology Strengthens Market Transparency, Investor Confidence	

Annexes > Public Awareness and Communications > Media Coverage

Date	Description	Media	Language	Initiative
1-Apr-02	Jordan Business Associations Training	Al Dustoor	Arabic	BMI
1-Apr-02	Jordan Business Associations Training	Al Aswaq	Arabic	BMI
17-Apr-02	Alexandria Business Men MF Success Story	Al Rai	Arabic	MEI
17-Apr-02	Alexandria Business Men MF Success Story	Al Arab Al Youm	Arabic	MEI
2-May-02	MF in Jordan Moves Towards Commercial Lending	Jordan Times	English	MEI
13-May-02	Opening of Investors' Gallery	Al Rai	Arabic	CMD
13-May-02	Opening of Investors' Gallery	Al Aswaq	Arabic	CMD
13-May-02	Opening of Investors' Gallery	Al Arab Al Youm	Arabic	CMD
13-May-02	Opening of Investors' Gallery	Jordan Times	English	CMD
3-Jun-02	FTA National Plan	Al Rai	Arabic	BMI
3-Jun-02	FTA National Plan	Al Arab Al Youm	Arabic	BMI
3-Jun-02	FTA National Plan	Al Dustoor	Arabic	BMI
10-Jun-02	SDC to Introduce Electronic Clearing System	Jordan Times	English	CMD
13-Jun-02	SDC to Introduce Electronic Clearing System	Star	English	CMD
11-Jun-02	SDC to Introduce Electronic Clearing System	Jordan News Agency (Petra)	English	CMD
11-Jun-02	SDC to Introduce Electronic Clearing System	Arabia.com	English	CMD
12-Jun-02	SDC to Introduce Electronic Clearing System	Baladna.com	English	CMD
13-Jun-02	SDC to Introduce Electronic Clearing System	Jerusalem Post	English	CMD
13-Jun-02	Training Program for e-Government Project managers	Jordan Times	English	ICTI
19-Jun-02	Entrepreneurship Programme Launched	Jordan Times	English	MEI
24-Jun-02	MOE Networking Government Schools	Al Dustoor	Arabic	ICTI
25-Jun-02	AMIR Conducts BDS Survey	Al Rai	Arabic	MEI
27-Jun-02	REACH 3.0 to be Launched on Saturday	Jordan Times	English	ICTI
30-Jun-02	Economy Records Strong Growth in First Half of 2002	Jordan Times	English	CMD
1-Jul-02	ICT Industry Launches REACH 3.0	Jordan Times	English	ICTI
1-Jul-02	ICT Industry Launches REACH 3.0	Al Dustoor	Arabic	ICTI
1-Jul-02	SDC's Regulations Contributes to Electronic Settlements	Al Dustoor	Arabic	CMD
8-Jul-02	Jordan's Stone Sector Has Vast Export Potential	Jordan Times	English	PSPI
8-Jul-02	Trade Volume Reaches 87,7 Million in Free Trade Zones	Al Aswaq	Arabic	PSPI
8-Jul-02	Dr. Al Halayka Calls for Exploration of Exporting Opportunities to the American Market	Al Rai	Arabic	PSPI

09-Jul-02	Traders Lose Opportunities of Exportation Due to Ignorance of FTA	Al Dustoor	Arabic	PSPI
09-Jul-02	170 Million in Trade Volume in ASEZA the Past 18 Months	Al Rai	Arabic	PSPI
09-Jul-02	The Jordanian Saudi Committee Study Free Trade Agreement Between the Two Countries	Al Aswaq	Arabic	BMI
09-Jul-02	Agreement Between JAICA and the Scientific Association to Organize Regional Courses in IT Technology	Al Arab Al Youm	Arabic	ICTI
09-Jul-02	Jordan and Algeria Study Potential Free Trade Agreement	Al Arab Al Youm	Arabic	BMI
09-Jul-02	Customs Facilitates Procedures by Using Technology	Al Aswaq	Arabic	PSPI
09-Jul-02	The Stocks Record its Best Numbers Since 24 Years	Al Dustoor	Arabic	CMD
09-Jul-02	Amman Bourse Gains, Banks and Pharmaceutical Up Government to Participate in \$150 Million Investment Fund	Jordan Times	English	CMD
10-Jul-02	Tourism is in Retreat	Al Rai	Arabic	BMI
10-Jul-02	Jordan Electronic Guide Promotes Touristic Sites and Prevents its Exploitation from Other Countries	Al Rai	Arabic	BMI

Annexes > Public Awareness and Communications > Advertisements

Date	Description	Media	Language	Initiative
2-Apr-02	Chartered Financial Analyst Program	Jordan Times	English	BMI
5-Apr-02	Chartered Financial Analyst Program	Jordan Times	English	BMI
12-May-02	MOICT Technology Advisor Job Ad	Al Rai	English	ICTI
13-May-02	MOICT Technology Advisor Job Ad	Jordan Times	English	ICTI
13-May-02	MOICT Technology Advisor Job Ad	Al Rai	English	ICTI
17-Jun-02	BDS Survey	Jordan Times	English	MEI
17-Jun-02	BDS Survey	Al Rai	Arabic	MEI
17-Jun-02	BDS Survey	Al Dustoor	Arabic	MEI
18-Jun-02	BDS Survey	Jordan Times	English	MEI
18-Jun-02	BDS Survey	Al Rai	Arabic	MEI
20-Jun-02	BDS Survey	The Star	English	MEI
24-Jun-02	Staff Accountant Job Ad	Jordan Times	English	AMIR
24-Jun-02	Staff Accountant Job Ad	Al Rai	English	AMIR
25-Jun-02	Financial Manager Job Ad	Jordan Times	English	AMIR
25-Jun-02	Financial Manager Job Ad	Al Rai	English	AMIR
26-Jun-02	Chief Information Officer Job Ad	Al Rai	English	AMIR
26-Jun-02	BDS Survey	Al Dustoor	Arabic	MEI
15-Jul-02	Business Management Specialist Job Ad	Jordan Times	English	BMI

Annexes > Public Awareness and Communications > Promotional Materials

Initiative	Client Organization	Description	Delivery Date
CMD	Amman Stock Exchange	General folder, General SE brochure in Arabic and English, Guide to investing brochure in Arabic and English, Milestones sheet Arabic SE Arabic Invest English SE English Invest	6-May-02
MEI	AMIR	MEI brochure for AMIR/USAID trip to Morocco	30-May-02
MEI	AMIR	1 2 3 4 5 6	
MEI	AMIR	BDS Invitation card	22-Jul-02
MEI	AMIR	MEI Grants Fact Sheet	29-Jul-02
ICTI	Intaj	ICT Forum invitation card and registration form	25-Jul-02

Annexes > Deliverables > Second Quarter

Year	Month	Comp	Contractor(s)	Task	Deliverable Title
2002	April	BMI	Kenneth Donaldson	232.4	Strengthen Institutional Framework- Revise Business & Professional Women Association- Amman (BPWA) Organizational Structure
2002	May	BMI	Niveen Abboushi-Sharaf	232.3	Governance and Strategic Planning /Business & Professional Women's Club - Amman
2002	Mar	MEI	William Kedrock	334.2	BDS Workshop and Workplan Development
2002	April	CMD	CIM	646.1	CFA
2002	April	CMD	Ester Saverson & Robert Strahota	648	US SEC Training Program in Jordan Training Materials Volumes 1 and 2 and the Presentation Slides
2002	April	CMD	Majd Shafiq	635.1	Middle East New Exchange (ME-NEX)- Weekly Progress Reports, from No. 34 to No. 38
2002	April	CMD	Robert Wagner, Majd Shafiq, Waleed Al-Nassan	641.1	Jordan's Privatization Program, Background to a Privatization Bond and Privatization Bond Details
2002	April	CMD	Nico Van Zadelhoff	661	IT Needs Assessment
2002	April	CMD	Howard Schuman	645	Overview of Securities Market: Training Program
2002	April	BMI	Kenneth Hoadley	221.2	Survey Potential Partners in US
2002	April	MEI	Suhair Khatib	333.2	Backward Linkages
2002	April	BMI	Larry Milner	265.3.2	Strengthening the TIJARA National Strategy Action Plan
2002	April	BMI	Larry Milner	232.3	Governance and Strategic Planning for JABA
2002	May	BMI	Ghalia Alul	233.4	BPW Needs Assessment
2002	May	BMI	Zaki Ayoubi	221.3	Survey Potential Local Jordanian Partners
2002	March	CMD	Allan Roth, Majd Shafiq	635.2	ME-NEX Project Planning & Management: Regulatory MOU
2002	March	CMD	Majd Shafiq, Beth Kotis	635.10	Presentation to Potential Companies for Listing on the ME-NEX
2002	March	CMD	Majd Shafiq	635.1	ME-NEX Rules & Requirements
2002	March	CMD	Ala'a Al Tarawneh	635.3	ME-ENX Legal Due Diligence
2002	March	CMD	Majd Shafiq, Nicolas Can Zadelhoff, Asma Abu Taleb	635.28	ME-NEX Clearance & Settlement Rules
2002	March	CMD	Nicole Rhind	635.10	Stock Exchange Fee Analysis
2002	May	BMI	CIPE	232.2	Business Association Training and Technical Assistance
2002	May	BMI	Larry Milner	232.3	Research Study of The Role and Best Practices of a Federation
2002	May	BMI	Larry Milner	232.2	Governance & Strategic Planning for JABA
2002	May	BMI	CIPE	233.1	Business Association Training
2002	May	CMD	Howard Schuman	645	Central Bank of Jordan –Banking Supervision and Research Departments Training Needs Assessment and Training Plan

2002	May	CMD	Nicolas Van Zadelhoff, Ramzi Al-Sheshani	661	SDC IT Needs Assessment
2002	April	PSPI	Barry O'Connell	504.2	Improving Jordan's Investment Promotion and Facilitation Organizations
2002	April	PSPI	Greta Boye and Montague Lord	531.1	Master Plan for Jordan's Accession to WTO Government Procurement Agreement
2002	June	PSPI	Sutherland Miller	512	Analysis of Roadmap Implementation Efforts
2002	June	PSPI	Nilgun Kogar	512	Comparative Advantage Analysis # 1
2002	May	PSPI	TSG/ Andrea Erdman	512	JIEC Market Demand Study for Serviced Industrial Estates
2002	June	PSPI	David Lovegrove and Michael O'Leary	511.2	Develop New Institutional Structures for JAED
2002	June	PSPI	John Kugelman	531.2	Development of Procedures for Trade Remedy Case Processing
2002	April	PSPI	Glenn Wood	555.1	Customs Reform and Modernization Phase 1
2002	April	PSPI	Richard Dreiman	581.1.5	Ministry Of Industry and Trade Strategic Action Plan Implementation
2002	May	MEI	Community Development Group (CDG)	315.1	Field Survey - New MFI Products - Phase II
2002	May	MEI	Anita Campion	315.1	New Product Priority Assessment, Phase III
2002	April	MEI	Jeremy Condor	310.1.1	Design Board Governance Manual
2002	May	MEI	Pedro Jimenez	315.2	Assess Small Business Loan Product
2002	May	ICTI	Dan Edwards	411.4.1	Management and Institutional Development Plan for the Information & Communication Technology Advisory Council
2002	June	CMD	Eugene P. Callan	628.2	Audit of SDC Operation
2002	Mar	CMD	Howard Schuman	645	Capital Markets Training Needs Assessment and Training Plan
2002	May	MEI	William Kedrock	334.1	Design BDS Survey
2002	May	BMI	Theodore Zacharatos	261.4	Develop JSTA& JHA Business Plan
2002	June	PSPI	John Parker	531.6	Food Safety Assist in Implementing Sampling Procedures
2002	March	CMD	Majd Shafiq, Beth Kotis, Suha Shouqar	635.1	ME-ENX Workplan
2002	March	CMD	Majd Shafiq, Beth Kotis	635.1	ME-NEX Marketing/Database
2002	June	PSPI	Byril York	581.1.4	MIT Center of Excellence Program Organization Assessment
2002	June	CMD	Allan Roth, IBLA	611, 612	Securities Law Amendments
2002	May	ICTI	Elizabeth Rohde	431.3.2	Jordan e-Government Communication Planning Methodology
2002	May	ICTI	Peter Henshaw	431.4.5	Jordan e-government Information Interoperability Framework
2002	April	ICTI	Paul De Luca	431.4.4	Jordan e-Government Information Security Plan
2002	May	ICTI	Elizabeth Rohde	431.3.2	Jordan e-Government Process Documentation Templates
2002	April	ICTI	Tariq Mahmood	431.3.2	Jordan e-Government Program's Issue Management Process
2002	April	ICTI	Tariq Mahmood	431.3.2	Jordan e-Government Program's Risk Management Process
2002	May	ICTI	Paul De Luca	431.4.4	Jordan e-Government Risk Assessment Methodology

2002	June	ICTI	Alistair Hodcroft	431.4.6	Project Web Applications Assessment
2002	May	ICTI	Richard Kingston	422.2	Recruitment Phase II
2002	June	ICTI	Allan Johnston	432.2.1	E-government Portal Website Scope and Vision Document
2002	May	ICTI	Elizabeth Rohde	431.3.2	Jordan e-Government Business Process Reengineering Methodology
2002	June	ICTI	Tariq Mahmood	431.3.2	Jordan e-Government Change Control Process
2002	May	ICTI	Dave Arthur	431.3.2	Jordan e-Government Programme Management Charter
2002	May	ICTI	Dan Edwards	411.4.1	Management & Institutional Development Plan for the ICT Advisory Council
2002	June	ICTI	Paul Williams	431.4.2	Jordan e-Government Project SGN Statement of Needs
2002	June	ICTI	Reginald Miller	431.2	A Review of E-Governance in India and Lessons Learned
2002	April	BMI	Larry Milner	231.3	Business Association Diagnostic Assessment
2002	July	ICTI	Paul MacLean	431.4.3	Jordan e-Government eMail Statement of Needs
2002	June	ICTI	Paul MacLean	431.4.3	Jordan e-Government MDS Staffing requirements
2002	June	ICTI	Kendall Lott	431.3.2	Jordan e-Government Project Management Training
2002	May	ICTI	Tariq Mahmood	431.3.2	Jordan E-Government Scope Management Plan
2002	June	BMI	Lindsey Wellons	211.1.1	Management Training Needs Assessment Survey Questionnaire and Suggested Methodology for Conducting the Survey
2002	July	BMI	Lindsey Wellons	233.3	Monitoring & Evaluating (M&E) Guidelines for BA's
2002	July	BMI	Fred Whiting	233.5	Public Policy Advocacy Support
2002	July	PSPI	George Miller	531.6	Analytical Instrument Installation and Training- Aqaba Food Testing Laboratory
2002	June	BMI	Anis Tarabey	232.2	Develop a Focus, Strategic and Workplan for BPWA's
2002	July	BMI	Cathryn Goddard	262.2	Develop a National Tourism Strategy Facilitation of Core Committee Meeting
2002	May	BMI	Kenneth Hoadley	221.3	Develop Request for Application in Jordan
2002	July	PSPI	Jay Erstling	531.4	Evaluation of the Copyright Enforcement Capability of the National Library and its cooperative Relationships with other Jordanian Enforcement Bodies
2002	May	ICTI	Tariq Mahmood	431.3.2	Jordan E-Government Quality Management Plan
2002	July	PSPI	Anthony Whitehead	531.6	Technical Committee Work for Supervising the Trial Implementation of RBS-Imported Food Control System
2002	July	BMI	Kenneth Donaldson	233.6.1	Towards Excellence in Governance Association Management Training Workshop in Jordan -BA Governance Training
2002	April	BMI	Leanne Kwar	235.2	The Fourth Mediterranean Development forum /YEA's Fostering

					Digital Inclusion: Role of ICT in Development
2002	May	BMI	Mu'ayyad Mehyar	235.2	The Fourth Mediterranean Development forum /YEA's Fostering Digital Inclusion: Role of ICT in Development
2002	July	BMI	Matt McNulty	262.2	Workplan Development for the National Tourism Strategy
2002	July	BMI	Ramez Habash	233.1	Business Association Training Guide
2002	July	PSPI	Al-Jidara	513	Investment and Export Promotion, Recruit Commercial Attaches for Jordanian Embassies
2002	July	PSPI	Kenneth Donaldson	513	Investment and Export Promotion-Conduct Human Resources Audit of JIB, JEDCO, JIEC, and FZC
2002	July	BMI	Stephen Bower	232.3	JEA Governance, Strategic and Work Planning
2002	June	ICTI	Paul MacLean	431.4.10	Jordan e-Government Enterprise Directory Scope
		ICTI	Richard Kingston	422.2	Recruitment Phase II
2002	July	PSPI	Mihir Desai	512	The Jordan Pharmaceutical Cluster
2002	July	BMI	Jeremy Condor & Kenneth Donaldson	233.1	Towards Excellence in Governance Association Management Training Workshop in Jordan -BA Governance Training
2002	July	PSPI	John Knott and Alan Wilson	555.1	Training Center of Excellence

Annexes > Deliverables > First Quarter

Year	Month	Comp	Contractor(s)	Task	Deliverable Title
2002	Feb	Admin	Barbara Zadina	140.1	AMIR 2.0 Communications Plan
2002	Mar	ICTI	Richard Kingston	430.1	Implementation Plan for Ministry of Post and Communications Strategy - Recruitment
2002	Mar	BMI	Kenneth Hoadley	221.1	Jordan Business School Selection Action Plan
2002	Mar	BMI	Sandra Chesrown	261.1	Work Plan to Build the Jordan Tourism Board's Capacity to Promote Tourism
2002	Mar	MEI	Anita Campion	315.1	Market Assessment and Needs Analysis - Phase I
2002	Mar	MEI	Andrew Baird	332.2	Microinvestor Roadmap Phase I - Outline of Microenterprise Registration and Licensing Process